



Struence

AI CONSULTING & AUTOMATION | GENEVA, SWITZERLAND

# AI EFFICIENCY AUDIT REPORT

**PREPARED FOR**

**Kestrel Search AG**

Specialist Recruitment | Zurich

**REPORT DATE**

3 September 2026

**REFERENCE**

STR-AUD-0000 (SAMPLE)

**PREPARED BY**

Struence — AI Consulting & Automation

**AUDIT BASIS**

Struence Workflow Efficiency Audit — five-step methodology

**SAMPLE REPORT — KESTREL SEARCH AG IS A FICTIONAL COMPOSITE FIRM**

*Prepared to demonstrate the structure and reasoning of a Struence AI Efficiency Audit. No client data has been used.*

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## ABOUT THIS DOCUMENT

Kestrel Search AG is a fictional firm. Its profile, workflows and figures are a composite, constructed from publicly available data on the Swiss and UK specialist recruitment sector and from Struence's own audit methodology. It is published to show the structure, depth and reasoning of a Struence AI Efficiency Audit — what gets measured, how time is quantified, and how recommendations are justified.

It is not a report on a real client, and no client data of any kind has been used in its preparation. A real audit produces a document of this shape populated with your firm's own figures, gathered in a 60–90 minute structured interview.

## 01 EXECUTIVE SUMMARY

Kestrel Search currently loses approximately 38.9 hours of staff time every week — 2'022 hours a year — to administrative work that follows predictable rules and could largely be handled by software. Valued at the firm's own loaded staff costs, that work carries an annual cost of approximately CHF 110'978. It falls hardest on the four resourcers and the two contracts administrators, and it consumes a meaningful share of billing consultants' time.

One finding dominates. Roughly 9,000 applications arrive each year — about 173 a week — and every single one is opened, read and dispositioned by a person, even though around 70% are rejected within two minutes. That is 13.8 hours a week before a consultant speaks to anyone. Behind it sit three more familiar drains: the interview scheduling exchange, contractor timesheet chasing, and a salary guide that generates more inbound enquiries than anything else the firm does and takes 90 hours a year to produce by hand.

Across the five workflows mapped, we estimate that approximately 1'150 hours a year can be recovered — 57% of the current administrative load, or 22.1 hours every week — worth around CHF 62'597 a year in staff time. None of this requires replacing Bullhorn or changing how the desks are structured. Nothing proposed here rejects a candidate: ranking is advisory, and every application stays visible to a person.

We recommend beginning with the Professional tier at CHF 15'000, covering the three highest-priority workflows. That scope recovers approximately 16.6 hours per week — CHF 44'257 a year — and pays for itself in 4.1 months. **The recommended next step is a 30-minute walkthrough call to review these findings before any commitment is made.**

|                                      |                                            |                                           |                                |
|--------------------------------------|--------------------------------------------|-------------------------------------------|--------------------------------|
| <b>38.9 hrs</b><br>HOURS LOST WEEKLY | <b>CHF 111k</b><br>ANNUAL COST OF INACTION | <b>5 workflows</b><br>OPPORTUNITIES FOUND | <b>57%</b><br>RECOVERABLE TIME |
|--------------------------------------|--------------------------------------------|-------------------------------------------|--------------------------------|

*All figures in this report reconcile to the workflow data in Section 03 and the calculations in Section 07. Estimates are deliberately conservative; the assumptions behind them are stated in Appendix B.*

## 02 COMPANY OVERVIEW

|               |                                                                                                                                                                                                                                                                                                              |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Company Name  | Kestrel Search AG                                                                                                                                                                                                                                                                                            |
| Sector        | Specialist recruitment — technology and financial services; permanent and contract                                                                                                                                                                                                                           |
| Location      | Zurich, Switzerland                                                                                                                                                                                                                                                                                          |
| Founded       | 2014   contract desk added 2022                                                                                                                                                                                                                                                                              |
| Team Size     | 22 staff (20.5 FTE) — 2 managing directors, 8 recruitment consultants, 3 client account managers, 4 resourcers, 2 contracts & payroll administrators, 1 marketing & content executive, 2 operations administrators                                                                                           |
| Annual Volume | 210 roles worked · 68 placements · ~9,000 applications received · ~950 interviews arranged · 45 active contractors                                                                                                                                                                                           |
| Key Services  | Permanent search and contract staffing for technology and financial services employers across Switzerland, with a growing contract book.                                                                                                                                                                     |
| Database      | ~18,000 candidate records in Bullhorn, four years of placement history                                                                                                                                                                                                                                       |
| Current Tools | <b>ATS / CRM:</b> Bullhorn<br><b>Sourcing:</b> LinkedIn Recruiter, jobs.ch, direct applications<br><b>Productivity:</b> Microsoft 365 — Outlook, Teams, SharePoint, Excel<br><b>Signature:</b> DocuSign · <b>Payroll:</b> external bureau<br><b>Scheduling tool:</b> none · <b>Automation platform:</b> none |
| Audit Date    | 27 August 2026 — 90-minute structured discovery session                                                                                                                                                                                                                                                      |
| Key Contacts  | Managing Director · Operations Director (project owner) · Head of Contracts                                                                                                                                                                                                                                  |

