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## **Researchers and recruiters**

Many researchers related to professional recruiting are now using LinkedIn as a tool to identify skilled professionals with the required background and knowledge on a daily basis<sup>1</sup>. While researchers had to use a lot of time and resources to identify key candidates for certain positions, these candidates are now just a click away thanks to LinkedIn. For recruiters and researchers this have made their mission of identifying the perfect candidate easier, at least in the phase where they only have to search for these potential candidates. LinkedIn is, in my opinion, both intuitive and easy to learn and the users have access to identify professionals with specific skills through LinkedIn’s own search engine. Since essentially everyone with some basic online knowledge can maneuver around in the LinkedIn database with ease, it is also probable that companies themselves will try to use LinkedIn as a research tool to identify their future employees before consider hiring expensive external recruiters to do the work.

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<sup>1</sup> There are many different sources that confirm this, many of them listed in the reference list.







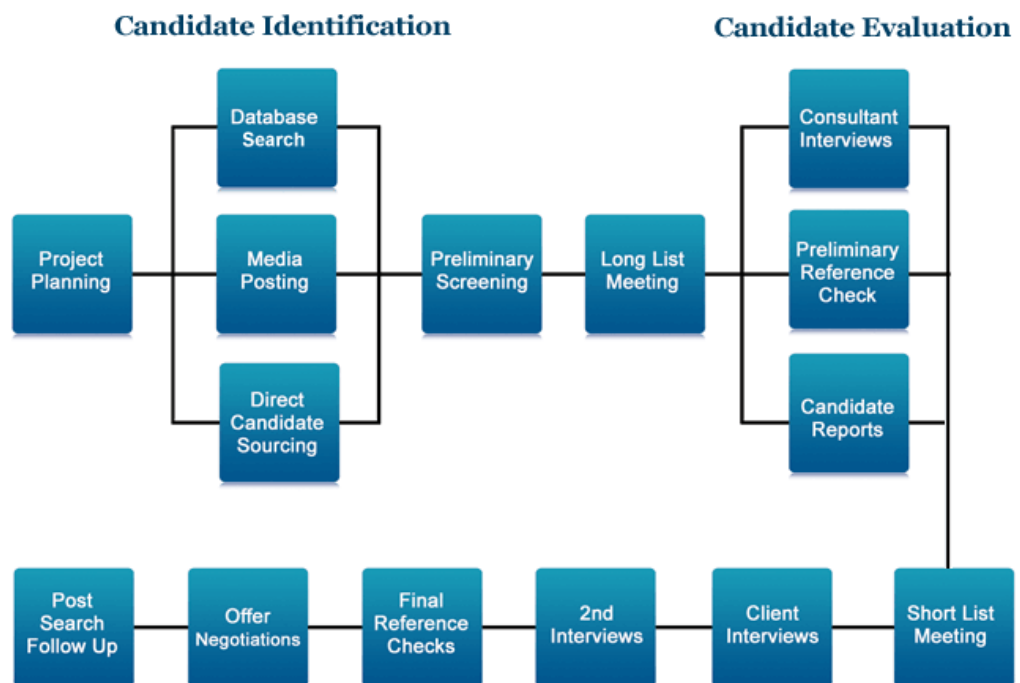




occurs). Also by concentrating on just LinkedIn and not all the similar services that are out on the web, I will not have to differentiate on the different services they offer, which would make no sense in this thesis.

## The process of recruiting

The process of recruiting is changing somewhat from each other, related to industry and the involvement of the recruiter. This paragraph is meant to share some light of what tasks are involved in the processes of recruiting. An example of the recruitment process is presented exemplified below. It is obtained from Hayhurst Consulting webpage (<http://www.hayhurstconsulting.com/>) and gives a general description on how the recruitment process works. The reader can observe that searching for candidates is just one out of several stages in the process of recruitment. For me it will be important to identify and explain the other stages of recruitment and relate these stages to the use of LinkedIn in order to evaluate the use of LinkedIn in other stages than the process of searching for candidates. Questions I would like to have answered are if LinkedIn could be used in the stage of project planning, interviewing, or other necessary evaluations objectives.



## **Questions that I wish to answer in this thesis:**

Of course, the core question that I wish to answer in my thesis is if LinkedIn can be regarded as a disruptive technology for recruiters. In order to make a conclusion I have to search for answers to certain questions that I regard as important relevant to my studies. Here are some of the questions I will have in "the back of my head" during my research and analysis:

- Can LinkedIn be regarded as disruptive?
- Can LinkedIn be regarded as sustainable?
- Is it important for recruiters and researchers to have a strong network?
- What are the different tools for recruiters?
- Have the research process been more efficient for researchers using LinkedIn?
- In which parts of the recruiting process can LinkedIn be useful
- Is LinkedIn useful for all positions in all types of companies, or are there exceptions? Exceptions could be related to industry sector, level of experience or education required geographical issues, size of company, strength of company brand etc.
- Does Web 2.0 change how we connect with others?
- Which services does LinkedIn offer?
- What are the incentives for the different actors to use LinkedIn?
- The importance of weak and strong ties and a value network
- What issues will LinkedIn have to focus on in order to provide the users with a superior product?

