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# Master Thesis

BI Norwegian Business School

# Is LinkedIn a Disruptive Innovation for Norwegian Recruiters?

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## **Abstract**

In the last decade, the use of online social media has revolutionized how humans interact with each other. The most famous and used online social media service is Facebook.com, which was the first social media on the internet that was accepted and used by a large set of the population. A range of different online social media services that are all facilitating online communication and networking in different ways have during this period been developed. One of these services is LinkedIn.com, which from now on only will be referred to as LinkedIn.

LinkedIn is the world's largest professional online service. It was created to fit the needs of professionals all over the world and for different industries and levels of profession. The service is used in the recruiting business since it gives fast access to the curricula vitae from a range of skilled professionals.

This thesis relates to the recruiters and their use of LinkedIn in their day-to-day work and the concept of disruptive innovation, created by Clayton Christensen (1997). The goal and objective of this thesis is to determine whether LinkedIn is a disruptive innovation for the recruitment industry, with a special emphasis on Norwegian recruiters.

*Keywords:* online social media, LinkedIn, recruiting, network effects, freemium, business model, open innovation, hiring solutions, disruptive, sustaining, innovation, online services

## Acknowledgements

This master thesis represents the end of my MSc in Innovation and Entrepreneurship at BI Norwegian Business School. It also represents the end of five interesting and demanding years as a student. The work related to this thesis has been challenging, but also inspiring. Exploring the theories of disruptive theory in relation to issues related to recruitment has taught me many things about innovation in relation to online services and recruitment that hopefully will serve as an advantage for my future professional career.

I want to express my gratitude to all the people who have contributed to this thesis. Especially I would like to thank the recruiters and researchers that agreed to participate in an interview. In addition, I would like to thank Nicolas Tidhammar in the communication agency Whyidentify, Aimar Niedzwiedzki in the media agency MediaCom, the PhD candidate at BI Norwegian Business School, Lene Pettersen and Espen Andersen who is associate professor at BI Norwegian Business School. You have all helped me with valuable assistance concerning different concepts of innovation, networks, online social media, and the recruiting industry. Special thanks are given to Amund Ranheim Lome in Branchout and the respondents in the interviews, Lars Olav Kjølstad in Randstad, Anne Rosenvinge in De4 Search & Consulting, Lena Hjelmeland Brekke in People4you, Hannah Knöppel at Crayon, Rosanna Rimertz in Core Value, and finally Hege Lise Sørbye in Boyden.

Moreover, I would express my deepest gratitude to my supervisor Guri Hjeltnes who have helped me shape this thesis, and for remaining calm and in control when I have not. Lastly, I would send a hug to my friends and family who have lived through this thesis with me.

Oslo, September 2012

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Magnus Farkvam

## **Letter of Motivation**

My name is Magnus Farkvam and I am studying Innovation and Entrepreneurship at BI Norwegian Business School in Oslo. During my last two years of studies, I have worked as a part time researcher for De4 Search & Consulting AS. I also had the pleasure of working with professional researchers that had a diverse set of specializations related to industries.

LinkedIn.com has proved to be the by far most important tool I have used during my work as a researcher. However, I have also used other online resources where additional information about potential candidates is available. Basing my research on online media provided me with names and the professional profiles of possible candidates, lists of friends and colleagues, salaries, addresses, phone numbers, email addresses, blogs, wikis, articles, civil status, recommendations, and their relation to my own network, which all are important factors when evaluating the candidates.

This paper consists of a description of the recruitment industry today and the various tools that recruiters are using. In order to identify the key issues related to the recruitment industry and profession, I have performed interviews with actors in the recruitment industry, related to both internal and external recruiting. In this thesis I will describe the process of recruiting, the actors involved and the different tools and talents that the recruiter need to have in order to perform in accordance with expectations. My goal is to investigate how new online services provide benefit for recruiters and how they complement or improve the quality of the recruiting processes. I have chosen LinkedIn.com as my primary research object for this analysis.

During my two years as a student, I have studied many concepts of innovation that explains the interactions between technologies, people, professions, actors, networks, countries, teams, and companies that eventually leads to innovation. I have also learned that innovations tend to produce even newer innovations that ideally improve the efficiency, quality, structure, and understanding of its surroundings. The theory of disruptive technologies and innovations is one of many concepts that relates to such improvements and it is with this background that I will present the industry of recruiting.

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## Executive Summary

The topic of this master thesis is concerning recruiters and their use of professional social networks, with a special emphasis on LinkedIn. The aim of this paper is to describe how Norwegian recruiters take advantage of this new technology and at the same time identify potentially important issues related to the future of recruiting as a profession in the Norwegian industry. Since recruiting and online social media exists in every corner of the world, this would also apply to the general global recruitment industry.

In order to give a full presentation of relevant issues regarding recruitment and the use of LinkedIn I will give an overview of the concept of online social media and provide with explanations of why many of these services have proven to be successful, in terms of number of users. Theories of open innovation and different concepts of networks as well as a description of the LinkedIn business model are used to provide with a description of why LinkedIn may have succeeded to provide value for professional recruiters.

This paper is a case analysis that follows a descriptive methodology in order to describe the relationship between the recruitment sector and the use of innovative tools that might enhance recruiters' ability to perform in accordance with or above customer expectations. The paper use the theories of disruptive innovation to determine the impact that LinkedIn has for recruiters and are using the same theories to determine the disruptiveness of the LinkedIn business model. One of the goals of this paper is to critically review the theories of disruptive innovations and apply this to the concept of recruitment and professional online social media.

The learning objectives of this paper are to:

- Provide the reader with extensive knowledge related to disruptive theory
- Give an overview of the different actors in the recruitment industry
- Explain the reason for why online social media have succeeded in attracting professionals around the world

The question that this thesis hopes to answer is:

***Is LinkedIn a disruptive innovation for Norwegian recruiters?***

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## Chapter 1: Research Strategy & Methodology

When writing a thesis one has to consider the various methods and relate them to your particular field of study. It is possible to apply several research methods in order to determine whether LinkedIn is a disruptive innovation for recruiters. Using a survey approach would produce a broad and representative overview, which would provide the thesis with quantitative data of the population, in this case the recruiters. However, when studying the complexity of concepts, surveys are not an efficient method, since it does not provide with explanations to the field of study. In order to get an in-depth understanding of an area of study a case study is appropriate (Fisher 2007, 59). Case studies makes it possible for researchers to give a holistic account of the research subject and helps the researcher focus on the interrelationships between the relevant factors of the field of study, in this case the recruiters and the tools they are using to identify the right candidates for vacant positions (Fisher 2007, 59).

According to Yin (1994, 13), a case study studies a variety of research methods and can accommodate both quantitative data and qualitative material. In addition, researchers that are using the case study approach tend to use theoretical propositions developed prior to the study to guide the data collection (Fisher 2007). Fisher (2007, 60) also makes a valid point out of that a case study is also appropriate when studying “an organization or part of an organization in relation to some particular issue, such as use of the Internet”. Since case studies lack representativeness, the conclusions made based on its research cannot create universal rules. Instead, case studies provide with important implications and insight to the reader since they identify key issues related to the field of study (Fisher 2007, 60).

This case study will use an interpretive approach rather than a positivist (Silverman 1993). While the positivist approach is preferred when presenting and analyzing quantitative data, the interpretive approach is tailored to fit qualitative research methods. According to Silverman (1993), observation is a major component of the research. He also points out the importance of creating an understanding of the categories and players, in this case the interaction between social media and recruiters, as opposed to the general description that a positivist researcher would create. In addition, interviews should be performed in small



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samples with open-ended and unstructured questions when pursuing the interpretive approach, rather than using large random samples with fixed-choice questions.

All though there are many advantages of doing a case study there are also disadvantages. In business settings, it can be difficult to gain access to the companies or groups that you want to study (Myers 2009, 81). One reason for this is that these organizations are skeptical of what value it gains for them. Other reasons could be that interviews can take up too much of their time or that the researcher would identify unflattering issues that eventually could damage the firm's reputation (Myers 2009, 81). Another disadvantage of performing a case study research is that the respondents could change their mind whether or not they want to participate in the interview.

Lastly, case study data is time-consuming to collect, and even more time-consuming to analyze. In many cases, it could also be challenging to get hold of the right set of respondents. Michael Myers (2009, 81) points out that young and inexperienced researchers often find it demanding to identify the most important issues in a case analysis.

## **Chapter 2: Central Concepts and Theories**

### ***2.1. Disruptive Theory***

Disruptive Innovation Theory has had a significant impact on innovators, managers, and organizations and has made important contributions to explain both successes and failures of innovations and organizations. Clayton Christensen (1997) first introduced the concept of disruptive technologies in "The Innovators Dilemma". In "The Innovator's Solution" (2003), Christensen and Raynor further developed the concept of disruptiveness to include products, services and business models, in addition to the already mentioned technologies, changing the concept of "disruptive technology" into "disruptive innovation". Thus, the explanations of the concept of disruptive and sustaining innovations would include not only technology, but also the actual products, services and business models that attach themselves to these innovations.

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## **Sustaining Innovations**

Christensen identified two distinct categories of innovations, - disruptive and sustaining innovations – based on the circumstances of innovations (Christensen 1997, Christensen and Raynor 2003). According to Christensen (1997, xv), sustaining innovations foster improved product performance. Sustaining innovations can be discontinuous or radical in character while others are incremental. Sustaining innovations improves the performance of established products without changing the market as such. Sustaining innovations are improvements that make it possible for a company to charge higher prizes for a product due to improvements that its customer's value or lowering the prize because of increased efficiency in production or cost (Christensen and Raynor 2003, 32). Clyde Smith (2010) defines sustaining innovations to include “innovations that can be incorporated into the existing practices of organizations, including innovations that disrupt standard modes of practice, but that can integrate into the already existing structures of dominant players”.

To elaborate further, a sustaining innovation is an innovation that brings to market an improved product or service that a company in the market could sell for higher margins to its best customers. While some sustaining innovations are incremental improvements, others are breakthrough technologies. According to Christensen (1997, xv), a majority of the innovations that are taking place in a given industry are regarded as sustaining in character.

## **Disruptive innovations**

Disruptive innovations are innovations that bring a very new value propositions into a new or existing market (Christensen 1997, xv). In most cases, disruptive innovations start up as being inferior to the already existing mainstream products on the market. Disruptive innovations are typically cheaper, simpler, smaller, and more convenient to use. Because they are performing worse than market expectations, the existing market are unlikely to adopt the innovation. Instead, the innovation proves to be attractive for a new set of customers that existing actors perceive as unattractive to the existing market where the sustaining innovation so far has prevailed. Also both disruptive and sustaining innovations takes place at the individual, functional, company and/or industry levels (Assink 2006). If a

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disruptive innovation succeeds adoption to the market, it is regarded as a sustaining innovation (Christensen, Johnson, and Horn 2008).

According to Govindarajan and Kopalle (2006), a disruptive innovation should be (i) inferior on the attributes that the mainstream market value, (ii) offer new value propositions to attract new customer segments or more price sensitive markets, (iii) e sold at a lower price than its competitors sell, and (iv) penetrating the market from niche to mainstream.

### **The Disruptive Innovation Model**

In *The Innovator's Dilemma* (1997), Christensen identified three vital elements of disruption. First, he identified that there is a rate of improvements that customers can utilize or absorb. This means that the customers are generally expecting improved performance of a product over time. The customer expectations changes as their needs and their ability to make use of new features changes. For example, in the computer industry, customers can only make use of software that is compatible with their computer. When the computer manufacturers create new computers with improved performance, customers will ultimately expect better performing software. The improvements that innovative companies provide as they introduce these new products are the second element in the Disruptive Innovation Model. Normally the pace of technological progress exceeds the customer expectations of the given technology, which cause the actual products to perform better than what mainstream market expectations and needs. In the example of computers and software, companies are creating technology that normally overshoots the mainstream customer's expectations. Manufacturers are now creating technology that performs far better than what its mainstream customers can utilize or absorb. This means that the pace of technological progress outperform the customers' ability to take advantage of the new technology.

The third element in the model is the distinction between the sustaining and the disruptive innovation. Since the sustaining innovation target demanding high-end customers with constantly improved products, the established companies are most likely to win the battle over new entrants since they generally have more resources

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than their counterparts do. However, when disruptive innovations emerge, the innovation is first introduced to segments of less-demanding customers that regard the new product as appealing. The product improves when and if customers in the new or low-end market adopt it. Since the technological progress exceeds the ability for customers to utilize or absorb the product, the constantly improved disruptive innovation will eventually be regarded as attractive for more demanding customers. Since new entrants are unlikely to survive in the battles of sustaining innovations, they need to disrupt the market with new disruptive innovations. This means that new entrants launch most disruptive innovations (Christensen and Raynor 2003, 33-35).

In the *Innovator's Dilemma* (1997), Christensen makes a point that most established companies are going up-market to where the most profitable tiers of the business exist, instead of trying to retain its least profitable and price sensitive customers. Since large companies are more likely "to flee rather than to fight when attacked from below" (Christensen and Raynor 2003, 40), Christensen recommends new entrants to create a disruptive business idea, rather than to replicate the strategy of established competitors.

### **Different disruptions**

It is important to keep in mind that "disruption" is relative term. This means that while the application of an innovation into a business plan could prove to be disruptive, the same innovation could prove to be sustaining in another business. Christensen and Raynor illustrates this with the example of the advent of Internet and the various providers of computers (2003, 42). Dell Computer previously sold computers directly to customers by traditional mail or over the telephone. Compaq, on the other hand, targeted its customers through in-store retailing. The advent of Internet made it possible for companies to target their customers through online strategies. Dell Computer perceived Internet as a sustaining technology since it merely improved its distribution channels. For Compaq, however, Internet proved to be disruptive relative to their business model.

In *The Innovator's Solution* (2003), Christensen makes a distinction between two types of disruptions that are based on the value network within the company.

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Christensen defines a value network as “the context within which a firm establishes a cost structure and operating processes and works with suppliers and channel partners in order to respond profitably to the common needs of a class of customers” (2003, 44). The value network is defined by the company itself and describes the cost structure and the choices of markets and customers to serve, which ultimately express the economic value of the innovation. These perceptions describe the opportunities and threats and how the firm will perform when entering the market with a sustaining or disruptive innovation (Christensen 1997, 29-56; Christensen and Raynor 2003, 44 ). A disruptive innovation can either attack the lower segments of an existing market or create a completely new market.