### BACKGROUND CONTEXT

Kestrel Search was founded in 2014 by two directors who left a larger Zurich agency. Headcount has grown from 9 to 22 over four years, and the contract desk added in 2022 now carries 45 active contractors — bringing a weekly timesheet and payroll cycle the firm was not originally built to absorb.

Two desks are currently turning away roles because they cannot resource them. The directors have ruled out hiring more resourcers until the existing screening process has been examined, on the reasonable grounds that adding people to an inefficient process buys the same problem twice.

The firm is well run and its consultants are experienced. The issue is narrower: a process built for 9 people and a few hundred applications a year is being asked to carry 22 people and nine thousand, and the gap is being closed with hours.

### 03 CURRENT WORKFLOW MAPPING

Five core workflows were mapped during the discovery session. Each is documented below with its trigger, the sequence of steps as performed today, the roles involved, the tools touched, and the measured time investment. Time figures are those given by the team, cross-checked against volume counts (210 roles, 9,000 applications, 950 interviews, 2,160 timesheets a year).

#### WORKFLOW 1: CV SCREENING, SHORTLISTING & HOUSE-FORMAT CONVERSION

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trigger</b>             | Applications arrive against a live vacancy — job board, LinkedIn, direct email or referral.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Steps (in sequence)</b> | <ol style="list-style-type: none"> <li>1. Applications land in Bullhorn, a shared inbox, or a job-board portal depending on source. A resourcer works through them in the order received.</li> <li>2. Each CV is opened and read against the role criteria — skills, seniority, salary expectation, notice period and, for Swiss roles, work-permit status.</li> <li>3. Roughly 70% are rejected within two minutes. Every one is still opened, read and dispositioned by a person.</li> <li>4. Promising candidates are called or messaged to confirm availability and salary before being shortlisted.</li> <li>5. A shortlist summary is written for the consultant, who reviews it and adds or removes names.</li> <li>6. Each shortlisted CV is reformatted into the house template with contact details removed — done by hand in Word.</li> <li>7. The pack is emailed to the client and the submission logged in Bullhorn.</li> </ol> |
| <b>Tools Used</b>          | Bullhorn, Outlook, jobs.ch and LinkedIn job postings, Word, Excel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Responsible Parties</b> | Resourcers (×4), recruitment consultants (×8)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Frequency</b>           | ~9,000 applications a year across 210 roles worked — about 173 per week                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Time per Occurrence</b> | ≈4.5 minutes per application on average   ≈12 minutes per CV reformatted to house template                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Total Time</b>          | <b>720 hours per year — an average of 13.8 hours per week</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

**WORKFLOW 2: CANDIDATE SOURCING CAPTURE & OUTREACH FOLLOW-UP**

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trigger</b>             | A new role opens, or a consultant identifies a candidate worth approaching.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Steps (in sequence)</b> | <ol style="list-style-type: none"> <li>1. The consultant searches LinkedIn Recruiter and job-board databases for matching profiles.</li> <li>2. Details of anyone worth approaching are re-typed into Bullhorn by hand – name, role, employer, contact route. Duplicate records are common.</li> <li>3. A personalised InMail or email is written and sent.</li> <li>4. Replies are tracked in the consultant's own inbox. Non-replies are followed up two or three times, from memory or a personal spreadsheet.</li> <li>5. Outcomes are logged in Bullhorn inconsistently – some desks log every touch, others only conversions.</li> <li>6. Re-engagement of the 18,000-record database happens ad hoc, when a desk is quiet.</li> </ol> |
| <b>Tools Used</b>          | LinkedIn Recruiter, Bullhorn, Outlook, Excel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Responsible Parties</b> | Recruitment consultants (×8), resourcers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Frequency</b>           | ~4,200 outbound candidate approaches a year, plus ad-hoc database re-engagement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Time per Occurrence</b> | ≈4 minutes per approach including follow-ups                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Total Time</b>          | <b>380 hours per year — an average of 7.3 hours per week</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