## **Time schedule for the making of the thesis**

In order to structure my work it is important to implement a timeline to this project. I have all ready dived into a lot of literature and contacted a few individuals that could be of use for me. I need to contact more professionals within the recruiting industry that I can interview. Apart from this, I feel that I now can dive more deeply in to the literature related to this thesis. I have made an overview of how I have planned these next months of working with this thesis. This is presented in the-chart below.

Task	March	April	May	June	July	August
Finding individuals to interview						
Interviews						
Manage qualitative research data						
Collecting secondary data						
Manage secondary data						
Find and read relevant literature						
Write the thesis						
Improvements based on feedback						

My first priority is to locate the professionals that I wish to interview. During this time, I will continue to read up on theories and subjects relevant to the thesis subject and gather information from Whydentity. Then I will manage the data and relate the findings to my knowledge base in order to give explanations to my findings. I hope that much of the structure of my thesis will be finalized in June, but will continue to improve my thesis based on the recommendations from my supervisors.

## Books, articles and other sources I intend to use

### Related to describing LinkedIn

LinkedIn's own webpage: [www.linkedin.com](http://www.linkedin.com)

Gowel, David. 2012. *The Power in a Link – open doors, close deals, and change the way you do business using LinkedIn*. Hoboken, NJ: John Wiley and Sons, Inc.

Hempel, Jessi. 2010. "How LinkedIn will fire up your career." Accessed February 20, 2012.

[http://money.cnn.com/2010/03/24/technology/linkedin\\_social\\_networking\\_fortune/index.htm](http://money.cnn.com/2010/03/24/technology/linkedin_social_networking_fortune/index.htm)

### Related to the concept of disruptiveness

Christensen, Clayton M. 1997, *The innovator's dilemma: when new technologies cause great firms to fail*, Boston, Massachusetts, USA: Harvard Business School Press,

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Christensen, Clayton M., and Michael E. Raynor. 2003, *The innovator's solution: creating and sustaining successful growth*, Boston, Massachusetts, USA: Harvard Business School Press,

Christensen, Clayton M., Scott D. Anthony, and Erik A. Roth. 2004, *Seeing what's next: using the theories of innovation to predict industry change*, Boston, Massachusetts, USA:Harvard Business School Press,

Christensen, Clayton M. and Michael Horn. 2008, *Disrupting class: how disruptive innovation will change the way the world learns*, New York, New York, USA: McGraw-Hill,

Rothwell, R., 1994. "Towards the Fifth-generation Innovation Process." *International Marketing Review*, 11(1), 7-31

Iverson, K. and G. Vukotich. 2009. "OD 2.0: Shifting from Disruptive to Innovative Technology." *OD Practitioner*, Vol. 41 (2): 43-49.

#### **Related to the concept of research and recruiting**

Alewell, Dorothea, Sven Hauff, Kirsten Thommes, and Katrin Weiland. 2009. "Triggers of HR outsourcing decisions – an empirical analysis of German firms." *The International Journal of Human Resource Management*, 20 (7): 1599-1617

Freeman, Skip. 2010. "*Headhunters*" *Hiring Secrets*. Atlanta, Georgia: Skip Freeman

Yasir Hadiya. 2010. "Use of technology in the recruitment process – Norwegian and Polish HR Market trends." *Turku University of Applied Sciences*

#### **Related to networks**

Allee, V. 2003. *The Future of Knowledge: Increasing Prosperity through Value Networks*, Oxford: Butterworth-Heinemann.

Brass, D.J. 2011. "A social network perspective on organizational psychology." In S. W. J. Kozlowski (ed.), *The Oxford Handbook of Organizational Psychology*. New York, NJ: Oxford University press



Fjeldstad, Ø. and E. Andersen 2003. "Casting off the chains: Value shops and value networks." (14): 47-53

Ehin, Charles. 2005. *Hidden Assets: Harnessing the Power of Informal Networks*. New York: Springer.

Grabher, G., and W. W. Powell. 2004. "Introduction," in *Critical Studies in Economic Institutions: Networks*, London, England: Edward Elgar

Grabher, G., 1993, "The Weakness of Strong Ties: The Lock-in of Regional Development in the Ruhr Area," in *The Embedded Firm*, G. Grabber (ed.), London: Routledge

Granovetter, M., 1973, "The Strength of Weak Ties," *American Journal of Sociology*, 78: 1360-1380

Normann, R. and R. Ramírez *From Value Chain to Value Constellation: Designing Interactive Strategy*. Harvard Business Review, 71 (4): 65-77

Tapscott, D., D. Ticoll, A. Lowy. *Digital Capital, Harnessing the Power of Business Webs*. Boston, Massachusetts: Harvard Business School Press.

Stabell, Charles B., and Ø. Fjeldstad. 1998. "Configuring value for competitive advantage: On chains, shops, and networks." *Strategic Management Journal* 19: 413-437

### **Other useful resources**

Fagerberg, Jan, David C. Mowery, and Richard R. Nelson (ed.). 2005. *The Oxford Handbook of Innovation*. New York: Oxford University Press

Fisher, Colin. 2007. *Researching and Writing a Dissertation: A Guidebook for Business Students*. Harlow, England: Financial Times/Prentice Hall

McAfee, Andrew. 2009. *Enterprise 2.0*. Boston, Massachusetts: Harvard Business Press