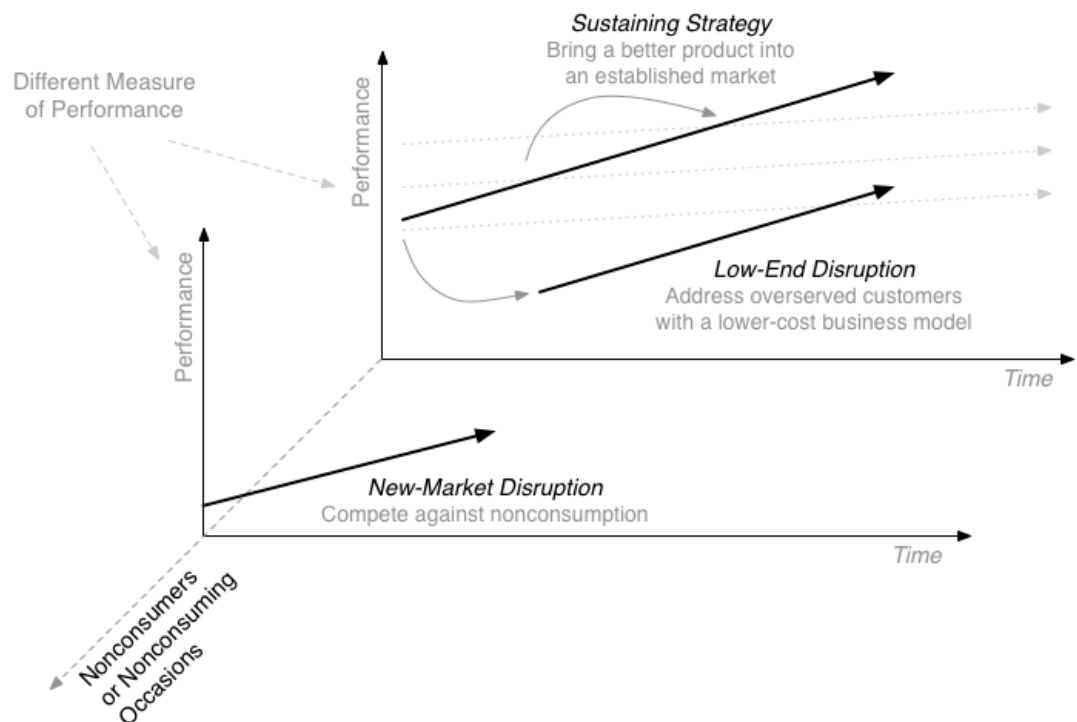
### **Low-end Disruption**

Low-end Disruptions are targeting the low-end markets of an existing value network (Christensen 1997; Christensen and Raynor 2003, 46-48) and are eventually moving up market as the products improves since it is perceived as attractive for new customers with higher demands. The marketing task for low-end disruptor’s is to expand the lower-cost business model up towards products and services that more profitable and high demanding customers are trying to accomplish (Christensen and Raynor 2003, 81).

Govindarajan and Kopalle (2006) introduces a concept where new innovations, although having inferior performance, was targeting high-end consumers with a high price. The introduction of cellular phones is a good example of this type of disruptive innovation. All though cellular phones, when introduced, were not as reliable as landline phones, corporate executives because of its convenience and portability accepted them. Because of further improvements that increased its reliability and lowering the price, cellular phones satisfied the needs of mainstream consumers (Yu and Hang 2010, 438). A complementary framework refined these thoughts, dividing disruptive innovations into either fringe-market low-end encroachment, which is very much similar to what Christensen defines as low-end disruption, or detached-market low-end encroachment, exemplified with the invention and commercialization of the cell phone (Schmidt and Druehl 2008).

## New Market Disruption

New Market Disruptions, however, are innovations that are creating a completely new market, thus competing with “non-consumption” (Christensen and Raynor 2003, 101-103) instead of existing consumer markets. The challenge of new market disruptions is to create a completely new value network that enables a new population of people to start using the product. When the performance of the innovation is further improved, the product will ultimately become good enough to attract customers from existing value networks, starting with the least demanding set of customers. Since new-market disruptors compete against non-consumption, the incumbent leaders that are following the sustaining path of an existing product will not regard the new entrants as a threat until the disrupting innovation reach its final stages of improvements. Also since, the disruptors are pulling low-end customers out of their original value network, the leading firms can move up-market, creating higher margin revenues from their sustaining innovations (Christensen and Raynor 2003, 46).



All though the technology that makes it possible to serve non-consumers can be quite sophisticated, the new product makes it easy to obtain, understand and to use. This also creates new growth to less experienced users or users with limited resources. For new-market disruptions, the challenge is “to invent the upward

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path” (Christensen and Raynor 2003, 81). Since the product is new to the market, no one has invented this “path” before. Thus, it is important to choose the right improvements that the up-market is interested in buying. It is worth mentioning that many disruptive innovations also are hybrids, combining both new markets as well as low-end approaches.

New-market customers, or non-consumers, are generally hard to identify. Therefore, it is important to identify the jobs that potential customers are trying to accomplish. As Ted Levitt points out “People don't want to buy a quarter-inch drill, they want a quarter-inch hole.” (Christensen and Raynor 2003, 99; Martin 2009, 74) This means that innovators should take an emphasis on the hole (what people want to accomplish) than the drill (the solution to the problem).

### **Identifying Disruptive Innovations**

According to Christensen and Raynor (2003, 49) many of “the initial ideas that get shaped into sustaining innovations could just as readily be shaped into disruptive business plans with far greater growth potential”. They further suggest a litmus test that executives must answer affirmatively in order to determine the disruptive potential of an idea. If the technology is only available to skilled and affluent people in a centralized and inconvenient location, but could be developed so that large populations of unskilled or unfortunate people can own and use the product, the innovation has a potential of being disruptive (i). (ii) In addition, it is essential to verify if there is a market for cheaper products with lower performance that still would create revenue for our business. Lastly, if the innovation appears to be disruptive for some while sustaining for others, then new entrants are unlikely to win over established firms (iii).

Generally, it is important to develop a business model that is attractive for your business but unattractive for others, especially the leading established companies. However, not all innovative ideas can shape into disruptive strategies because the necessary preconditions do not exist (Christensen and Raynor 2003, 55). As an example, it is probably a bad idea to produce cars if there are no roads! Firms that are targeting "their products based on the circumstances in which customers finds themselves, rather than at the customers themselves, are those that can launch

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predictably successful products.” (Christensen and Raynor 2003, 75) The identifications of circumstances, rather than analysis of demographics of customers are vital especially for disruptive innovations but also for existing sustaining technologies. People are always trying to get something done, which means that the new product have a probability of succeeding only if it helps people accomplish what they are already trying to do in an even more efficient and convenient way than before (Christensen and Raynor 2003, 93).

According to Christensen and Raynor (2003), it is relatively easy to identify the ideal customers for low-end disruption. Low-end customers are regarded present users of a mainstream product, where the producers are generally indifferent to offer them improved performance products and where these customers are unwilling to pay premium prices to attain the product. Much because of this, innovators could succeed if they manage to create attractive revenue even at discount pricing when attracting the lower segments of the market.

### **Developing Disruptive Ideas**

In the current world of sophisticated products, that often demands expertise on different levels of production and distribution it is important to identify which activities that firms should manage internally and which activities that should be dealt with externally. Christensen and Raynor (2003, 125) are reasoning that “if something fits your core competence, you should do it inside” and if another firm can do it better, then you should probably let them do the job instead (Prahalad and Hamel 1990, 79-91). However, it is also important to keep in mind those activities that the firm regards as a non-core activities now, could be of utter importance to master in the future, and vice versa.

When focusing on the capabilities of the organization, Christensen and Raynor (2003, 203) explains that

*“Managers whose organizations are confronting opportunities to grow must first determine that they have the people and other resources required to succeed. They then need to ask two further questions: Are the existing processes within the organization appropriate for this new*



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*project? Moreover, will the values of the organization give this initiative the priority it needs? Established companies can improve their odds for success in disruptive innovation if they use functionality oriented and heavyweight teams where each is appropriate, and if they commercialize sustaining innovations in mainstream organizations but put disruptive ones in autonomous organizations”.*

It is important to note that although many disruptive innovations are displacing the sustaining innovations in an existing market, disruptive innovations could also work side by side with the already established market and businesses (Schmidt and Druehl 2008). In addition, incumbent firms can survive the new market disruption and even take on the role as disruptors after reorganizing and restructuring the company to fit the new markets (King and Tucci 2002).

Much of the research done on disruptive innovations was based on already successful introductions of new technology and disruptive innovations are identified after they have occurred and not before (Barney 1997; Danneels 2004; Tellis 2006; Christensen 1997; Christensen and Raynor 2006). By identifying both current and potential customers and the future drivers in new and existing markets, it would be possible to identify future disruptions (Paap and Katz 2004). Govindarajan and Kopalle (2006) believe that the disruptive frameworks that innovative theorists are developing could make future predictions of which type of firms is most likely to create disruptive innovations. They make a valid point out of that a firm's willingness to cannibalize is an indicator that potential disruptive firms possess. It is important to have a close connection with the market and emerging technologies in order to capture potential disruptive ideas for new growth.

For managers it is important to bridge the firm's mainstream operations with innovation. Organizations that are prepared to change and unlearn (Baker and Sinkula 2005) existing values and have created a culture that are based on entrepreneurship, risk taking, R&D, flexibility and creativity should be maintained and valued in order to create and develop disruptive innovations (Govindarajan and Kopalle 2006; Yu and Hang 2010, 442; Lee and Chen 2009). Rothaermel (2002) also found that companies' new product development,

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economies of scope, public ownership and the geographic location in a regional technology cluster, positively correlates with potential market disruptions. Lastly, the research done by Christensen (1997, 130) proves that following a strategy of disruption increase the chance of creating successful growth business from 6% to 37%.

## ***2.2. Introduction to Online Social Media***

With the emergence of Web 2.0, end-users are now in the center of web technologies. Web 2.0 has reshaped the Internet from being a service facilitating one-way communication to an interactive medium that facilitates two-way communication. According to BusinessDictionary.com, web 2.0 is “A collective term for certain applications of the Internet and the World Wide Web, including blogs, wikis, video sharing services, and social media websites such as Facebook and MySpace, which focus on interactive sharing and participatory collaboration rather than simple content delivery.”. The web 2.0 technology, or paradigm shift, gives users chance to create and access user-generated content. Also, all information are stored on web servers, which makes it possible for users to access the same data from any computing using a web browser, which is also referred to as cloud computing (PCmag.com).

The paradigm shift of the Internet led to the creation of online social media. The online social media are “web-based services that allows individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connection and those made by others within the system.” (Boyd and Ellison 2007) Online Social Networks (OSNs) enables users to articulate and make visible their social networks. According to Boyd and Ellison (2007) connections with latent ties such as friends, family and colleagues, can result in unintentional connections between individuals. The rapid rise of online social media has led to large variety of different interactive concepts available on the Internet, which allows users to access both user-generated and aggregated content. In addition, the online networks allow the users to annotate the published content with tags, reviews, comments, and recommendations within various communities and networks (Pallis, Zeinalipour-Yazti and Dikaiakos 2011)

Sixdegrees.com was the first well-known online social network site. The site allowed its users to list friends, family members, and acquaintances, much like the online social networks that we see today. The launch of the site happened in 1997 but a few years later, in 2000, it closed down (Pallis, Zeinalipour-Yazti, and Dikaiakos 2011). Some believe that Sixdegrees.com was ahead of its time. They are probably right because in the following years, a range of online social network sites launched. In 2003, sites like those that MySpace, Last.FM, Xing, Piczo, and LinkedIn were established. YouTube and Twitter followed shortly after. Facebook, which is the most popular online social network site, launched in 2005, then only available for students at Harvard University. Facebook gradually opened access to various other learning institutions and where finally available on a global scale in 2006 (Pallis, Zeinalipour-Yazti, and Dikaiakos 2011).

According to Digital Strategy Consulting (2012), social networking are now the most popular online activity which proves that online communication through Online Social Networks now has become a fundamental part of the overall online experience of most online users. The same research shows that 89% of all Norwegians that have online access are using social media.

Online Social Networks are hubs for individuals to establish and define the relationship with other users on the same platform. It includes a wide range of tools that help the users to create communities that facilitates interaction and participation through interactive activities. The driving force of the success of online social network is that they support the vision of a Human-centric web, where the network of users and their interests is the key source of information. The main objective of the various Online Social Networks is to provide its users with functionality that facilitates networking between users of certain interests (Pallis, Zeinalipour-Yazti, and Dikaiakos 2011). Online Social Networks can be either user-oriented, where sharing of information is done between a defined set of users, such as Facebook or LinkedIn, or content-oriented where interaction is not determined by the relationships between users, but by their common interests. Examples of the latter are blogs and popular photo and video sharing services such as Flickr and YouTube. Many Online Social Networks, such as Facebook,

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work also as hybrids where content are shared both inside and outside defined networks (Pallis, Zeinalipour-Yazti, Dikaiakos, 2011, 220-221).

### ***2.3. Introduction to LinkedIn***

In the last decade, innovators have created a range of online social media services for different use to different uses. As early as in 2003, LinkedIn was launching their online portal. LinkedIn operates an online network designed to help their members finding new job opportunities, to connect with other professionals, and to locate new business opportunities.

During their nine years in business, LinkedIn managed to become the leading professional network online and have maintained and even strengthen its position ever since. According to LinkedIn themselves, the site has now grown to reach more than 161 million global users in more than 200 countries. LinkedIn is free to join but offers a paid premium membership with additional tools. It also earns revenue through advertising and its job listing service, which allows companies to post job openings and search for candidates on LinkedIn. LinkedIn went public in May 2011 where the mentioned Reid Hoffman is the largest shareholder (Guardian 2011). Hoffman and the current CEO Jeff Weiner have managed to construct and develop an online service that has managed to go from years with operating losses into creating a remarkable profit in the last three years.

LinkedIn is an online database, like any other Online Social Networks where people from all over the world register a profile. The profile contains information about people's professional career, including prior and existing educations and occupations. The LinkedIn profile is much like the looks of curriculum vitae. In addition, each profile profiles the network of its owner, which makes it possible for others to source through all shared and unshared connections. A profile also contains information of interests and special skills that the user has. An update this summer also gives users the opportunity to post status updates, similar to what Facebook and Twitter users have grown accustomed to.

LinkedIn also gives mutual connections the ability to communicate via Inmail, which is a communication service similar to sending an email or sending a

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message on Facebook. Fellow members also have the opportunity to give each other recommendations, which could improve the attractiveness of a user towards talent managers and the like. This summer LinkedIn have also completed the integration of a wall, very similar to the walls on the mentioned social media services. The wall is a public writing space so others who view your profile view updates on your wall. This makes it easier to see status updates and recommendations from other users, which could improve the interaction between the LinkedIn users.

Research shows that LinkedIn users spend a very small amount of time on LinkedIn compared to other social media services like Facebook (Alexia.com). One important service that could help LinkedIn users to stay connected through longer periods is the LinkedIn Today. LinkedIn Today is an online newspaper that provides each user with tailored content relevant to their defined preferences. The news service is helping professionals from all industries to know what is happening in their field of work, which indirectly improves the performance of the users.

## ***2.4. Innovation and Network theory***

LinkedIn and the concept of online social media are very much grounded on theories of open innovation and network theory. Although this thesis focuses on disruptive theory in relation to LinkedIn, it is useful to describe the theories of open innovation and network theory in relation to the success of online social media. This section explains the issues of open innovation and network effects that are used in order to improve and develop the services further. Thus, this section also serves as an introduction to the LinkedIn services.

### **2.4.1. Open Innovation**

The analysis of how LinkedIn develop and improve their own services, it very much based on the theories of open innovation. According to the creator of the concept of open innovation, Henry Chesbrough (2003, xxiv), open innovation “is a paradigm that assumes that firms can and should use external ideas as well as internal ideas, and internal and external paths to market, as the firms look to advance their technology”. The thought behind open innovation theory is that

companies should, instead of controlling all internal resources (closed innovation); they should also use resources outside the company. Companies using open innovation are taking ideas and concepts, or buy or license processes or patents from competitors or partners or through acquisitions.

According to Chesbrough and Crowther (2006), customers are a resource for innovation. Value creation is generated when applying customer and user integration into innovation activities, creating new products that fits the needs and wishes of customers (von Hippel 1994). Integrating all stakeholders open up what Chesbrough (2003) is referring to as the innovation funnel to the company. The innovation funnel describes the research projects in the firm and its boundaries, which eventually produce a product or a service to the market. The extraction of external perspectives into the innovation process increases the amount of innovations that are poured into the funnel, which in turn increases the innovation potential (Chesbrough 2003).