**WORKFLOW 3: INTERVIEW SCHEDULING, CONFIRMATION & FEEDBACK CHASING**

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trigger</b>             | A client asks to interview a shortlisted candidate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Steps (in sequence)</b> | <ol style="list-style-type: none"> <li>1. The consultant emails the client's hiring manager for availability, usually offering three slots.</li> <li>2. The candidate is emailed separately with the same slots. Where they do not overlap, the exchange repeats.</li> <li>3. Once agreed, calendar invitations go to both sides and the interview is logged in Bullhorn.</li> <li>4. Reminder emails are sent the day before, by hand, when someone remembers.</li> <li>5. About a quarter of interviews are rescheduled at least once, restarting the exchange.</li> <li>6. After the interview the consultant chases the client for feedback – often three or four times – then relays it to the candidate.</li> </ol> |
| <b>Tools Used</b>          | Outlook, Bullhorn, Teams, telephone                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Responsible Parties</b> | Recruitment consultants, operations administrators, resourcers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Frequency</b>           | ~950 interviews arranged per year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Time per Occurrence</b> | ≈22 minutes per interview across scheduling, reminders, rescheduling and feedback chasing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Total Time</b>          | <b>348 hours per year — an average of 6.7 hours per week</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

**WORKFLOW 4: CONTRACTOR TIMESHEETS, PAYROLL PREP & INVOICING**

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trigger</b>             | The weekly timesheet cycle for 45 active contractors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Steps (in sequence)</b> | <ol style="list-style-type: none"> <li>1. Contractors are reminded to submit timesheets by email, and by WhatsApp when they do not.</li> <li>2. Submitted timesheets are forwarded to the client manager for approval. Approvals are chased until received.</li> <li>3. Approved hours are re-keyed into a master Excel workbook and pay and charge rates applied to calculate margin.</li> <li>4. The workbook is sent to the external payroll bureau against their weekly cut-off.</li> <li>5. Client invoices are raised from the same workbook and issued.</li> <li>6. Discrepancies – wrong rate, missing day, rejected hours – are investigated individually, and late payments chased monthly.</li> </ol> |
| <b>Tools Used</b>          | Outlook, WhatsApp, Excel, Bullhorn, payroll bureau portal, accounting package                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Responsible Parties</b> | Contracts & payroll administrators (x2), client account managers, operations admin                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Frequency</b>           | 45 contractors x 48 weeks = 2,160 timesheets a year, plus monthly invoicing and reconciliation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Time per Occurrence</b> | ≈9 minutes per timesheet including chasing   ≈6 hours per month on invoicing and reconciliation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Total Time</b>          | <b>396 hours per year — an average of 7.6 hours per week</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

**WORKFLOW 5: SALARY SURVEY & MARKET REPORT PRODUCTION**

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trigger</b>             | The annual salary guide, plus four quarterly market updates.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Steps (in sequence)</b> | <ol style="list-style-type: none"> <li>1. Placement data is exported from Bullhorn into Excel.</li> <li>2. Roles are categorised by hand into the survey's job families – the categories do not match Bullhorn's own fields.</li> <li>3. Salary ranges, medians and year-on-year movement are calculated in the spreadsheet.</li> <li>4. Consultants are chased individually for commentary on their sectors.</li> <li>5. The narrative is written, laid out in Word or Canva, proofed and exported.</li> <li>6. The finished guide is emailed to the database in batches and posted to LinkedIn.</li> </ol> |
| <b>Tools Used</b>          | Bullhorn, Excel, Word / Canva, Outlook, LinkedIn                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Responsible Parties</b> | Marketing & content executive, recruitment consultants, managing directors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Frequency</b>           | 1 annual salary guide plus 4 quarterly market updates                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Time per Occurrence</b> | ≈90 hours for the annual guide   ≈22 hours per quarterly update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Total Time</b>          | <b>178 hours per year — an average of 3.4 hours per week</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

## 04 PAIN POINTS AND INEFFICIENCIES

The following were identified through the discovery session and cross-checked against the workflow timings in Section 03. They are ordered by the magnitude of their operational impact, not by ease of resolution.

| # | PAIN POINT                                           | DESCRIPTION & IMPACT                                                                                                                                                                                                                                 | RELATED WORKFLOW |
|---|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1 | <b>Every application is opened by a human</b>        | About 173 applications arrive each week and roughly 70% are rejected inside two minutes — but each one is still opened, read and dispositioned by a resourcer. That is 13.8 hours a week spent before a consultant has spoken to a single candidate. | Workflow 1       |
| 2 | <b>Sourced candidates are re-typed, not captured</b> | Profiles found on LinkedIn are keyed into Bullhorn by hand. Duplicate records are routine, and no consultant can see who a colleague has already approached — which occasionally means the same candidate is contacted twice by the same firm.       | Workflow 2       |
| 3 | <b>The scheduling exchange</b>                       | 950 interviews a year, four to six emails each, and roughly a quarter rescheduled at least once. The cost is not only the time: slow scheduling and slow feedback lose candidates to competitors who move faster.                                    | Workflow 3       |
| 4 | <b>Timesheet chasing sets the cash-flow cycle</b>    | 2,160 timesheets a year are chased by email and WhatsApp, then re-keyed. Late approvals delay invoicing, and delayed invoicing delays payment. The constraint on cash here is administrative, not commercial.                                        | Workflow 4       |
| 5 | <b>The best marketing asset is the most manual</b>   | The salary guide generates more inbound enquiries than any other activity the firm undertakes. It takes 90 hours to produce and is published once a year — because once a year is all the team can absorb.                                           | Workflow 5       |
| 6 | <b>Bullhorn holds the data; nobody sees it</b>       | Four years of placement history sits in the ATS, but management reporting is exported to Excel by hand each month. Desk performance is therefore reviewed late, inconsistently, and never mid-cycle when it could still be acted on.                 | Workflows 1 & 5  |

## 05 AUTOMATION OPPORTUNITIES

Five automation opportunities were identified, one against each mapped workflow. Each is described below in plain language, with the tools required, the estimated time saving, and an honest assessment of build complexity. They are presented in priority order – the ranking logic is set out in Section 06.

### OPPORTUNITY 1: INTERVIEW SCHEDULING & FEEDBACK AUTOMATION

*Addresses Workflow 3 – Interview Scheduling, Confirmation & Feedback Chasing • Priority score 15/15 • Wave 1*

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Current State</b>         | Roughly 950 interviews a year at about 22 minutes each of scheduling, reminders, rescheduling and feedback chasing. Slow scheduling also costs placements the firm would otherwise have made.                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Proposed Automation</b>   | The consultant selects a candidate and a hiring manager, and the system takes over. The client picks from live availability through a booking link; the candidate confirms against the chosen slot; invitations, joining details and reminders go to both sides automatically. A reschedule re-runs the same flow instead of restarting an email thread. After the interview the system requests feedback from the client on a set schedule and escalates to the consultant if it has not arrived within the window you choose. Everything writes back to Bullhorn. |
| <b>Tools Required</b>        | Make.com or self-hosted n8n; Bullhorn REST API; Microsoft Graph (Outlook, Bookings, Teams). Everything except the automation platform is already licensed.                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Estimated Time Saving</b> | <b>4.0 hours per week — 209 hours per year — 60% of this workflow's current time</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Complexity</b>            | <b>Low.</b> Both systems have documented APIs and the process is entirely rule-based. This is the lowest-risk build in the audit.                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Estimated Build Time</b>  | 2 weeks from kickoff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

### OPPORTUNITY 2: CONTRACTOR TIMESHEET, APPROVAL & INVOICE AUTOMATION

*Addresses Workflow 4 – Contractor Timesheets, Payroll Prep & Invoicing • Priority score 14/15 • Wave 1*

|                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Current State</b>       | 2,160 timesheets a year chased by email and WhatsApp, re-keyed into Excel, then turned into payroll input and client invoices by hand.                                                                                                                                                                                                                                                                                                                                                    |
| <b>Proposed Automation</b> | Timesheet requests go out automatically each Friday with a submission link. Approvals route to the named client manager with automatic reminders and escalation after a set delay. Approved hours flow straight into the margin calculation with no re-keying, and produce both the payroll bureau file and the draft client invoices, ready for review. Anything that does not reconcile – wrong rate, missing day, rejected hours – is listed for a person rather than posted silently. |
| <b>Tools Required</b>      | Make.com or n8n; a hosted timesheet form; Excel with Power Query as the calculation layer; Bullhorn; your accounting package; the payroll bureau's existing file format.                                                                                                                                                                                                                                                                                                                  |

|                       |                                                                                                                                                                                                 |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Estimated Time Saving | 4.9 hours per week — 257 hours per year — 65% of this workflow's current time                                                                                                                   |
| Complexity            | <b>Low–Medium.</b> The rules are yours and already written down. The work is wiring rather than judgment. It also pulls the invoicing cycle forward, which the savings figure does not capture. |
| Estimated Build Time  | 2 weeks from kickoff                                                                                                                                                                            |

**OPPORTUNITY 3: AI CV SCREENING, RANKING & HOUSE-FORMAT CONVERSION**

Addresses Workflow 1 — CV Screening, Shortlisting &amp; House-Format Conversion • Priority score 13/15 • Wave 1