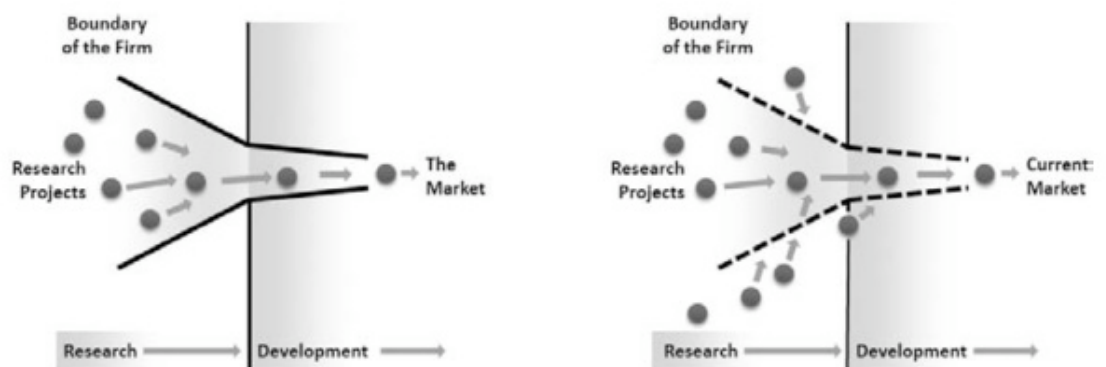


Figure: Open vs. closed innovation process, adapted from Chesbrough (2003)

#### 2.4.2. The LinkedIn Network Effects

One important reason for why social media has become a success for companies is the facilitation and the users' ability to communicate opinions. Social Behavior Theory suggests that humans are highly affected by the opinions of others (Bentley, Earls, and O'Brien 2011). Our ability to learn from others also shapes our opinions and our affections, which have important implications for how firms should communicate their message. The "Like" and "Follow" buttons on Facebook serve as a good example of how campaigners use this knowledge in shaping the public opinion. LinkedIn has begun to use the same tactics to shape

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customer opinions. LinkedIn is also encouraging their users to invite their friends and colleagues actively. This is because LinkedIn already knows that the receiver is more likely to accept an invitation from someone they know, rather than invitation through non-personal recruiting tactics.

The thoughts and opinions of people are not as important as traditional marketing implies. Since opinions are molding by the social interactions with others, professionals should instead work to identify the social contexts between people and the underlying structures of social networks. This view supplements Christensen and his use of circumstances (Christensen and Raynor 2003, 75), instead of demographics, to target the firm's customers.

LinkedIn, having both companies and people registered on their platform, is taking advantage of the concept of two-sided markets. Using the two-sided market strategy implies that both markets creates both cost and revenue for LinkedIn, instead of one part being the cost driver and the other being the revenue maker (Eisenmann, Parker and Van Alstyne 2006). In the case of LinkedIn, they are attracting more users inducing existing users with "same-side network effects". The creation of the same-side network effects occurs when users register on LinkedIn. Positive same-side network effects, which refer to a "snowball pattern" where the network continues to grow increasingly larger, takes place since one new member often leads to more members. As more members enters a platform, the strength of this network improves, which in turn, attracts other users that further increases network strength.

This means that existing LinkedIn members create even more LinkedIn members and so on. It also means that the more users are subscribing to premium content, the more users will start to access premium subscriptions, which off course will increase the LinkedIn's revenue with the same snowball-effect as mentioned earlier.

LinkedIn also enjoys the cross-side network effects. These indirect effects occur in companies serving two different set of users. The more recruiters that are using LinkedIn as a tool to identify candidates, the more candidates will use LinkedIn actively. These types of network effects also facilitate revenue models where one

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part of the network is subsidizing the other (Parker and Van Alstyne 2005). In the case of LinkedIn, premium users are subsidizing the free-subscription users.

## ***2.5. LinkedIn Services***

LinkedIn is so much more than a database where professionals submit their CV. LinkedIn gives all its members access to a range of free services available in the LinkedIn database that facilitates communication and networking between companies and different professionals. This section provides with an overview of these services. All information concerning the services is obtained on LinkedIn.com.

### **2.5. Free Services**

#### ***LinkedIn Groups***

The LinkedIn users have also access to create or join a LinkedIn group. Each group represents different industries, companies, professions, or areas of interest and is a platform where members participate in conversations, discussions, and knowledge sharing. According to LinkedIn, as of now, there are more than one million different groups. There is a wide range of LinkedIn groups. Here are just some examples of the many specialized and diverse set of groups that are available on LinkedIn: *Media Professionals Worldwide*, *eMarketing Association Network*, *Innovation Norway*, *Handelshøyskolen BI*, and *Connect: Professional Women Network*. Users also have access to exclusive country groups. The country groups also have subgroups, like some of those mentioned above. This makes it possible for users from one region to interact with others from the same region. Nevertheless, it is also possible to interact through globally accessible groups.

#### ***The LinkedIn Job Board***

LinkedIn also contains a job board where private users can look through vacant jobs that are listed on LinkedIn. The members can then easily apply for a job through the LinkedIn interface and attach their LinkedIn profile as a CV. The LinkedIn Job Board is one of many tools that professionals use in order to attract candidates.



**Answers**

The Answers-service allows LinkedIn members to ask questions or opinions and to receive answers from other professionals on any professional topic.

**Personalization Platform**

The Personalization platform is a range of various analytically driven customized services, such as *Jobs You May Be Interested In*, *Groups You May Like*, *Companies To Follow*, *People who Viewed This Profile Also Viewed*, and *People Who Viewed This Job Also Viewed* (Company Description in Business Week).. These different services are quite self explanatory, but to summarize, these services gives the user advices on job opportunities and potential connections based on the user's existing network, interests, career path, geographic location etc.

**LinkedIn Today**

The LinkedIn Today is an online newspaper that enables members to read relevant news that has been collected and organized by mutual connections, professionals in the same industry or by LinkedIn themselves. LinkedIn today also gives users the opportunity to comment and discuss the articles with other members.

**Paid Services**

As previously mentioned, LinkedIn is creating revenue through three different channels, The Premium business model, which is denoted as Free Offerings and Premium Subscriptions on the canvas, the Hiring Solutions and the Marketing Solutions.

**Premium Subscriptions**

In its first years, LinkedIn was free to use for everyone. However, in 2009, LinkedIn changed its business model to include premium content (Fast Media Magazine 2009). This shift reflects a desire to reduce their dependence on online advertising. Now, they are instead attracting users both with free and premium content, allowing its premium users to access restricted premium services. This model is named "freemium" and is a combination of the two words "free" and "premium" (Wilson 2006).

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The Premium service is essentially an upgrade of a free user account. Students, job seekers, companies, and recruiters have an opportunity to create a premium subscription. The prices of the different subscriptions are relative to the services the user chooses to get access to. According to [Businessweek.com](http://Businessweek.com), the premium subscriptions are designed for professionals to manage their professional identity, grow their business, and to connect with talents. The premium services gives access to send a defined amount of InMails to others outside her network and the option of letting all users have the option of contacting you. It also gives access to search filters that are not available on a free user account in addition to a wider results when searching through profiles, a full presentation of the profiles to professionals outside your extended network, the ability to see who have viewed your profile and also the opportunity to manage and store your contacts and projects in a service called Profile Organizer. Moreover, the design and user-friendliness is somewhat enhanced relative to the free user account.

### ***Hiring Solutions***

The Hiring Solution Services are a range of services made especially for firms and not for individual users. Therefore, in order to get access to the Hiring Solutions, firms have to register a Company Profile. This means that all information that is stored on the Hiring Solutions platform is tied to the firm and not the individuals that are using the service. This means that if an employee leaves the firm, he will not be able to utilize the information that is stored on the company profile. As we will see later, a company profile also facilitates for two-way communication between the company and its public, such as previous and existing employees, professionals who might be interested in working for the company, have a strong loyalty to their brand, or have some other special interest in following their business.

### **Jobs**

LinkedIn Jobs is a service where companies can post a job advert on LinkedIn. The ad is searchable and accessed through the LinkedIn search engine, the company profile on LinkedIn and on most global search engines. The job seeker gets access to information about mutual connections he or she has in the company and a list of everyone else who are working there. It also has a feature where LinkedIn suggest professionals that the job seeker all ready know that has the suitable background for the job. The job seeker can then recommend their

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connections about the job listing and forward the ad to their LinkedIn account. Companies also have the option of opening for questions and comments from professionals regarding the vacant position and provides with a direct link to the company website. LinkedIn Jobs also gives recruiters the ability to view professionals that LinkedIn regard as suitable for the jobs. This is done by crosschecking the requirements needed for the job with the LinkedIn profile database.

#### **Talent Solutions**

The Talent solutions includes three different subscriptions (Talent Basic, Talent Finder and Talent Pro) is a service that is similar to the Premium subscriptions for individual users on LinkedIn, but tailored for companies to identify up and coming talented professionals within the different fields of professions. A Talent subscription gives the firm the opportunity to send InMails, see expanded profiles outside their network and to use the Profile Organizer. However, it also has many more features. Many of these features are tools that help firms to identify professionals based on defined search criterions. The recruiter will get access to an extended filter search that can sort profiles after experience, seniority level, interests, and size of company in which he or she is currently hired. In addition, Talent Finder makes it possible to search through LinkedIn Groups based on the same criterions and gives the ability to set up alerts to find new candidates based on the skills and other requirements that the recruiter is looking for.

#### **Job Seeker Solutions**

The Job Seeker subscriptions (Job Seeker Basic, Job Seeker, and Job Seeker Plus) enable registered job seekers on LinkedIn to stand out to recruiters and hiring managers. Registered job seekers are more accessible on the searches performed by job hunters and in addition, it gives the user access to send InMails to professionals outside their network (BusinessWeek.com).

#### **Talent Direct**

LinkedIn also have a service where they more or less act as researchers for your company. By contacting LinkedIn through Talent Direct, give the attributes of the perfect hire for your company and the recruiting message, LinkedIn will start a project where they find the most suitable candidates and contact them through InMail. This is a powerful and effective tool, not only for companies that find

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value in looking proactively for new possible candidates but also to those that do not have the resources to conduct the sourcing of candidates themselves.

#### **Ads**

LinkedIn also makes it possible for companies to place advertising on LinkedIn. These advertisements are very much alike those advertisements that we see in other online services like online newspapers, start pages and other social networks. The LinkedIn Ads target the message towards the firm's defined target market and not to everyone else. This makes it more likely for a firm to attract professionals that are interested in the message. LinkedIn makes an argument by stating that companies that present themselves with an advert will make the company stand out and be on the "top-of-mind" amongst your target group.

#### **Career Pages**

Lately LinkedIn has especially improved their service Career Pages. Companies can use Career Pages to enhance their company pages on LinkedIn. The service gives the opportunity to make a professional designed homepage for your company on LinkedIn. The company page may include banners, videos, news, stories, job postings and links to external resources like the company webpage, all tailored to fit the interests and preferences of each user. This means that potential business partners are being presented with a different content than a potential future employee when entering the company page.

#### **Referral Engine**

The LinkedIn Referral Engine enables firms to utilize the networks of their employees in order to detect qualified candidates for open positions. When a company registers a job posting, the Referral Engine sources the connections of the employees in the company to find professionals that are qualified for the position and present these matches to the employees in the company, which in turn enables them to make referrals for those candidates they find appropriate (BusinessWeek.com).

#### **Recruiter**

The flagship of the LinkedIn hiring solution services is the LinkedIn Recruiter. The Recruiter contains the powerful searching tools mentioned above. In addition, it is built up much similar to other executive search software systems that most recruiters are normally using when working on their projects. Recruiters use these

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systems from start to finish in the recruiting process. Information such as candidate expectations, as well as information about those who are involved in the project (client, contact persons, recruiter, researcher, etc.) is stored in the system. In addition, recruiters continuously update information regarding potential candidates. It is also possible to sort the candidates based on their status in the project of hiring that makes it easy to see who have been contacted, interviewed or discarded and who have not. Recruiter is a service meant for one recruiting company to use. Each of the recruiters and researchers in the company has their own sub account on LinkedIn Recruiter, which makes it very easy for different players to interact and cooperate in order to further enhancing efficiency and quality of the company recruiting efforts. Also by acquiring Recruiter, recruiters will receive help from LinkedIn's own training experts in order to learn how to leverage LinkedIn to the fullest.

### ***Marketing***

The third revenue model that LinkedIn has embraced is the Marketing Solutions. As most other social medias, LinkedIn is offering targeted display ads on their site. Most of the present online social network business models are also based on revenue models that are depended on advertising.

Online social network sites either use a Pay for Clicks model, where the advertisers pay a certain amount for each time a user clicks on the ad, or through Pay for Views, where advertisers pays for views for a certain amount of users which are pre-defined by age, geographic location, gender, interests etc. These revenue models makes it possible for advertisers to tailor their message to These advertising models are regarded as more effective than the traditional pay-to-post model, where advertisers pay a fixed fee to post an advert. Advertisers, including recruiters, are abandoning the pay-to-post model, much because its inefficiency to target the right set of publics compared to the pay for view or the pay for clicks models. Online users have become more passive because of the immense amount of advertising messages in different online media. Therefore, messages have to target users that have the probability to have an interest in it and not to those that are indifferent, or even may react negatively to the message (Stroud and LeClaire 2008).

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Social media often offers hyper-targeted ads, which target the users based on location, sex, age, education, workplace, relationship status, relationships interests, and interest keywords. This type of hyper-targeting is valuable for recruiters who are often seeking a very specific set of skills and experiences (Shih, Taub, and MacDonald 2009, 128). LinkedIn use their rich profile data to target ads towards the specific segments of LinkedIn professionals that are most receptive to the message of the sender. One of the newer features is that companies now can make status updates and target these updates towards specific types of company followers. This could prove to be useful if a firm wants to make specific hires or if they are running a marketing campaign targeting a limited set of its publics. In addition, the Marketing Solution gives companies a chance to interact with their target audiences and to get insight in how their public perceives the marketing campaign.

### **Summary of the LinkedIn services**

The strengths of the LinkedIn services is that LinkedIn are utilizing the user generated information and actions that are taking place inside their database. By providing with services that fit the needs and expectations of different sets of users, they are able to deliver in accordance, or above, customer expectations. Free subscribers have the ability to keep updated on relevant news and to interact with other professionals. Premium subscribers have even more features, related to perform searches that increase their own network and identify professionals with certain skills that relates to the user's own preferences. Firms have finally access to an online service that integrates many of the daily activities that relates to the public relation, human resource and marketing activities of the firm. The combination of these services creates positive synergy effects within the services and creates positive network effects that facilitates for use that is more active and at the same time are drawing even more online users to the LinkedIn portal.

## **Chapter 3: Results and Discussion**

This section focuses on the LinkedIn business model and the findings from the interviews. It also gives a general description of the recruitment industry and introduces the different actors in this industry as well as the process of recruiting.

### ***3.1. The LinkedIn Business Model***

It is natural to include the business model of LinkedIn in order to put all company information into context. Michael Rappa (2012) defines business models as “the method of doing business by which a company can sustain itself, - that is, generate revenue. The business model spells-out how a company makes money by specifying where it is positioned in the value chain.” Osterwalder and Pigneur (2011) attempts to capture the essence of a business model when stating; “A business model describes the rationale for how an organization creates, delivers and captures value”. It is also worth highlighting that business models also can be perceived as “a reflection of the firm’s strategy” (Casadeus-Masanell and Ricart 2010).