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Current State</b>         | 9,000 applications a year opened and read by hand, roughly 70% rejected within two minutes, and every shortlisted CV reformatted into the house template manually.                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Proposed Automation</b>   | Every incoming application is parsed and scored against criteria the consultant sets for that role — skills, seniority, salary band, notice period, work-permit status. Applications sort into three bands: clear rejects, clear matches, and a middle band that must be read. Your resourcer reads the middle band and the matches. Candidates below the line receive a prompt, courteous response instead of silence. Shortlisted CVs convert into the house template automatically with contact details removed, ready for the consultant to check. |
| <b>Explicit Boundary</b>     | <b><i>The system ranks and formats. It does not reject. Every candidate scored below the line remains visible to your resourcer, and the decision to decline stays with a person — which is both better practice and the right side of Swiss and EU rules on automated decision-making.</i></b>                                                                                                                                                                                                                                                        |
| <b>Tools Required</b>        | n8n or Make.com; a document-parsing service in a Swiss or EU region; Bullhorn API; your existing house template.                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Estimated Time Saving</b> | <b>7.6 hours per week — 396 hours per year — 55% of this workflow's current time</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Complexity</b>            | <b>Medium.</b> Screening criteria have to be written down properly per role type. The useful side-effect is that this forces a definition your desks currently hold informally and inconsistently.                                                                                                                                                                                                                                                                                                                                                     |
| <b>Estimated Build Time</b>  | 3 weeks from kickoff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

**OPPORTUNITY 4: SOURCING CAPTURE & OUTREACH SEQUENCING**

Addresses Workflow 2 — Candidate Sourcing Capture &amp; Outreach Follow-Up • Priority score 13/15 • Wave 1

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Current State</b>         | Profiles re-typed from LinkedIn into Bullhorn, outreach tracked in personal inboxes, follow-ups sent from memory, and an 18,000-record database re-engaged only when a desk is quiet.                                                                                                                                                                                                                                                       |
| <b>Proposed Automation</b>   | A capture step records a sourced candidate into Bullhorn in one action instead of retyping, with duplicate detection so two consultants cannot approach the same person cold. Outreach then runs as a sequence with scheduled follow-ups that stop the moment someone replies, and every touch is logged against the candidate record. Database re-engagement becomes a standing campaign against saved searches rather than an ad-hoc job. |
| <b>Explicit Boundary</b>     | <b><i>LinkedIn Recruiter has no open API and its terms do not permit automated extraction. The compliant route is a capture step the consultant initiates, not scraping. This is why the opportunity sits in Phase 4 despite its score — see Section 06.</i></b>                                                                                                                                                                            |
| <b>Tools Required</b>        | Make.com or n8n; Bullhorn API; Outlook; a compliant browser capture step.                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Estimated Time Saving</b> | <b>3.7 hours per week — 190 hours per year — 50% of this workflow's current time</b>                                                                                                                                                                                                                                                                                                                                                        |

|                             |                                                                                                                                                |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Complexity</b>           | <b>Medium.</b> Everything except the LinkedIn step is straightforward. That one step is constrained by a third party rather than by the build. |
| <b>Estimated Build Time</b> | 2–3 weeks from kickoff                                                                                                                         |

**OPPORTUNITY 5: AUTOMATED SALARY SURVEY & MARKET REPORT BUILD**

Addresses Workflow 5 — Salary Survey & Market Report Production • Priority score 10/15 • Wave 1

|                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Current State</b>         | 90 hours for the annual guide and 22 per quarterly update — most of it exporting, categorising and recalculating the same figures.                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Proposed Automation</b>   | Placement data is pulled from Bullhorn on a schedule and mapped to your survey's job families through a stored mapping, so categorisation is done once rather than every cycle. Ranges, medians and year-on-year movement calculate themselves and populate a laid-out template. Your marketing executive edits narrative and commentary — the part that genuinely needs a person — instead of rebuilding the spreadsheet. Consultant commentary is collected through a short scheduled form rather than chased individually. |
| <b>Tools Required</b>        | Make.com or n8n; Bullhorn API; Excel with Power Query; your existing report template; Outlook.                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Estimated Time Saving</b> | <b>1.9 hours per week — 98 hours per year — 55% of this workflow's current time</b>                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Complexity</b>            | <b>Low–Medium.</b> The one-time job is building the job-family mapping table. After that each cycle is a review rather than a rebuild — which is what would let you publish quarterly instead of annually.                                                                                                                                                                                                                                                                                                                    |
| <b>Estimated Build Time</b>  | 2 weeks from kickoff                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

## 06 PRIORITISATION MATRIX

Each opportunity is scored on Impact (weighted ×2) and Ease of build (×1), giving a priority score out of 15. Scores of 10 and above are Wave 1 – build first. This is the standard Struence prioritisation framework, applied without adjustment.

| RANK | AUTOMATION OPPORTUNITY                              | TIME SAVED | IMPACT | EASE  | SCORE   | RECOMMENDATION     |
|------|-----------------------------------------------------|------------|--------|-------|---------|--------------------|
| 1    | Interview Scheduling & Feedback Automation          | 4.0 hrs    | 5 / 5  | 5 / 5 | 15 / 15 | START HERE         |
| 2    | Contractor Timesheet, Approval & Invoice Automation | 4.9 hrs    | 5 / 5  | 4 / 5 | 14 / 15 | RECOMMENDED SCOPE  |
| 3    | AI CV Screening, Ranking & House-Format Conversion  | 7.6 hrs    | 5 / 5  | 3 / 5 | 13 / 15 | RECOMMENDED SCOPE  |
| 4    | Sourcing Capture & Outreach Sequencing              | 3.7 hrs    | 5 / 5  | 3 / 5 | 13 / 15 | PHASE 4 / RETAINER |
| 5    | Automated Salary Survey & Market Report Build       | 1.9 hrs    | 3 / 5  | 4 / 5 | 10 / 15 | PHASE 4 / RETAINER |

### A NOTE ON WHY OPPORTUNITY 4 IS NOT IN THE RECOMMENDED SCOPE

Sourcing Capture & Outreach Sequencing scores 13 — level with CV screening — and on score alone it is a reasonable third choice. We have placed it in Phase 4 for a technical reason rather than a commercial one. LinkedIn Recruiter has no open API, and LinkedIn's terms prohibit automated extraction. The compliant path is a capture step your consultant initiates, which delivers a smaller share of the theoretical saving and depends on a browser tool we would want to test against your setup before committing to a timeline. Everything in the recommended scope runs on documented APIs we can commit to.

## 07 ESTIMATED TIME & FINANCIAL SAVINGS

The figures below are built from the workflow timings in Section 03 and the loaded hourly costs in Appendix B. Automation coverage rates are drawn from the Struence coverage reference and applied conservatively – no workflow is assumed to be fully eliminated, because none of them can be.

| OPPORTUNITY                                                                    | HRS/WEEK<br>SAVED | HRS/YEAR<br>SAVED | COVERAGE   | CHF/HR   | ANNUAL VALUE         |
|--------------------------------------------------------------------------------|-------------------|-------------------|------------|----------|----------------------|
| <b>Opportunity 1 – Interview Scheduling &amp; Feedback Automation</b>          | 4.0               | 209               | 60%        | 56       | CHF 11'704           |
| <b>Opportunity 2 – Contractor Timesheet, Approval &amp; Invoice Automation</b> | 4.9               | 257               | 65%        | 45       | CHF 11'565           |
| <b>Opportunity 3 – AI CV Screening, Ranking &amp; House-Format Conversion</b>  | 7.6               | 396               | 55%        | 53       | CHF 20'988           |
| <b>Opportunity 4 – Sourcing Capture &amp; Outreach Sequencing</b>              | 3.7               | 190               | 50%        | 63       | CHF 11'970           |
| <b>Opportunity 5 – Automated Salary Survey &amp; Market Report Build</b>       | 1.9               | 98                | 55%        | 65       | CHF 6'370            |
| <b>TOTAL – ALL FIVE OPPORTUNITIES</b>                                          | <b>22.1</b>       | <b>1'150</b>      | <b>57%</b> | <b>—</b> | <b>CHF 62'597/yr</b> |

### RECOMMENDED SCOPE – PROFESSIONAL TIER

The Professional tier covers three workflows. Applied to Opportunities 1, 2 and 3 (scheduling, timesheets and CV screening), the numbers are as follows.

|                                                                                                                                                                                                     |                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>INVESTMENT &amp; RETURN</b><br><br>Investment (one-time)<br><b>CHF 15'000</b><br><br>Annual saving in staff time<br><b>CHF 44'257</b><br><br>Time recovered<br><b>16.6 hrs/week (862 hrs/yr)</b> | <b>PAYBACK &amp; THREE-YEAR VALUE</b><br><br>Payback period<br><b>4.1 months (≈18 weeks)</b><br><br>Year-1 net benefit<br><b>CHF 29'257 (195% ROI)</b><br><br>Three-year net value<br><b>CHF 117'771</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**In one sentence:** for a CHF 15'000 investment, Kestrel Search recovers CHF 44'257 a year in staff time, pays the cost back in 4.1 months, and is CHF 117'771 ahead over three years – while returning 16.6 hours a week to consultants and resourcers.

**Equivalent hire comparison:** the 1'150 hours a year recoverable across all five workflows is equivalent to roughly 0.68 of a full-time resourcer, a role that costs approximately CHF 75'000 a year fully loaded. The full programme delivers that capacity for a one-time CHF 22'000.

## 08 COST OF INACTION ANALYSIS

The cost of doing nothing is not zero. It is the compounding annual cost of the current manual state, plus the opportunity cost of hours that could be spent on candidates and clients rather than on administration.