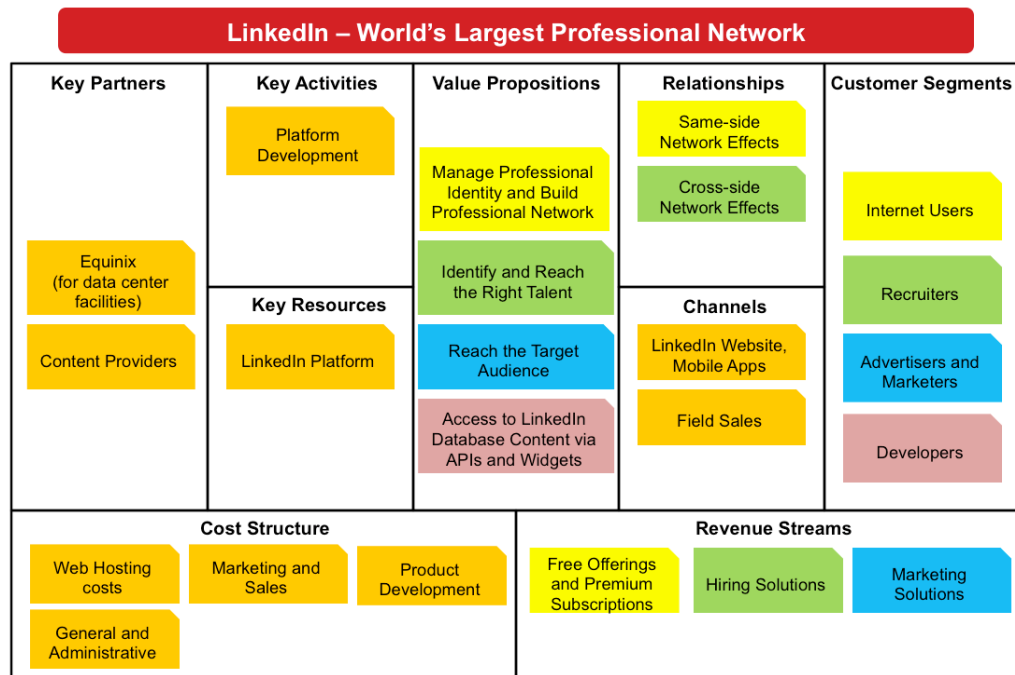
Business models enables value creation and can therefore serve as a source for a firm’s competitive advantage. Business models can also change an industry or how certain tasks are performed within an industry (Christensen and Raynor 2003; Magretta 2002). Because of shortened product life cycles and increased cost in R&D, Chesbrough (2007) makes a valid point out of that technological innovations are not as important as innovative business models, or at least sustainable business models. Since technology has no inherent value until it is defined and utilized through the business model, the firm should mainly focus on its business models rather than the technologies itself.

### ***3.2. Business Model Canvas***

In order to visually describe and summarize the LinkedIn business model, I have used the Business Model Canvas, created by Alexander Osterwalder (Osterwalder, Pigneur and Smith 2010) In order to describe the LinkedIn Business Model, I have used information on LinkedIn.com or available through different online resources.

In “Business Model Generation”, the authors describe a business model as a description of “the rationale of how an organization crates, delivers and captures value.” (2010, 14) In the same book, they describe a business model “through nine basic building blocks that show the logic of how a company intends to make money [...] (which) cover the four main areas of business: customers, offer, infrastructure, and financial viability.” (2010, 14) A presentation of the nine basic

building blocks in the underlying section gives a complete description of the LinkedIn Business Model.



www.businessmodelgeneration.com

### Customer Segment

Customer segments are defined as “the different groups of people or organizations an enterprise aims to reach and serve” (Osterwalder, Pigneur and Smith 2010, 20). Companies can choose to target one or more customer segments. According to Osterwalder and Pigneur customer groups represent separate segments if: 1) Their needs require and justify a unique offer, 2) They are reached through different distribution channels, 3) They require different types of relationships, 4) They have substantially different profit abilities and 5) They are willing to pay for different aspects of the offer (Osterwalder, Pigneur, and Smith 2010).

There are four different customer segments that LinkedIn are targeting Internet users, recruiters, advertisers and marketers and developers. The Internet users are off course the biggest of the four segments. All though this is a very wide segment in terms of demographics, values and needs, LinkedIn users has to have computer and Internet access. Recruiters are off course one of the LinkedIn customer segments. Advertisers and marketers are also distinct customer segment, as well are developers. The latter segment is included since the developers are those who create the many widgets on LinkedIn.



## **Value Propositions**

A value proposition is the vision and strategy of the company translated into values (Osterwalder 2004, 17) or a description of “the bundle of products and services that create value for a specific customer segment.” (Osterwalder, Pigneur, and Smith 2010, 22) According to Stähler (2002), the value proposition is the value that the customer receives from the business.

We define LinkedIn’s value propositions as 1. Manage professional identity and build professional networks, 2. Identify and reach the right talent, 3. Reach the target audience, and 4. Allowing access to the LinkedIn database content via APIs and widgets. Because much of this information is directly related to IT and developing it has not been covered extensively in this paper. Nevertheless, in order to elaborate on the matter, the main point of accessing the LinkedIn database content via APIs and widgets means that external developers can communicate with the LinkedIn database when developing LinkedIn applications and services.

## **Channels**

Channels are customer touch points that are important in relation to the customer experience. The channels describe through which channels an organization uses in order to communicate and reach its customer segment and provide them with value (Osterwalder, Pigneur, and Smith 2010, 26). LinkedIn uses several channels to target their customers. Most people are targeted through LinkedIn’s own webpage and through mobile applications. This is possible since existing LinkedIn users can invite their offline connections to join LinkedIn. LinkedIn is also using their sales force to attract professionals and firms with services that generate direct revenue, such as premium subscriptions, hiring solutions or through marketing.

## **Customer Relationships**

The customer relationship is a description of the various forms of relationships a company establishes with their customers (Osterwalder, Pigneur and Smith 2010, 28). As mentioned earlier LinkedIn is taking advantage over both the same-side networks and the cross-side networks (Parker, Marshall and Van Alstyne 2005), which in this case, are professional individuals and companies and the

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implications that are relevant for freemium business models where some LinkedIn-members are paying for a premium subscription while others enjoy a free subscription.

### **Revenue Streams**

The revenue stream represents the cash that a company produces from each customer segment. Since LinkedIn are targeting several segments, they also produce different revenue streams, which also have different pricing mechanisms (Osterwalder, Pigneur, and Smith 2010). LinkedIn have three distinct revenue streams; the Free Offerings and Premium Subscriptions, the Hiring Solutions, and the Marketing Solutions, where the Hiring Solutions are producing by far the largest revenue streams for LinkedIn.

The first quarter 2012 financial results shows a revenue of \$188.5 million, which is an increase of 101% compared to the first quarter of 2011. Net income have also increased in the same period, from \$2.1 million to \$5.0 million and adjusted EBITDA was \$38.1 million, or 20% of revenue, - an increase from 14% (LinkedIn First Quarter 2012 Financial Results). Maybe more impressively is that LinkedIn now has experienced seven straight quarters where they have more than doubled their year-over-year growth. The main revenue maker in LinkedIn is their Hiring Solutions, which accounted for 54% of the company revenue and increased its revenue by 121% since one year ago. The LinkedIn Marketing Solutions represents 26% of the company revenue, which is an increase of the last year results by 73%. In addition, the LinkedIn Premium Subscriptions increased 91% but only represent 20% of the company revenue.

The promising financial results are off course good news for investors but also help LinkedIn maintain and improve their reputation as the dominant and stable service for assisting online professionals in their everyday lives. According to LinkedIn, professionals are signing up at a rate of almost two new members per second. Since value of LinkedIn indirectly relates to its number of users, it is important that LinkedIn can show that they still can create value for its users.

## **Key Activities and Resources**

The key activities of a company are those activities that are vital in order to execute a company's value proposition. LinkedIn is a platform where the key activity is explained as platform development activities. The platform is a key resource for LinkedIn because it is used to perform the key activities.

## **Key Partners**

In order to optimize operations and reduce risks, many companies are collaborating up with external providers in order to focus on their core activities themselves. LinkedIn probably have many key partners. I have chosen to include two partners that LinkedIn use and that I find important to mention. LinkedIn has since 2008 established operations at Equinix with a new business continuity deployment and are using their data center facilities mainly in the Silicon Valley (Fontecchio 2008). Other key partners are the various content providers that LinkedIn are using in order to managing access via web browsers and mobile applications and to enhance their online services.

## **The Cost Structure**

“The cost structure describe all cost incurred to operate a business model” (Osterwalder, Pigneur and Smith 2010, 40). Creating and delivering value, preserving of customer relationships, and producing revenue all incur costs. It is possible to define the cost structure of a business by relating to the all ready defined key resources, activities, and partners (Osterwalder, Pigneur, and Smith 2010). LinkedIn off course has general and administrative costs as all other firms. In addition, LinkedIn has to pay for product development, marketing, and sales, and cost relating to web hosting.

### ***3.3. Is the LinkedIn business model disruptive?***

As mentioned earlier in the paper, Christensen and Raynor (2003) introduced the concept of disruptive innovations to include business models, in addition to technology, products, and services. Although the goal of this paper is to determine whether LinkedIn is a disruptive innovation for recruiters, it is also interesting to classify the disruptive forces of the LinkedIn business model. LinkedIn has off

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course changed its business model several times since the launch almost a decade ago and it would be almost impossible to evaluate all these models. Since disruptive innovations are relative, this section will describe the existing business model of LinkedIn relative to their original business model. We will therefore look closer at the existing business model presented in the previous section of the paper.

LinkedIn was originally a free service to use for LinkedIn members. However, four years ago they changed their business model to include premium content, called the freemium business model. This change probably caused many changes of the concept of LinkedIn. The LinkedIn developers now had to construct different services of different user quality and had to implement an online payment solution to the portal. The segmentation of existing and new users created an opportunity to develop tailored services to a set of users. Since the freemium model disrupts standard modes of practice, but can be integrated into the already existing structures of dominant players, it has to be regarded as sustaining related to their value propositions and customer segments. However, the freemium services could be regarded as disruptive relative to their revenue model since it created totally new customer segments that made it possible for LinkedIn to earn revenue of their users.

Lately LinkedIn have also created a range of new services, like LinkedIn Today and the possibility to make status updates in order facilitate interaction. These new features do not create new markets itself, although they might have the possibility to do so. Therefore, these incremental improvements should be regarded as sustaining. In addition, the decision to collaborate with external providers cannot be seen as other than a sustaining decision, since they merely represent segmentations of the overall business activities.

Constantinos Markides (2006, 19) makes a point out of that even though business models and products or services share many similarities in relation to the concept of disruptive innovations, they are also different phenomena that produce different kind of markets, pose fundamentally different challenges for firms, and have completely different implications for managers. Treating all innovations as the same has, according to Markides, confused the concept of disruptive innovations.

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Markides instead introduce the concept of business model innovation (2006, 19-21), which is “The discovery of a fundamentally different business model in an existing business.” New business models do not discover new products and services; they simply redefine an existing product or service and how it is delivered to the market.

When evaluating the LinkedIn business model in relation to its disruptiveness, it is not difficult to relate to the thoughts of Markides. We will therefore come back to this matter when contemplating on the execution of the thesis.

### ***3.4. The recruitment industry***

This section gives a description of the various players in the recruiting industry and explains the process of recruiting. Recruitment is defined in the BusinessDictionary.com as “The process of identifying and hiring the best-qualified candidate (from within or outside of an organization) for a job vacancy, in a most timely and cost effective manner.” Barber (1998) definition is that “recruitment contains all organizational activities solely focused on identifying and attracting potential candidates”.

There are several types of recruiters in the recruitment industry. All recruiters are working in employment agencies but these employment agencies are varying in size and specialization. Recruiters have either sole proprietorship or work together in partnerships, or in large recruiting firms or as a HR-manager in a company (Doyle 2012). Most firms tries to attract candidates on their own, either by asking existing employees for referrals or by advertise the position in newspapers or online. Traditionally, organizations used five key approaches of attracting job applicants: newspaper advertisements, word of mouth, campus recruiting, trade organizations, and job fairs (Bruyère and Erickson 2001). Larger firms often have HR-departments that have the responsibility of conducting the recruitment of new employees. However, sometimes even these HR specialists will not manage to identify suitable candidates. Therefore, firms use executive employment agencies when they do not have the internal resources to do the work themselves or because they have not managed to attract the right set of professionals.

### **3.4.1. Headhunter**

The headhunter is an executive search consultant who focuses in matching highly skilled professionals with business clients. A headhunter either is an independent contractor or is employed through an agency of headhunters where each focuses on particular areas of employment in certain geographic areas (Wisegeek.org). Since the headhunter is an expert in a certain industry or type of management, he knows how to find the right candidate for the client. The headhunter therefore only uses the appropriate tools when they locate suitable candidates for a position. Examples of such tools are traditional advertising in newspapers or online, utilization of own network, sourcing internal databases or online search (Techjournal.org). The headhunter is efficient and trained to utilize these tools appropriately. This means that if the headhunter decides to make a job advertising online, he also knows how to attract the most suitable professionals and not those who will not fit the position. In addition, headhunters that have a long relationship with the client are likely to give valuable advices and present professionals that the client would otherwise miss.

### **3.4.2. Temporary Agencies**

Temporary agencies are another category of employment agencies. Temporary agencies find employees to fill temporary jobs, either because of seasonal increases in business or to cover vacations or illness. The temporary employment industry has expanded their role to fill positions where temporary employees have a prospect of getting a permanent position if the employer decided to hire the candidate (Doyle 2012).

### **3.4.3. The Recruiting Process**

Scholars and professional recruiters have defined several hiring processes or recruiting processes. Although there is no standard process of hiring, the processes available do not differ considerably. The following section presents the hiring process created by Whitford, Hanna, Gerber, Wade, and Blessing (2009).

### **Step 1: Create a job description**

A firm has to take into account their specific recruitment needs. The job description therefore highlights the tasks to be performed and states specific position requirements (Whitford et al. 2009, 11). The client uses the content in a job description to attract the right set of professionals and is at the same time discouraging uninterested and unqualified professionals from applying. The information from a job description serves as guideline for making job adverts as an internal posting or a media advertisement. In addition, it serves as a guideline for sourcing, selecting and interviewing candidates as well as making the decision on which candidate to hire.

### **Step 2: Develop an application for employment**

An employment application form should instruct applicants to describe themselves. It provides with a detailed overview of a candidate's work history, skills, interest and education (Whitford et al. 2009, 13).

### **Step 3: Interview the candidates**

After reviewing resumes from applicants and other candidates that the researcher has identified, it is time to interview the candidates. The interview is an opportunity for the employer and the candidate to learn more about each other (Whitford et al. 2009, 16). There are various ways to perform a candidate interview. Usually the recruiter will first contact the candidate by phone in order to assess whether or not the candidate is motivated and to give a broader description of the position available. The phone interview is an efficient way of ruling out unlikely candidates, and to include motivated candidates with the right set of skills.

After the recruiter has identified a set of potential candidates for the position, he will invite these candidates to an interview. Usually the interview is a one-on-one interview between one of the candidates and the recruiter. The goal of this interview is to get to know the candidate better and to answer questions the candidate has about the position and the company. This interview is much like the telephone interview as mentioned above, but meeting the candidate face to face makes it easier to get a good description of the candidate's personality and traits.

**Step 4: Gather data**

The recruiter has now gathered a lot of data concerning each candidate and it is now time for evaluating this data. Examples of such evaluations is whether or not the candidate have been honest regarding skills, education, prior workplace and the candidate's emphasis on wage, tasks to be performed etc. (Whitford et al. 2009, 21-22). In this step, the recruiter will also call the references of the top candidates to confirm the impressions made during the interviews.

**Step 5: Make the offer**

The recruiter has now an opportunity to make a decision on which candidate is the most suitable for the vacant position in the company. When the decision has been made, the recruiter should contact the winning candidate an offer the job (Whitford et al. 2009, 24). If the candidate accepts the offer, the client and the candidate will sign an agreement that confirms the employment.

**Step 6: Notify rejected applicants**

Recruiters should notify rejected applicants after the agreement with the winning client has been made, either by phone, email, mail or in person. Rejection letters also portrays the employer as fair and professional and helps rejected applicants maintain a good impression of the firm (Whitford et al. 2009, 25).

**Step 7: Define the introductory employment period**

Many companies choose to use an introductory period for the employment of the candidate (Whitford et al. 2009, 26). Sometimes the new employee does not fit the organization or have problems learning work he is set to do. The introductory period allows the employee a graceful exit if they do not fit the organization.

**Chapter 4: The Interviews*****4.1. Introduction to interview as research method***

According to Michael Myers (2009, 122), "Interviews are one of the most important data gathering techniques for qualitative researchers in business and management". Using the interviewing approach allows the researcher to gather rich data from people in various roles and situations and helps us to focus on the subject's world (Myers 2009). Although many interviews are performed



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successfully, some potential pitfalls or difficulties can arise. For example the interrogation of a complete stranger which have the possibility of creating artificial responses from the respondent due to lack of trust (Myers & Newman 2007). In addition, the interviewer can bias the way the respondent thinks and answers which makes it important for the interviewer to stay objective and mirroring the respondent (Fontana & Frey 2000).

Rubin & Rubin (2005, 67) suggests a “triangulation of subjects” which is referred to as interviewing a variety of people that represent different views. Since different subjects do not think alike, it is important to interview people from different companies or people with different positions, for example to avoid elite bias (Miles & Huberman 1994; Myers 2009). When studying the recruitment industry and its use of LinkedIn or other social media, I have chosen to perform in-depth interviews with recruiters and researchers based on the theories of exploratory research methods (Fisher 2007, 166). Researchers are included since they identify potential prospects for the recruiter, which have the overall responsibility of evaluating these prospects. Researchers can use different methods in order to track down these prospects and it is interesting to see if there are differences in how researchers perceive the value of LinkedIn in comparison with the views of recruiters. I have conducted interviews with six individual recruiters and researchers that target different competencies or industries in order to get a broad view of the opinions of recruiters.

All interviews are semi-structured interviews. Semi-structured interviews are interviews where the interviewer uses a schedule or a questionnaire to remind himself of the main issues and topics that need to be answered by the respondent. The interviewee is providing with open-ended questions that gives the respondents much latitude to respond to the questions in ways that seem sensible to them (Fisher 2007, 159; Patton 2002, 20-21). The interviews are constructed as semi-structured interviews since the analysis investigate a rather diverse population. I made use of a prepared script since I needed all respondents to answer some main topics, like their daily work and the use of online media etc., and to stay close to my own field of study (Appendix). In order to be able to create such a script, I first had to investigate the concept of LinkedIn and online social media in addition to the recruitment industry. The various online resources,

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such as online social network sites, articles, blogs etc., was a benefit when studying relevant conceptions and impressions from various actors in the recruiting and online social network industry.

#### **4.1.1. Preparing for the interviews**

The independence and neutrality of the researcher are important issues when producing high quality qualitative data, as well as the ability to understand and absorb the answers that the respondents provide. This is also called “learning through empathy” (Patton 2002, 51). The empathy is developed through the interactions between the interviewer and the respondent and involves being able to adopt, or at least understand, the worldview of others. Since I have gained experience from the recruitment industry when working as a part-time researcher for two years and had time to investigate the issues related to my field of scope, I had developed a form of closeness to the respondents, which I believe proved as an advantage during the interviews and by interpreting the answers from the respondents.

As Fisher (2007, 167) suggest, I planned my interviews, first by roughly sort and list the areas of questioning and then edit and prioritize the questions. Next, I took into consideration the different methods of analyzing the answers and considered how to make use of open and closed questions. Finally, I sorted my questions into a logical order based on the different research topics I was investigating. When I was preparing the interviews, I had found six recruiters that had granted me time for an interview. I found these recruiters by using LinkedIn and by communicating my request in my existing networks that relates to the industry of recruitment. Since all respondents owned a LinkedIn profile, I also had the opportunity to find out more about their current working place and specializations.

#### **4.1.2. The conduction of the interviews**

According to Patton (2002, 21), “The task for the qualitative researcher is to provide a framework within which people can respond in a way that represents accurately and thoroughly their points of view about the world, or that part of the world about which they are talking”. Individual in-depth interviews are performed

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when the respondent's personal experiences and opinions are of interest (Gripsrud, Olsson, and Silkoset 2004, 60-61). These types of interviews are preferred when the researcher wants to get insight in the daily life of the respondents without interference from others (Gripsrud, Olsson, and Silkoset 2004, 60-61). When performing the interviews, I wanted the respondents to be unaware about my field of investigation. The rationale behind this was that I wanted the respondents to be unbiased and that they should answer truthfully to my questions (Myers 2009, 129-131). I had also structured my questions in a way that was going to make the respondents comfortable. Therefore, I started up with some general questions about their job. Usually I simply asked them to present themselves and their day-to-day job, and then we went from there to other questions, but at the same time closing in on questions related to online social media. The questions could off course relate directly to LinkedIn and the use of online social media, but I had to construct my questions differently since I wanted to create a holistic view of their recruiting strategies.

Each of the interviews took between 45 and 60 minutes to perform. On all occasions, I was invited to the office of the respondent to perform the actual interview. In order to have a record of the exact words spoken, all interviews were digitally recorded. Recording the interviews makes it easy for the interviewer to transcribe the interviews and to make direct quotes from the conversation (Myers 2009, 134). Before the interview started, I made sure that the interviewee was comfortable with me recording the whole conversation.

After completing the interviews, I used my recordings to transcribe all conversations. I sent these transcriptions along with my interpretation and findings to the respondents to the respondents by email for confirmation. The respondents then had the opportunity to change the answers. Generally, I interpreted the interviews in accordance with the opinions of the respondents and I only had to do minor changes to my conclusions. Since the interviews were all in Norwegian, the transcripts are also in Norwegian. In order to make the transcripts understandable, easy to read and easy to translate, I edited out patterns of speech or filler, such as "uhm", "uh" etc. but still staying true to the respondents style of speaking (Oliver, Serovich and Mason 2005)

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## **4.2. Interviews**

This section shows the findings of the six interviews. In order to make the presentation of the data comprehensible, I will present one recruiter at a time. The end of this section gives a summary of the findings made in the interviews, which will later apply to the concept of LinkedIn and the theories of disruptive innovations. All quotes by the respondents in this section are being presented in italic.

### **4.2.1. Lars Olav Kjølstad in Randstad**

Lars Olav Kjølstad (Appendix 1) is a recruiter for Randstad Consulting, a recruiting agency specializing in hiring for the IT, finance and engineering in the oil and gas sector. Mr. Kjølstad himself is specializing in doing recruiting for the IT-sector and some examples of the positions he is handling are developers, consultants, technical sales and projects leaders in middle management. He has worked for Randstad Consulting in one year and has some prior experience from HR in the IT industry.

Both Randstad and Mr. Kjølstad are using several online tools when searching for candidates. *“I use the Finn.no resume database. However, I do not find the most qualified people in these types of databases. LinkedIn is the most important search tool we use. I start up with a broad base in the search process and then narrow the searches as I go”*. He believes that LinkedIn is a great tool for every researcher at Randstad, but for the IT-sector LinkedIn is by far the most important tool for tracking down candidates. Randstad do not use LinkedIn Recruiter, but Mr. Kjølstad is using his own Premium Talent Basic-Account. Mr. Kjølstad thinks that the premium services that LinkedIn offers are expensive, stating that *“Prices for Premium subscriptions are very high and I'm not sure it totally worth it”*. He adds that they also have a Company account on LinkedIn in addition to that every recruiter in the company has their own private LinkedIn account that they use actively in their work. When I present the concept of LinkedIn Recruiter and how it is possible to use this service as an integrated tool where he stores projects and candidates and the concept of an internal account where everything is shared between all Randstad colleagues, he tells me that *“This is something I have not thought of. It is an interesting aspect!”*

All though Mr. Kjølstad is using many online services to gather information he is not using any of the competing LinkedIn services like Xing and Branchout and the main reason is that he has never heard about them before. When I ask him about the use of blogs and the like, he believes that *“Communication in technology blogs, etc. may be of interest, both to attract good candidates but also to show our clients that we do a good research job. This may be useful to promote ourselves”*. Even though the use of these tools has been discussed internally, they have decided not to implement them in the recruiting strategy.

The use of advertising is also an important tool for Mr. Kjølstad. He believes that Finn.no is the best place to place an ad, but he also uses Facebook and LinkedIn for the same purpose. At the same time he stresses that they have to work hard to find the best candidate. Since there is a shortage of IT-specialist in the market, these specialists will not bother looking for jobs themselves. *“Those who apply are generally less qualified than those found by research”*, he states. However, adding, *“It is certainly a bit special for the industry I'm in”*. At least for the IT-sector there is a state where recruiters have to attract candidates, and not the other way around. In addition, clients have different objectives when recruiting which has implications for the management of the processes. *“Sometimes we work with specific positions where the client does not want to draw attention and prefer that we keep a low profile. Other clients would like much attention to promote themselves. This means that a recruitment process often helps promoting both the client and recruitment agency at the same time”*.

Randstad are using an internal database called Webtemp where jobseekers can register by sending their standard CV that the Randstad consultants register into the database. They have considered using a web platform where the jobseekers themselves had to manually register their CV, but Mr. Kjølstad states *“applicants are not interested in registering their CV manually in every agency and every database. Therefore, what we have done is to create a database where applicants can submit their CV in pdf or Word. We then manually register the information into our database”*.

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Mr. Kjølstad is using LinkedIn as a tool to not only to track down candidates for a job, but also as a communication tool. *“I am using InMails a lot and it's a bit silly that there are limits on how many you can send”*. When I asked him about how comfortable people was with him contacting him on these InMails, he told me that *“In the IT sector, I have the impression that it's okay. But in other sectors where users are not as active on the computer or LinkedIn it is natural to receive a call from the recruiter”*, indicating that users who are comfortable in using the computer in their work are more likely to use LinkedIn.

Mr. Kjølstad maintains and improves his network through the use LinkedIn and generally thinks that a big network is better than a small network. This means also that he accept pretty much every invitation from professionals who wishes to connect, knowing that this would increase the number of professionals his own network but at the same time not knowing whether or not his network is built up by competent professionals. Mr. Kjølstad finds it comfortable, efficient, and fun to search in the LinkedIn database. In addition, he sees the research as a learning process when explaining, *“I actually enjoy playing around with my searches. I more or less just start searching and then change the search criterions as I learn more about the position. I also find it valuable to filter my search towards companies that are similar to those I recruit for”*.

Other aspects of LinkedIn from Mr. Kjølstad are that he likes the idea of that the network on LinkedIn is global and that it involves all professions. He elaborates the global aspect by mentioning engineers in the oil and gas sector that are hired on a global scale and therefore have more use for searching through LinkedIn. He believes that professionals are only interested at presenting their professional profile in one database rather than on several places and hopes that LinkedIn could prove to be a standardized medium where professionals interact, adding that *“Some day there will come a social medium that performs better than LinkedIn. But I think that working through social media will be a more natural way to perform the recruitment in the future.”* In any case, Mr. Kjølstad believes that the use of social media in recruiting is here to stay but he also recognizes that we all prefer different ways of how to profile and communicate ourselves. In addition, it is important to consider different practices in each profession and in different regions.

#### **4.2.2. Anne Rosenvinge in De4 Search & Consulting**

Mrs. Anne Rosenvinge (Appendix 2) works as a recruiter in a small consulting company called De4 Search and Consulting. She has now worked as a recruiter in 16 years and is now specializing in specialist positions with and without personnel responsibilities related to the merchandising, chain store, logistics, and transport industry. All her colleagues are working as independent entities in the company but are sharing offices, computer software, and knowledge. The partners in the company are working either as specialists in HR, recruiting, coaching and leadership management.

During the 16 years as a recruiter, Mrs. Rosenvinge has experienced the transition from the use of large paperback business catalogues to having the privilege to have most information just a click away on internal or online databases. Much of her work is now conducted with the help of computer tools as opposed to before where job applications were sent by traditional mail and registered manually at her office. *“At that time, we identified candidates either because they sought the position themselves, or by searching our own database of candidates that we had been in contact with before. Now the world is a little different and information is much more accessible”*, Mrs. Rosenvinge remembers. Also the recruiting market in general have changed from being a service only a few companies could afford and felt a need for, to a service that are used by more companies. This has in turn increased the number of recruiting agencies, now targeting a larger and more diverse market than before. However, all though there are much happening in the recruitment industry, many things still stays the same. *“The "craftsmanship" of recruiting is still the same as before when it comes to delivering quality assurance processes and the implementation of these processes. You know, we are still working with human beings!”*

Mrs. Rosenvinge sees the recruiting process not only as a process of finding the right candidate for the right position. It is also about communicating the company itself. Many use a recruiting opportunity to market their brand, while other companies want to keep a low profile when attracting new employees. Commenting on this she says stat *“there is a big difference between recruiting for*

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*a client who has a strong brand than recruiting for a client who is less known in the market. It is important to get a good picture of how the client is perceived in the market before starting the process of attracting candidates*". She therefore searches for information herself, speaks with existing employees and professionals that knows the company and the market they are in to maximize the effects of the campaign.

Mrs. Rosenvinge works on three to four projects each month. When I ask her about the amount of time she is using on a projects she tells me that this has not changed much in the sixteen years she has worked as a recruiter. Even so, the provision that recruiters use has dropped throughout her career. She adds that she is now working with a provision of 20 – 25% and says, *"It was expected that they received a fee that was one-third of the salary of the winning candidate. It was customary to recruit only the top management positions. Companies were willing to pay high fees. This has changed gradually and is today more negotiable than before"*.

De4 are using an internal database program called File Finder as their executive search software. This program work as most other internal databases for recruiters and are structured to fit the needs for recruiters. Apart from manually register applications and CVs from candidates and storing documents and other types of correspondence between the recruiter and the client it also offer an integrated LinkedIn search that makes it easier to transfer data from LinkedIn to their internal database.

Generally, Mrs. Rosenvinge finds good use of LinkedIn noting that *"LinkedIn as a database is very convenient for anyone who wants to collect information about people, because the candidates themselves register and update their personal information online"*. Although she uses LinkedIn to perform searches, she does not find value in any of the other services that LinkedIn provide. She is a member in some of the LinkedIn groups but does not regard herself as very active on these platforms. She has tried to advertise for positions through LinkedIn but has no positive experience with this. Normally she uses the Norwegian database Finn.no for posting positions. In addition, she does not care for InMails and believes she gets a better opportunity to present her message calling the person on the phone.



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In addition, LinkedIn is not a fully satisfactory tool for her type of recruiting simply because it does not contain all her targets. She claims, *“Although about 70% of those we want to reach have a LinkedIn profile, many do not have a profile. We are also interested in identifying and obtaining these candidates. Then there's very inconvenient to only deal with LinkedIn.”* Still Mrs. Rosenvinge has a premium subscription on LinkedIn, but she has found that the cheapest subscription which cost about \$20. Generally she thinks that the more expensive services are better but not worth it. Her premium subscription gives her access to search through the entire database of LinkedIn, although she has some limited access to professionals that are more than three connections away.