### COST OF NO ACTION

**38.9 hrs**

of staff time lost every week to automatable tasks

**2'022 hours**

per year

**CHF 110'978**

per year in staff cost — CHF 332'934 over three years

### COST OF ACTING

**CHF 15'000**

one-time investment, recommended Professional tier

**4.1 months**

payback period (≈18 weeks)

**CHF 29'257**

Year-1 net benefit — CHF 117'771 over three years

### WHAT THE DIRECT COST FIGURE DOES NOT INCLUDE

- Roles turned away. Two desks are currently declining roles they cannot resource. At an average placement fee of CHF 24'000, one additional filled role per quarter is worth more than this entire programme.
- Opportunity cost. 38.9 hours a week on administration is close to a full desk's worth of consultant and resourcer time not spent with candidates and clients.
- Cash-flow timing. Late timesheet approvals delay invoicing, and delayed invoicing delays payment. Recovering a week of the invoicing cycle across 45 contractors is a working-capital gain that does not appear in the savings figures above.
- Candidates lost to speed. Slow scheduling and slow feedback lose candidates to competitors who move faster. Not quantifiable here, but every consultant in the session raised it unprompted.
- Retention risk. Resourcing is the hardest role to keep in a recruitment business, and screening volume is the most commonly cited reason people leave it.
- Scaling cost. Growing from 210 to 280 roles worked would require two additional resourcers at roughly CHF 75'000 each fully loaded.

*Every one of these figures is conservative by construction. Where the team gave a range, the lower bound was used.*

## 09

## RECOMMENDED IMPLEMENTATION ROADMAP

This sequencing prioritises early visible wins, minimal disruption to live roles, and cash-flow efficiency. It is built around a September kickoff, which places CV screening live before the autumn hiring peak.

| PHASE                | OPPORTUNITY                                                                      | RATIONALE                                                                                                                                                                                                          | TIMELINE  |
|----------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| PHASE 1 - QUICK WIN  | <b>Interview Scheduling &amp; Feedback Automation</b>                            | Highest priority score at 15/15 and the lowest build risk in the audit. Every consultant feels it in the first week, which is what earns the team's cooperation for the harder work that follows.                  | Weeks 1–2 |
| PHASE 2 - CORE BUILD | <b>AI CV Screening, Ranking &amp; House-Format Conversion</b>                    | The largest single saving at 7.6 hours a week. Deliberately sequenced second so one automation is already running in production before the criteria-definition work begins.                                        | Weeks 2–5 |
| PHASE 3 - BUILD OUT  | <b>Contractor Timesheet, Approval &amp; Invoice Automation</b>                   | Independent of the first two, so it can run in parallel if your contracts team is available. Improves cash-flow timing as well as saving hours.                                                                    | Weeks 5–6 |
| PHASE 4 - OPTIMISE   | <b>Sourcing Capture &amp; Outreach Sequencing; Automated Salary Survey Build</b> | Deferred on dependency, not value — sourcing capture is constrained by LinkedIn's terms (Section 06), and the survey build needs a one-time job-family mapping. Suited to a retainer scope or a second engagement. | Month 3+  |

## WHAT KESTREL SEARCH PROVIDES

- A named project owner with authority over systems access — the Operations Director is already identified.
- API access to Bullhorn and to the Microsoft 365 tenant.
- About four hours of a senior consultant's time in week one to write down screening criteria per role type.
- One review point per phase, roughly 45 minutes each, to confirm the automation behaves as the desks expect before it goes live.

## 10

## RECOMMENDED IMPLEMENTATION OPTIONS

Based on the findings of this audit, Struence recommends the **Professional tier** as the appropriate starting point. It covers the three highest-priority automations, delivers a 4.1-month payback, and leaves the dependency-constrained opportunities for a later phase rather than forcing them into a first engagement.

| ESSENTIAL                                                                  | ★ RECOMMENDED                                                                | ENTERPRISE                                                            |
|----------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| CHF 9'000                                                                  | PROFESSIONAL                                                                 | CHF 22'000+                                                           |
| 1 core workflow automated. Basic integrations via Make.com, n8n or Zapier. | Up to 3 workflows automated. Custom integrations. Staff walkthrough session. | 5+ workflows. Custom AI tooling. Full team training. Reporting layer. |
| 2-week delivery · 30-day support · 50% upfront / 50% on delivery           | 3-week delivery · 60-day support · 50% / 50%                                 | 4-6 week delivery · 90-day priority support · 40 / 30 / 30%           |

*Fees are indicative as of September 2026 and are scoped to the findings of this audit. Tiers shown are starting points; final scope and price are confirmed in a written proposal following the walkthrough call.*

#### IF THE FIRM PREFERS TO TAKE THE WHOLE PROGRAMME AT ONCE

The Enterprise tier covers all five opportunities. On the same conservative assumptions, a CHF 22'000 investment recovers CHF 62'597 a year and 22.1 hours a week, pays back in 4.2 months, and delivers CHF 165'791 of net value over three years. The reason we do not lead with it is set out in Section 06: one of the five opportunities depends on a third-party constraint we would want to test first.