Mrs. Rosenvinge believes that having a big network is important. During her many years in the business, she has developed a network of competent professionals. These nodes are now also stored in her LinkedIn network so she have access to more profile information and could take advantage of seeing the relationships between professionals. She also invites people to connect with her and only declines an invitation if there are no obvious reasons for why they should not connect. In addition, she believes that having a good knowledge about what happens in the business is important. She is therefore reading up on financial papers, magazines and online resources in order to keep up to date with the industries she are specializing in and the markets in general. She is especially highlighting Google and theirs search engine as an important tool for identifying key elements related to the different client she works for.

Mrs. Rosenvinge thinks that there always will be a need for external recruiting. Even though the world economy is changing and are acting differently from market to market, the need for professionals that know the best recruiting strategies will continue to be important. In a candidate driven market, the searching process is important, while in an employer's market advertising could be enough to attract the right candidate. These fluctuations also affect the need for specialized recruiters, thus changing the general recruitment industry. In addition, markets have different sizes, which also affect the business of recruiting. The American market, for example is bigger than the Norwegian market and industries differ in sizes, which in turn have implications for the market of recruiting. Fluctuations in the market are also an important factor. Rosenvinge elaborates on

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this by stating, *“When a market experiences a high rate of unemployment, many of the respondents to a job add is not qualified. Because of this many companies would think twice of advertising the position because they would receive more applications that they could handle.”* implying that such a situation would facilitate for external recruiting efforts. But in general she thinks that the recruiting market is quite stable and she is telling me that when it is easy to get a client project, it is generally more demanding to find a candidate and vice versa.

#### **4.2.3. Lena Hjelmeland Brekke in People4you**

Mrs. Brekke (Appendix 3) is the regional manager in the franchise-staffing agency People4you. She now works as the regional manager of the Oslo unit. *“We opened the Oslo office 1.5 years ago. At that time, we had no customers and no candidates. We were three people to begin with and now we are six and has big ambitions”*, she says. Her thirteen years of climbing the ladders at Åhléns helped her identify and develop her strengths in the business and since she had been responsible for many internal job processes at Åhléns she decided to work establish People4you.

Although she has less than two year experience in performing executive recruiting Mrs. Brekke feels that the business is fast changing. People4you are more or less taking the projects that are offered to them but specialize in office administration, warehouse, logistics, and technical services. *“Now we are in a phase where we can decide which direction to go. Before we attended every single client meeting that we were invited to. This made us acquire some knowledge of the various industries which have made us better positioned to choose our specialties”*, she explains. For a new player in the market it was natural for Mrs. Brekke to prioritize projects that was fast and easy to handle in the beginning. Mrs. Brekke told me *“We have already had some management positions as accountants and sales managers and the like. Since we work with both staffing and recruitment, it is important for us to focus mainly on staffing in order to generate revenues”*.

People4you are using several recruiting tools. They are advertising most positions at online classifieds such as Finn.no. In addition, they are using the Finn.no CV-database to search through potential candidates. Their most important tool is their

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own database of prospects. Many register their profile either online or by visiting the People4you offices for an initial interview. Mrs. Brekke tells me, *"We have just run a marketing campaign where we have actively worked to encourage more candidates to register into our database. [...] We want that everyone signs up to our database. This is something everybody hates, including me. Then you have to enter the CV manually in the registration of all jobs, education and the name and phone number and everything. And it takes some time. It could have been much simpler if you could just load a CV in our database. But we depend on being able to search our own database and it is important that the candidate writes all the information in our system"*.

In People4you, they are working in teams of two. One person is trying to attract clients and the other is trying to source candidates. Each team works with up to 15 projects at a time. This is a lot compared to the other recruiters I have interviewed but Mrs. Brekke tells me *"The projects we work with do not take long to complete. Chances are that we already have a suitable person already in our database"*.

LinkedIn is not a popular tool in People4you. Brekke says straight out *"To me, LinkedIn is a database for management positions and the like. I do not logon to LinkedIn to find a warehouse worker. I don't even think about it!"* Brekke of course has a LinkedIn account, but is a freemium user. Nevertheless, she is considering a premium subscription in the near future since she now is doing some projects in middle management. Facebook is a more used tool for Brekke and her teams. People4you have recruited new prospects on their Facebook site and sometimes inform about new jobs on Facebook as well. Brekke is also sourcing the candidates Facebook profiles *"because if a candidate looks really unprofessional on Facebook it has often negative consequences for employment"*. When asked about other social media like Twitter and the Facebook application Branchout, she said she does not find any value in it and regard LinkedIn as a superior competitive tool.

In the end of the interview, I asked Mrs. Brekke about the future of recruiting and professional social media. In the end, she says, *"I think that LinkedIn really has a future. If everyone had a user account, everything would have been great! Also*

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*these candidates did not have to use a lot of time to register and update their profiles in every database.”*

#### **4.2.4. Hannah Knöppel in Crayon**

Hannah Knöppel (Appendix 4) has a background from external recruiting but finds it more enjoyable to work with one company instead of several and has therefore chosen to work as an internal recruiter. She has now worked two years at Crayon and is responsible for most employments at Crayon. Examples of relevant positions in the company are sales managers, team leaders, sales, and consultancies. Hannah works on 50 different projects each year and each project takes between two weeks and three months. Most of the positions at Crayon require some knowledge of IT. This is a market which is candidate driven so the researchers has to work harder to attract the ones they are after.

Knöppel has tried out several professional databases like Finn.no, Xing.com, and Monster.se, but only remains an active user of LinkedIn where she is using the “Talent Finder” subscription, which she regard as her most important search tool. She regards databases like Finn.no as useful for companies searching for candidates on a lower level of expertise. Since her company is after the best in the business, she has to use other tools. Crayon is barely doing any advertising and Miss Knöppel describes advertising as “*shooting pigeons with canons*” when I ask her about her use of advertising for an opening in her company since it is both expensive and have a broader reach than what is desirable since it often generates many applicants which could take up too much of their internal resources. “*There has been a candidate driven market as long as I have worked with IT recruitment. This means that there are too many jobs and too few candidates in the market*”, she says. The only times they advertise a position is when they are working on high-end projects where they have to target a broad audience. Instead, they are using their resources elsewhere; both by attracting IT-students at university level through recruiting campaigns and reward employees for recruiting amongst their own friends.

Miss Knöppel believes that about 80% of the hiring in her company has been identified through research. The contact is followed by an interview with the HR-

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manager, in this case Miss Knöppel, which is followed by another interview together with the head of department. Knöppel also receives assistance from existing employees in the recruiting process. The company also rewards employees that help the HR-department in finding candidates through referrals.

The HR-department in Crayon has just implemented an internal database where all the projects, CVs, and other information are stored. A candidate cannot be stored in their database for more than 6 months. According to Hanna, because of the Privacy Act, companies are not allowed to store information of a candidate for more than 6 months, which is a clear limitation to this system. Since the database just have been implemented she has not yet began to use it actively.

About the future of recruiting, she says that many companies now look beyond the Norwegian borders to look for skilled labor. LinkedIn has a great advantage in this sense since it can perform global searches and because an increasingly amount of people get educated on the possibilities of online social media. In addition, she believes that newly educated students will be recruited to a wider extent. Social media has also made the recruiting process less formal than before. People will still use LinkedIn to network and to present their professional profile and Miss Knöppel also indicates that professionals in the low-end market will not have the same benefits from LinkedIn as the mid and high-end market.

#### **4.2.5. Rosanna Rimertz in Core Value**

Rosanna Rimertz (Appendix 5) has been a researcher for the recruitment industry for 16 years and has the Nordic region as her market. She works across industries and finds value in working with whatever her recruiting agencies want her to do. Rimertz tells me that she work with projects on all levels and industries. *“I use to say that I know a little bit of everything after having worked on more than a thousand projects only the last few years”*. She is doing more than a hundred projects each year and uses normally no more than three days to perform the research. Rosanna do not find any use for databases, LinkedIn or other platforms and her only tools are Internet for doing research about companies and the phone to contact these companies when trying to find potential candidates. She absolutely find value in LinkedIn but says that the recruiting companies she work for all ready are using resources on this and that her specialty is to perform cold

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calls to companies and to try to extract as much information about them as possible.

Mrs. Rimertz receives projects from many different recruiting companies and receives at the same time a list of companies that she will search for candidates. This means that the recruiter has already done an analysis of relevant positions and companies she is supposed to target. Her job is to find these people, inform them about the position, and persuade them to hand in their CV that the researcher receives for further evaluation. Many of her clients are also using other methods of research, like sourcing the LinkedIn database. Since Mrs. Rimertz is best at doing cold calls, she leaves the online searching and advertising for others to perform. *“Also I am a good salesman, who is important when calling potential candidates”*. For Rimertz networks are only important in order to get tasks to perform by recruiting companies. She has little value in networking with the candidates that she is calling. Therefore, she thinks it much better to have a small, but relevant network as opposed to a larger network.

Rosanna thinks that the recruitment industry is always changing. In Norway where the overall economy is good, many companies find it relevant to perform external searches. This has led to a boom of new staffing and recruiting agencies. She also believes that it will be even more recruiting agencies in the future and that they would have to lower their prices in order to stay attractive. This could in turn reduce the quality of the research made by recruiters. Also, now many professionals get a lot of inquiries from recruiters. Eventually they will get tired of this, which could serve as a threat to professional social media and the like. Since every company now is concentrating on their core competencies, external recruiting will continue to play a vital role in the process of staffing. Mrs. Rimertz also believes that future successful researchers and recruiters will continue to use the phone, rather than spamming candidates with emails and InMails since a traditional phone call is still the most efficient way of presenting the position to the candidate and to get an understanding of how the candidate would perform.

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#### **4.2.6. Hege Lise Sørbye in Boyden**

Mrs. Sørbye (Appendix 6) has worked in the recruiting business since 1990 and is now working in Boyden specializing in executive search doing high-end recruiting for positions like CEOs, board members and the like. Boyden is an international organization with offices in 40 countries, specializing in executive search. Since she started up, a lot has changed in the recruitment industry. Mrs. Sørbye tells me that when she started up most headhunters were ex-CEOs and other leaders that utilized the network they had built up throughout their career. Since then most companies have specialized in their core competence that in turn have let services like advertising, PR and recruiting to be executed externally.

For Mrs. Sørbye there is an important aspect to have a high star in the market. Therefore, it is important that she is handling ethical dilemmas the best she can. Examples of ethical dilemmas could be related to not work with two competing companies, which in turn is related to “off limit” problematization, but also about keeping knowledge secret for companies or candidates. For Mrs. Sørbye it is also important to maintain her strong network. In Boyden, they are not using one single standard database where they store information about candidates and projects. Instead, Mrs. Sørbye and every other recruiter choose the tools of their own likings.

Since Mrs. Sørbye works with high-end projects in family businesses, her work is much based on finding the right one for the job, not just anyone who could perform the work satisfactory. Family businesses also have special interests that other companies does not have, so Mrs. Sørbye is using a lot of time to learn the culture within these companies. She then has to find what kind of values a future employee in the company should have. Mrs. Sørbye is doing all of the research herself and sees many advantages with this tactic. First, she gets firsthand experience with the company and their expressed needs. She is also working as a consultant for these companies, giving recommendations and suggestions to what she believes could be a perfect candidate. Second, a candidate that aspires for a job as a CEO or the likes does not want to use time communicating with a researcher. In addition, the Norwegian market is limited and because of this, she is better off holding all the threads in the project.

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Initially Mrs. Sørbye works to find candidates that have already proven their competencies through their professional career. She is not working to identify talents like so many others recruiters are doing. Generally Mrs. Sørbye is going through most of or the entire recruiting processes by herself. She feels that it is best that someone with her competencies is handling all the communication with the candidates. The reason why, she says is that *“Sometimes I think that a leader who is contacted by a recruiter rather than a researcher feels that it is comfortable that someone understands their situation. That they are measured by the criteria that are relevant to these management positions, which is much more complex”*. Generally, she is using no recruiting tools at all other than her phone, network, and sometimes a general Internet search. When identifying a candidate that shows interest for the position, she gives them a personality test that makes up much of the basis of the first interview. All in all a recruiting process for Mrs. Sørbye takes about three months from the initial conversation with the client to the actual hiring of the candidate.

Mrs. Sørbye herself is not an active user of LinkedIn. Although she has a LinkedIn profile and has used the premium subscription before, she generally thinks it is too expensive to have a premium membership and do not see any use for it in her line of work. She thinks that there will be some changes to how recruiting will be performed in the future. One example is a change to less executive recruiting since *“many companies now feel that they are able to perform most of the recruitment process itself”*. Other companies and industries will continue to use executive search since it is essential to attract the best in the market. *“Oil and gas industry is doing really good in Norway at the moment. In industries such as this, they will continue to spend a lot of money on finding the best candidate. The rationale behind this is that there is already so much money in this business and that it is worth paying 100,000 more to ensure that you get the best candidate. [...] The added value we offer is that we understand the industry and the needs of the client”*.

Young people are now more comfortable at marketing themselves on various social media and in their normal lives in general. *“In about 5 to 10 years everyone is on LinkedIn more or less. Those who are growing up now they are completely different. They are keen to be seen. They are keen to “brand” themselves all the*



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*way from high school*". The early personal branding also has the tendency to profile a positive but also skewed impression about them, she believes. She is mentioning that some people now buy fake diplomas in order to get a better job. She sees LinkedIn as a good tool for preventing people posting fake information on their CVs because LinkedIn are working on detecting such behavior from the members on LinkedIn. Generally, she feels that since young people today are lying about their professional background is a problem. In addition, there is so much information available now and much of the work as a recruiter will be to identify who are presenting them truthfully and who are not. Mrs. Sørbye also believes that LinkedIn is a valuable tool for recruiters in the IT, marketing and media industry, but less valuable for more traditional industries. In the end, she believes that it will be common for most people to present their own professional profile online. In addition, she believes that the concept of management for hire will grow in the future and that many industries will rely more on consultancy work. These elements will all have implications for how valuable external recruiting will be perceived in the future.

### ***4.3. Summary of the findings***

When doing these interviews I quickly learned that the recruitment industry is quite diverse. Recruiting exists on every level in the job market. For some recruiters it is vital to be effective while for others it is much more important that they find the best for the job. The investigation showed, not surprisingly, that recruiters in the high-end market (niche-agencies and headhunters) are using more time on the process than low-end recruiters (staffing agencies). While staffing agencies literary can provide the client with a suitable candidate within days, or sometimes even hours, high-end recruiters, as well as recruiters specializing in the middle management often use several months to make sure they have found right candidate. However, even though they are working at different paces, they are going through the same steps in the recruiting process.

There are also other similarities between the different recruiters. For example, everyone is using Internet in order to find information about clients, companies, and candidates. The recruiters using LinkedIn actively have a good chance detecting suitable professionals. This tells us that the LinkedIn is less diverse than

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the workforce is as a whole. As mentioned research shows that certain demographics are overrepresented as LinkedIn users. In addition, we have identified certain industries such as IT, media and other computer related industries to be overrepresented groups on LinkedIn. (REF)

Not all of the respondents were active users of LinkedIn or other social media. Mrs. Sørbye, Brekke and Rimertz are using LinkedIn rarely or never, while the IT recruiters Mrs. Knöppel and Mr. Kjølstad are “LinkedIn addicts”. Mrs. Rosenvinge has a more balanced view and use LinkedIn together with the traditional research methods. The non-LinkedIn users argue that their potential candidates are not LinkedIn users. Therefore, these recruiters do not see any value in sourcing the LinkedIn database. The researcher, Mrs. Rimertz is one of the inactive LinkedIn users that were interviewed. However, the case is somewhat different for her. She specializes in performing research in the more traditional way much because she has talents that can best be utilized by traditional methods. In addition, her clients are using other types of searches that most probably including use of LinkedIn.

The recruiters are using one tool for every service. They have one email program, one phone, one computer and one internal database of candidates where all information obtained will be stored. In addition, the recruiters that are using social media only are using LinkedIn, rather than exploring others (with exceptions of Mrs. Knöppel). None of the respondents combines LinkedIn with Branchout, Facebook, Twitter, or other online social media. This tells us that LinkedIn has a high star amongst recruiters but also indicates that many recruiters does not prioritize to explore new innovative opportunities in their own field of work.

All though not all recruiters that I interviewed are using LinkedIn actively, they all have all a positive view of the service and they believe that services like LinkedIn will be widely used by both employers and employees in the future. All respondents have a private LinkedIn account and many have some kind of premium subscription that lets them source through the entire LinkedIn database. However, all of the respondents use subscriptions that only give limited access to the information on the LinkedIn database. I found it quite surprising that none of the respondents use LinkedIn Recruiter. Instead, they are paying for their own

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private premium account and are using expensive internal databases where they manually gather all data from all the projects. The available data on companies, colleagues, candidates, and sectors are changing all the time but does not update automatically in their database as LinkedIn Recruiter does. This means that the recruiters has to start on scratch when starting a new project and not have the same possibility to take advantage of prior projects with similar stated requirements. In relation to this, it seems that many recruiters are reluctant to implement the LinkedIn services as part of their business plan, still holding on to old ways of storing and organizing content.

One issue I found interesting was the fact that the staffing agency People4you were not using LinkedIn. Staffing agencies works with many different projects at a time and need to be efficient. The temporary employees that register their professional profile in the People4you database often register in several temporary agency databases as well. The temporary employees have to update their profile often in these databases since they tend to change their working place often. This time consuming and seems unnecessary for many. Staffing agencies that take advantage of the LinkedIn services (especially the use of LinkedIn Recruiter) and encourage temporary workers to register on LinkedIn will probably have more updated information than using the current system where the workers have to update several profiles. People4you were quite interested in this issue when it was presented to them. I was told that they would be interested in implementing a solution like this in the future. When dwelling on this issue, I feel it is relevant to mention my own situation as a job seeker. I am currently searching through different job databases. In most cases, I have to register my CV and personal information manually on the company webpage. When applying for more than twenty different job listings, it is needless to say that this is a time consuming effort. In my view, LinkedIn has solved this issue for me all ready. Applying for jobs could be much more efficient if only companies would be less reluctant to adopt this feature.

As mentioned in several sections in the paper, the success of LinkedIn and other social media relates to positive network effects between actors. The respondents had disparate views related to the value of networks and how their personal network is maintained and strengthened. It seems that the more experienced

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recruiters and researchers emphasized a high quality network with only relevant ties. The more inexperienced recruiters found it more valuable to preserve a big network, also including people they had no or limited prior relationships with.

## **Chapter 5: Conclusion**

The analysis of the interview is used to conclude whether LinkedIn is a disruptive or a sustaining innovation for Norwegian recruiters. The conclusion also takes into account elements that are mentioned in the paper throughout.

There is little doubt that LinkedIn have managed to get a strong hold in the recruitment industry. It is at least a service that all recruiters and researchers know about. Nevertheless, although most, if not all, professionals that are directly related to the industry of staffing holds a LinkedIn account, not everyone uses it in their work. Headhunters that target high-end staffing, like CEOs and board members, do not find value in LinkedIn. Instead they are actively seeking knowledge related industries and connections between important actors within these industries using more traditional approaches like direct communications with key actors and obtaining journals that provides with key information of an industry. In addition, staffing agencies are not actively using LinkedIn in the process of hiring. The main reason for this is that they obtain many of their candidates by advertising before initiating the hiring process. When receiving hiring projects from firms they all ready have a pool of candidates that they can source through, minimizing the research efforts and making the process of hiring much more efficient. The other reason for not using LinkedIn is off course that their targets are not LinkedIn users.

A disruptive innovation brings a new value proposition into a new or existing market. The industry of recruitment is an existing market and not a new one. However, the advent of Internet and the use of web 2.0 technology have created a new market in the field of recruiting as well. The concept of e-recruitment, which is recruitment performed using only online tools, is a completely new way of identifying future prospects for a company. According to Christensen disruptive innovations that are taking place in an existing market is called low-end disruption (Christensen 1997; Christensen and Raynor 2003, 46-48). The low-end market is, in the case of recruitment, performed by staffing agencies. At least the staffing

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agencies are targeting the low-end market. To qualify for low-end disruption, LinkedIn should therefore first have targeted the staffing agency market, and not the market of middle management, as it seems they have.

Nevertheless, the concept of low-end disruption in the recruitment industry can also be interpreted as recruiters, or people that wish to be recruiters that do not have the network or skills to perform recruitment in accordance with expectations. While some of the respondents are basing much, if not all of their sourcing and research on LinkedIn, others are sticking to the more traditional research tools. Although the research does not prove it, it could seem that the new generation of recruiters finds it comfortable to take advantage of innovating technology, which implies that the new generation of recruiters has different traits than the experienced set of recruiters thus also representing the lower section of a low-end disruption.

At the same time, LinkedIn create a completely new value network that enables a new population of people to start using the service, which implies new market disruption (Christensen and Raynor 2003, 101-103). As mentioned, when the performance of the innovation is further improved, the product will ultimately become good enough to attract customers from existing value networks, starting with the least demanding set of customers, being e-recruiters. However, it is not proven that leading firms are moving up-market, creating higher margin revenues from their sustaining innovations. Instead, it seems that recruiters have stayed in their existing market and at the same time started to use LinkedIn without sacrificing their existing recruitment tools. However, although many disruptive innovations are displacing the sustaining innovations in an existing market, disruptive innovations could also work side by side with the already established market and businesses (Schmidt and Druehl 2008).

Sustaining innovations are improvements that make it possible for a company to charge higher prizes for a product due to improvements that its customer's value or lowering the prize because of increased efficiency in production or cost (Christensen and Raynor 2003, 32). The respondents describe a similar situation where an increasing amount of actors in the recruitment industry and the

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implementation of efficient research tools, such as LinkedIn, improve cost efficiency thus lowering the prices they charge.

The creation of LinkedIn have led to additional actors in the industry that have their primary focus on sourcing the LinkedIn database and other web 2.0 services. In the advent of LinkedIn, only the most innovative, early adopters made use of LinkedIn. In addition, the network effects were not as strong as now since LinkedIn by then had few members. As the number of members increased, the perceived value of LinkedIn soared, which ultimately started the mentioned “snowball effect” that further increased LinkedIn user value.

LinkedIn does not serve as a textbook example of a disruptive nor sustaining innovation for recruiters, at least not based on the findings in the interviews. LinkedIn could be characterized as sustaining, since it does not change the industry of recruitment and because it only represent an improvement of the existing practice and not a completely new value proposition. In addition, LinkedIn have the similarities of a new market disruption because it creates a new value proposition where professionals are suddenly more open to share their network and information about their professional background and to interact using mediating technology that is intuitive and easy to use. LinkedIn have for sure disrupted the industry of recruitment by providing with a service that creates value for many, if not all professionals. In relation to recruiting, both in house and executive recruiters now have an online tool where they can identify and interact with active and passive job seekers and vice versa.

To conclude, LinkedIn is disruptive innovation and not a sustaining innovation since not all recruiters have integrated LinkedIn as a recruiting tool in their daily work. LinkedIn take advantage of their user generated content to improve the services in order to attract more users to their portal. Therefore, LinkedIn is developing their services, integrating incremental improvements to the service that eventually could attract users up-marked and eventually move LinkedIn towards being sustaining in character for Norwegian recruiters.

## **Chapter 6: Critique and Further Research**

### ***6.1. Critique***

As mentioned in the introduction to the interviews, there are many pitfalls that interviewers can fall into when performing and analyzing in-depth interviews. When looking back on my interviews I believe that I managed to perform the interviews well. In addition, the interviews provided me with many interesting answers that I used in my thesis. However, there were also some issues that I wished I had asked. Unfortunately, it was impossible to contact the respondents during their summer vacation and since they did not expect to be contacted, I found it best to concentrate on my findings.

The thesis concludes that LinkedIn is a disruptive innovation for recruiters but the findings are only based on six respondents each representing different branches within recruitment. It is possible that more respondents would give a different conclusion. It is also likely that I would have come to a different conclusion if I had interviewed recruiters from one branch, for example only staffing agencies, and not several branches.

The thesis could also be criticized for not taking other matters into consideration. However, the thesis focuses on disruptive theory in relation to recruitment and I have made an effort trying to stick to the issues that matter and have taken out those who are not.

### ***6.2. Further research***

It is possible to approach the analysis of the recruitment industry and their relation to online social media in several ways. In this thesis, I have focused on a set of Norwegian recruiters. I found it demanding to obtain academic articles in relation to the Norwegian recruitment industry, as well as the foreign industry, when performing my research. Much of the information obtained is often written by recruiters themselves and are more or less using a hands-on approach to describe the industry of recruitment. Luckily, there is a lot of information in relation to LinkedIn and online social media. LinkedIn themselves provide with much diverse and useful information concerning online social media and their own services. Many scholars within different fields of profession (social science, IT

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and technology development, marketing, public relations, innovation, economy, network and communication theories, law, economy, globalization, leadership, media, and more) have also analyzed and studied the concept of LinkedIn in relation to their own focus area. It would of course be interesting to gather scholars from different school of thoughts to focus on LinkedIn and social media as a concept. There is no doubt, at least in my mind, that such studies will create a more detailed and diverse picture of what is happening inside of LinkedIn or other online social media for that matter.

When performing my research, I have explored several approaches to my field of study. Most of what I have explored is available in this thesis but some are not. I have also done much research on the different competitors that LinkedIn has to consider. LinkedIn have many competitors. Some of the competitors are similar online services, while others are not based on Internet and online accessibility at all. During my research, I interviewed Amund Ranheim Lome in Branchout. Branchout is a similar service to LinkedIn. The main difference is that Branchout is an application on the Facebook platform and that LinkedIn is a solitary service that holds an online portal of their own. This main difference has large implications in relation to the development and structure of the business model of each of the two firms. It would be interesting to analyze these two services and relate them to disruptive theory. Theory related to adoption, diffusion, first and second mover advantage and disadvantage could also serve to explain the variances between LinkedIn and Branchout. Such a comparison would be too extensive in this thesis and would not serve to explain the disruptiveness of the LinkedIn service in relation to recruiting.

The interviews I performed also provides with information that the thesis does not cover. In relation to this, the transcriptions could serve as valuable information for scholars that wishes to get introduced to the thoughts of recruiters. In my mind, it would be interesting to study how Norwegian recruiters perceive their industry compared to recruiters in other countries. In many of the articles I have read, foreign recruiters argue that LinkedIn has succeeded much because of the financial crisis that have led to a high rate of unemployment in many countries. Some of the experts on social media and recruiting I have talked to during this research points out that our neighbors in Denmark use LinkedIn more extensively



than Norwegians and believes that the differences in rate of employment is the reason for this. It would be interesting to follow this argument and find out if foreign recruiters have adopted the use of professional online social media to a wider extent in comparison to Norwegian recruiters.

LinkedIn have access to all user generated content that are taking place on their website. This information can be used to develop even more services that fit the needs of recruiters and other professionals. It would be interesting to analyze how LinkedIn is preparing for the inevitable 3.0 technology.

This thesis tries to conclude on the disruptiveness of both the LinkedIn business model and the use of LinkedIn in the recruitment industry. I found it quite challenging to relate disruptive theory into business models. In my mind, and apparently others as well, business models and products are different in nature and should therefore be treated differently. It would be interesting to follow these thoughts further to elaborate on the use of disruptive theory.

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## Appendix

### **Appendix 1: Intervju med Lars Olav Kjølstad in Randstad, Oslo 4. juni 2012**

Spørsmål: Hvordan vil du selv beskrive rekrutteringsbransjen? Har rekrutteringsbransjen endret seg i det siste? Hva jobber du med innenfor rekruttering? Kan du først fortelle litt generelt om dette?

Svar: I min gamle jobb i Payex jobbet jeg noe med rekruttering men da på siden av min egentlige stilling. Jeg jobbet da mer med HR og ansettelser internt i firmaet. Nå har jeg jobbet et år her i Randstad. Jeg vet derfor ikke så mye om hvordan bransjen har vært før jeg startet her. Men i og med at jeg jobber på IT så ser jeg at vi er ganske annerledes. Her på huset så jobber vi både med IT, økonomi og engineering, altså oljebransjen. Så vi på IT jobber veldig ulikt enn for eksempel de på engineering. Det er fordi markedet er helt forskjellig og innenfor økonomi er det veldig mange kandidater. På økonomistillinger får vi gjerne inn 30-40 kandidater som alle er kvalifiserte, mens på IT så kan vi risikere å ikke få inn noen søkere i det hele tatt. Så vi i IT må ut å søke hver eneste gang. Så vi starter prosessen på nytt hele tiden. Men økonomi og engineering bruker gjerne databaser i større grad.

Spørsmål: Har dere faste oppdragsgivere

Svar: Ja altså det er litt forskjellig. Vi har noen faste oppdragsgivere men har også andre oppdragsgivere som benytter seg av flere rekrutteringsbyråer. De sistnevnte ønsker da ikke nødvendigvis å knytte seg til en partner, men vurderer fortløpende. Eksempler på dette er for eksempel Accenture og Creuna.

Spørsmål: Jobber du med flere av sektorene?

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Svar: Nei jeg jobber kun med IT. Vi har IT spesialister som jobber kun med IT. Samtidig er vårt økonomiteam eksperter på økonomibransjen slik som engineeringsteamet er spesialister på oljebransjen.

Spørsmål: har du noen faste verktøy som dere benytter? Benytter dere for eksempel interne verktøy?

Svar: Ja, altså vi har en CV database da som vi benytter. Der har vi et standardverktøy, Webtemp som vi bruker. Søkere er lite interesserte i å registrere sin CV manuelt hos hvert eneste byrå og i hver eneste database. Så det vi har gjort er å lage en database der søkere kan sende inn sin CV på pdf eller Word, så registrerer vi den i vår database som vi kan søke gjennom i ettertid. I tillegg til dette benytter jeg Finn.no sin CV-database. Men det vi ser er jo at vi ikke finner de mest kvalifiserte personer i slike databaser. Så det jeg i stor grad benytter som søkeverktøy er jo da LinkedIn. Da går jeg gjerne bredt ut i søkeprosessen og spisser kandidatene etter hvert.

Spørsmål: Hvorfor mener du at Finn.no ikke er så godt verktøy?

Svar: Nei altså Finn.no systemer er bra, men innenfor IT så er det ikke så bra. Det er et litt spesielt marked der de best kvalifiserte uansett blir tilbudt jobber og ikke trenger å søke. Finn.no har derfor kanskje ikke alltid de beste kandidatene. I tillegg har disse en LinkedIn profil uansett. Engineering teamet bruker faktisk også LinkedIn veldig mye.

Spørsmål: Når man spesialisere seg på IT er det kanskje bra å kommunisere og lete i blogger etc.

Svar: Ja altså det er noe vi har snakket om internt her på huset, men det ikke noe vi har prioritert enda. Å gå inn i teknologiblogger etc. kan være interessant både for å få tak i gode kandidater men også for å vise oppdragsgiverne våre at vi gjør en god researchjobb. Samtidig vil dette kunne være nyttig for å markedsføre oss selv.