Monthly retainer options are available from CHF 800 per month following any implementation. Retainer terms cover ongoing monitoring, bug fixes, minor updates and priority support, and are the natural home for the Phase 4 opportunities.

#### A NOTE ON SCOPE DISCIPLINE

Struence does not recommend the largest tier by default. On this audit the Professional tier is the right answer because it matches what the firm can absorb in one engagement without disrupting live roles. Recommending five simultaneous builds into a 22-person agency during its autumn hiring peak would be a worse outcome for the client and, ultimately, for us.

## 11 APPENDICES

### APPENDIX A — AUDIT METHODOLOGY

The Struence Workflow Efficiency Audit follows a five-step methodology.

- 1. Process mapping.** Every step of each workflow is documented through a structured discovery interview of 60–90 minutes, using the Struence Audit Questionnaire.
- 2. Effort quantification.** Time and loaded cost are attached to each step from client-reported data, cross-checked against volume counts so the arithmetic reconciles.
- 3. Automation scoring.** Each step is rated on automability, data complexity and integration feasibility, and a conservative coverage rate is applied — never 100%.
- 4. Prioritisation.** Opportunities are ranked by Impact (×2) and Ease (×1) to give a priority score out of 15, then grouped into build waves.
- 5. Roadmap.** Recommendations are sequenced into phases that account for build dependencies, the client's own operating calendar, and what the team can realistically absorb.

### APPENDIX B — DATA SOURCES AND ASSUMPTIONS

All time estimates originate from data provided by the client during the audit discovery session. Where a range was given, the lower bound was used. Loaded hourly costs are calculated as gross salary × 1.25 (employer contributions, office overhead and management time in Switzerland) divided by 1,680 working hours per year (210 days at 8 hours, excluding holidays and absence).

| ROLE                          | GROSS SALARY | LOADED COST (×1.25) | EFFECTIVE CHF/HR |
|-------------------------------|--------------|---------------------|------------------|
| Managing Director             | CHF 175'000  | CHF 218'750         | 130              |
| Recruitment Consultant        | CHF 97'000   | CHF 121'250         | 72               |
| Client Account Manager        | CHF 88'000   | CHF 110'000         | 65               |
| Marketing & Content Executive | CHF 64'000   | CHF 80'000          | 48               |
| Resourcer / Researcher        | CHF 60'000   | CHF 75'000          | 45               |
| Contracts & Payroll Admin     | CHF 56'000   | CHF 70'000          | 42               |
| Office / Operations Admin     | CHF 48'000   | CHF 60'000          | 36               |

### AUTOMATION COVERAGE RATES APPLIED

- Full automation, no human touch (85–95%) — not applied to any workflow in this audit.
- Near-full automation, human reviews only (70–80%) — not applied.
- Partial automation, structured steps automated with exceptions handled manually (50–65%) — applied to all five workflows, at 50% to 65%.
- CV screening is held at 55% rather than higher precisely because the human review step is retained by design, not because the technology could not do more.

*Savings figures represent estimated potential. Actual results vary with implementation quality and, more than anything else, with adoption. An automation the desks route around delivers nothing.*

## APPENDIX C — SCOPE LIMITATIONS

This audit does not constitute an IT security assessment, a data protection audit, or an employment-law review. Its recommendations rest on operational workflow analysis only.

- **Automated decisions.** Nothing in this report rejects a candidate. Ranking is advisory and every application remains visible to a person. Both the revised Swiss Federal Act on Data Protection and the EU GDPR restrict decisions based solely on automated processing where they significantly affect an individual; keeping a human in the loop is a deliberate design choice, not an oversight.
- **Candidate data.** Your candidate database is personal data under Swiss law and, for EU-resident candidates, the GDPR. Every tool proposed in Section 05 can be deployed on Swiss or EU infrastructure. No candidate data would be sent to a model provider without a data processing agreement and the firm's explicit written approval.
- **Bias and fairness.** Any scoring model can encode bias present in historical hiring decisions. We recommend the model scores against written role criteria only — never against a profile inferred from past successful hires — and that shortlist composition is reviewed quarterly. This is stated as a requirement of the build, not an optional extra.
- **Third-party terms.** LinkedIn Recruiter has no open API, and automated extraction from LinkedIn breaches its user agreement and risks account termination. Nothing proposed in this report does that; Opportunity 4 is scoped as consultant-initiated capture for exactly this reason.

## APPENDIX D — NEXT STEPS

Following review of this report, the recommended next step is a 30-minute walkthrough call to review the findings and discuss the implementation options. A formal implementation proposal can be provided within three business days of that call. Acceptance of this audit report creates no obligation to proceed.

### STRUENCE

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