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Spørsmål: Tenker dere også på det når dere jobber med et prosjekt. Altså på å markedsføre dere selv.

Svar: Ja det stemmer. Dette kommer jo an på prosjekt til prosjekt. Noen ganger jobber vi med spesielle stillinger der oppdragsgiver ikke ønsker så mye oppmerksomhet og heller ønsker at vi holder en lav profil. Andre ganger opplever vi at oppdragsgiver ønsker veldig mye oppmerksomhet for å profilere seg selv etc. Sånn sett så er en rekrutteringsprosess ofte med på å markedsføre både oppdragsgiver og rekrutteringsbyrået.

Spørsmål: Ett spørsmål som jeg ønsker å vite litt om men som kan være litt vanskelig å svare på er ang betaling for oppdrag. Slik jeg oppfatter det så har det blitt større konkurranse innenfor rekruttering samtidig som det nå er mulig å utføre rekrutteringsprosessen langt raskere nå pga gode kommunikasjonsmuligheter og søkemuligheter. Dette har vel kanskje også påvirket prissetting for oppdrag som dere får inn. Det jeg lurte på da er litt rundt hva oppdragsgivere er villige til å betale for et oppdrag.

Svar: ja, de betaler mindre og mindre. Hehe

Spørsmål: Kan du si noe om hvordan dere estimerer prisene?

Svar: Ja altså det er forskjell på hva vi tar fra hvert oppdrag. Det er klart at hvis oppdragsgiver ønsker en høyt kvalifisert person med høy utdanning og som er aktiv på communities etc. så er det kandidater som er vanskelig å finne. Da er det klart at vi må ta en høyere pris. Men vi blir presset på pris hele tiden, så hvis vi klarer å få 20-23 % av bruttolønn på vinnerkandidaten så er det bra på en fastrekruttering.

Spørsmål: Det er altså bruttolønn som er måleenheten av oppdraget?

Svar: Ja altså det er vel kanskje en kombinasjon. Noen ganger blir vi enige om et fastlagt beløp med oppdragsgiver, mens andre ganger kombinerer vi slik at vi får et fastlagt beløp i tillegg til en prosentandel av bruttoårslønn. Dette blir bestemt under samtalene med oppdragsgiver.

Spørsmål: Hvor mange prosjekter jobber du med i løpet av et år og er du ansvarlig for disse prosjektene?

Svar: Det er litt vanskelig å svare på. Akkurat nå jobber jeg med 3-4 ulike prosjekter.

Spørsmål: Og da tar du for deg prosjektet fra begynnelse til slutt eller kun deler av oppdraget?

Svar: Ja. Mange rekrutteringsbyråer har for eksempel rådgivere som tar seg av kunden. Men vi gjør hele jobben selv.

Spørsmål: Så det du sier er at det er du som ene og alene er ansvarlig for prosessen fra de første samtalene, kartlegging, research, intervjuer etc.?

Svar: Ja det stemmer.

Spørsmål: I IT sektoren er det en spesiell situasjon hva gjelder antall kandidater vs antall jobber. Det jeg lurer litt på er om du ser at det er ulike taktikker som er aktuelle å bruke avhengig av situasjonen i IT sektoren. For eksempel, er det mer aktuelt å benytte seg av annonsering hvis arbeidsløsheten er stor?

Svar: Jeg vil jo tro at det er bedre å annonsere når arbeidsløsheten er stor, men jeg har kun jobbet et år som rekrutterer. Men det jeg vil si om dette er at når man leter etter de beste kandidatene som vi gjerne leter etter gjerne ikke er aktivt arbeidssøkende og derfor ikke vil lete etter jobber i stillingsannonser. Skal vi få tak i disse så må vi finne de selv.

Spørsmål: Når det gjelder stillingene du jobber med. Hvilket nivå er disse på?

Svar: Ja det er mye fagspesialister, altså utviklere etc. som gjerne har jobbet minst et par år. Opp mot seniornivå. Men jeg har også jobbet med salg, altså selgere innenfor teknisk salg og IT ledere, prosjektledere, IT-sjefer etc.

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Spørsmål: ja ok for det å gjøre rekruttering på nivåer under det er kanskje ikke så aktuelt. Eller hva mener du om det?

Svar: ja altså vi har hatt noen stillinger som vi har jobbet med på support. Vi jobber både med faststillinger og utleie. Og på utleie kan vi komme opp i situasjoner der man søker etter personer på noe lavere nivå.

Spørsmål: Går dere da også gjennom samme rekrutteringsprosess som dere pleier?

Svar: Ja det er litt av det vi selger. Det at vi kjører hele prosessen likt uansett nivå på stilling. Vi leier for eksempel ut personen i 6-12 mnd til oppdragsgiver. Etter det kan de velge om de vil ansette personen på fast basis eller ikke.

Spørsmål: Ja ok! Vil du si at dere er et "tradisjonelt rekrutteringsbyrå" sånn sett?

Svar: Nei jeg tror ikke det. Når jeg var ute å lette etter ny jobb selv så var jeg i en del kontakt med rekrutteringsbyråer. Og der møter man kanskje litt hvem som helst som jobber med hva som helst. Her på huset har vi eksperter på egne områder. Det gjør at vi er flinke til å spesialisere kravspec'en til oppdragsgiver på en god måte. Den dialogen vi får med kandidater og kunder er det nok ikke mange som klarer å slå oss på. Sånn sett skiller vi oss mer ut fra tradisjonelle rekrutteringsbyrå.

Spørsmål: Og så er det kanskje sånn at mange rekrutteringsbyråer avslutter oppdraget når oppdraget er avsluttet og ikke utfører noe mer oppfølging?

Svar: ja vi forsøker å følge opp på en bra måte. Så hvis kandidaten finner ut at han ikke passer inn i sin nye stilling så ønsker vi gjerne å ta denne personen inn i en ny prosess om vi kan det.

Spørsmål: Jeg går litt over til LinkedIn nå. Du bruker jo LinkedIn inn i arbeidet ditt. Det finnes jo også andre profesjonelle sosiale nettverk. Men bruker du bare LinkedIn eller også andre verktøy?

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Svar: LinkedIn benytter jeg i stor grad til research. Når vi har lagt ut nye annonser så poster vi det på LinkedIn, Facebook og Finn. Men det er LinkedIn vi benytter aktivt.

Spørsmål: benytter dere LinkedIn sin gratisversjon eller bruker dere da en Premium konto?

Svar: ja vi benytter oss alle av en Premium konto. Den heter vel "Talent Basic". En av de billigste. Og det er noe jeg vil nevne her. Prisene på Premium abonnementene er veldig høye og jeg er ikke sikker på at det helt er verdt det. Det jeg bruker mye er såkalte InMails. Det er litt dumt at det er begrensinger på hvor mange man kan sende.

Spørsmål: Ja hva mener du om InMails? Hvordan oppfatter du at mottakere reagerer på å kommunisere med InMails?

Svar: Når det gjelder IT sektoren så har jeg inntrykk av at det er helt greit. Men i andre sektorer der brukerne ikke er så aktive på data eller LinkedIn så ser de det nok mest som mer naturlig at de mottar en telefon fra rekruttereren.

Spørsmål: Lagrer du prosjektene dine på LinkedIn?

Svar: Nei det gjør jeg ikke.

Spørsmål: Det går for eksempel an å bruke LinkedIn som likner mye på deres egen interndatabase. Dere kan da legge inn prosjektet på deres LinkedIn-profil og registrere alle kandidater som er involvert i prosessen. Ved en senere anledning kan du da gå tilbake til prosjektet og samtidig se at alle profilene til de som er registrert på prosjektet er oppdatert i mellomtiden. Denne muligheten har dere ikke i deres interndatabase for her må dere manuelt oppdatere kandidatens CV etter hvert som dere mottar det.

Svar: Dette er noe jeg ikke har tenkt på. Det er et interessant aspekt!

Spørsmål: Og dere har også Corporate konto på LinkedIn?

Svar: Ja det stemmer. Vi har en person på huset som har ansvaret for å oppdatere dette.

Spørsmål: Når det gjelder bygging av nettverk. Legger du inn alle du er i kontakt med i en rekrutteringsprosess eller er du restriktiv?

Svar: Ja ja! Jeg forsøker så godt jeg kan. Jo større nettverk jo bedre. Det kan selvfølgelig være at de jeg legger inn ikke er aktuelle, men da får jeg uansett tilgang til denne personens nettverk hvor jeg kan finne aktuelle kandidater.

Spørsmål: Ser du noen ulemper med LinkedIn?

Svar: Nei egentlig ikke

Spørsmål: Hva synes du om søkefunksjonen til LinkedIn?

Svar: Jo den liker jeg veldig godt. Man kan gjøre mange ulike søk. For eksempel søker jeg veldig mye på geografiske områder slik som kandidater innen en 50 kilometers radius fra arbeidsplassen.

Spørsmål: ja det er en smart funksjon. Kjenner du til Google X-ray? Google X-ray er et Google produkt der man søker gjennom LinkedIn med Googlesearch-algorytmen. Selv liker jeg veldig godt å gjøre Googlesøk og man får da litt andre treff, noe mer spesialisert om man vil, på LinkedIn fordi man har et mye mindre "satt" søkemeny.

Svar: Det er sikkert bra. Selv liker jeg å leke litt med søkene mine. Man begynner gjerne et sted og så endrer man søket etter hvert som man lærer mer om stillingen. For eksempel så filtrerer jeg etter hvert mye etter enkelte bedrifter som er på mange måter like de jeg rekrutterer til.



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Spørsmål: Når det gjelder nettverket som du har tatt med deg inn i jobben, altså fra dine tidligere jobber og så videre, - har du noen gang ansatt noen av de fra ditt eksisterende nettverk?

Svar: Nja altså jeg har en gang ansatt søsteren til en tidligere kollega av meg. Hehe men altså jeg bruker mitt eksisterende nettverk kun indirekte og finner da i så fall aktuelle kandidater innenfor deres nettverk.

Spørsmål: Ja ok. Litt av grunnen til at jeg spør om dette er fordi det er mange rekrutterere som jobber hardt for å skape seg et godt nettverk for så å gå over i en rekrutterestilling der de benytter seg av det nettverket de har bygget opp på helt andre premisser enn å være rekrutterer. Jeg har av andre oppfattet at enkelte kan se på dette som et etisk dilemma. Hva med målgrupper. Bruker du LinkedIn for å definere og kartlegge kunnskap og kompetanse til bestemte stillinger?

Svar: Ja egentlig så gjør jeg det. Når jeg setter meg inn i en stilling så ser jeg gjerne på kunnskapsnivået til de ulike kandidater, altså hva de kan av programmer, hvilke sertifiseringer de har. Så jeg lærer mye mens jeg arbeider med de ulike prosjektene.

Spørsmål: Ja vel, men det er jo bra at man lærer noe på veien også! Hva med de som har fått avslag på stillinger. Hvordan kommuniserer dere med dem?

Svar: De systemene vi har tar seg av det. Vi bruker såkalte ”personlige” e-poster med avslag. Dette kommer selvfølgelig an på hvor langt inne i prosessen kandidaten har kommet.

Spørsmål: Har du inntrykk av at de som har fått avslag får et positivt inntrykk av prosessen?

Svar: Ja jeg har inntrykk av det. Her vil jeg også si at vi kommuniserer på den måten som vi allerede har kommunisert med kandidaten. Har kandidaten kun sendt oss en CV på e-post så sender vi svar tilbake på e-post. Har vi snakket med kandidaten på telefon, så ringer vi opp kandidaten. Jeg har inntrykk av at det er en bra måte å gjøre det på.

Spørsmål: LinkedIn er jo et globalt nettverk. Ser du på det som en fordel for deg eller ville du ha hatt et mer spesialisert nettverk som rettet seg mer mot en spesifikk sektor eller geografisk område?

Svar: Nei. Jeg tror det er en fordel at alt ligger på et sted. For eksempel engineering teamet vårt ansetter veldig mye utenfor Norge. Så for de er det veldig viktig. For mine prosjekter så konsentrerer jeg meg mest rundt stillinger som krever norskkunnskaper. Uansett, det å ha et standardverktøy der alle kandidatene befinner seg i er veldig lett. Personer vil gjerne registrere seg på kun et sted og har ikke kapasitet til å vedlikeholde flere slike profiler.

Spørsmål: men hvordan ser du på det at LinkedIn faktisk har konkurrenter som nesten er identiske til LinkedIn. Disse profesjonelle sosiale mediene er faktisk også levedyktige og får flere og flere medlemmer.

Svar: ja men jeg tror at for profesjonelle eller innenfor jobb. De er i hvert fall på LinkedIn så da finner jeg de der uansett.

Spørsmål: Hvordan ser du på framtidens rekrutterer? Vil du for eksempel kun jobbe gjennom sosiale medier i framtiden eller vil du arbeide på andre måter?

Svar: Slik som markedet er nå må man gjøre effektiv research og da er LinkedIn et verktøy som kommer til å være viktig også i framtiden. Kanskje det kommer et sosialt medium som er bedre enn LinkedIn, men jeg tror at det å jobbe på data og med sosiale medier vil være en mer og mer naturlig måte å utføre rekruttering på.

Spørsmål: Så sosiale medier er framtiden?

Svar: Ja det tror jeg absolutt!

Spørsmål: Før i tiden, altså før internett og sosiale medier, så var headhuntere kanskje noe mer spesialiserte. Altså at man i stor grad spesialiserte seg innenfor et fagfelt. Men at man da hadde mer kontroll på nøkkelpersoner i markedet. At man

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for eksempel gikk til lunch med disse profesjonelle og jobbet mer som en manager for de ulike kandidatene. Tror du det kommer til å bli mer på den måten i framtiden eller er denne måten å arbeide på helt ut?

Svar: ja altså jeg tror det er litt enda. Spesielt innenfor økonomi. Det har nok mye med typer av kandidater å gjøre. En IT person er gjerne ikke så interessert i å gå ut i lunch med en rekrutterer, men ønsker å kommunisere via data. Personer innenfor økonomi sier nok lettere ja til en lunchinvitasjon, men blir også mer og mer vant til å kommunisere gjennom sosiale medier etc. Men jeg merker at det er mye bransjespesifikt fortsatt. Jeg ser at flere og flere av våre rekrutterere benytter seg av sosiale medier, men det er mest for å kvalitetssikre kandidatene.

Spørsmål: Bruker du Facebook også?

Svar: Nei altså vi går noe inn og sjekker dette. Noen ganger benytter vi oss også av et eget selskap som vi jobber med å kvalitetssikre utdannelse etc. Det kommer selvfølgelig an på typer av stillinger. Stillinger innenfor det offentlige krever gjerne litt mer enn private hva gjelder konfidensialitet.

Spørsmål: Ja riktig. Jeg snakket nettopp med en person som hadde blitt rekruttert inn i en offentlig stilling innenfor kommunikasjon. Her hadde rekrutterer ikke benyttet seg av LinkedIn. Hva mener du om det? Har du inntrykk av at det offentlige benytter seg mindre av sosiale medier etc.?

Svar: Det vet jeg ikke helt. Det kommer sikkert an på. Hvis man får inn mange søkere så trenger man heller ikke å utføre så mye søk på kandidater.

Spørsmål: Ja ok. Men hva hvis jeg sender deg en søknad. Vil du da gå inn på LinkedIn uansett for å sjekke ut min profil.

Svar: Nei, bare hvis jeg føler at jeg mangler noen opplysninger eller liknende så gjør jeg det. Når jeg utfører research så går jeg nesten alltid inn på LinkedIn.

Spørsmål: ja så det er litt forskjell på de som søker og de som du søker opp selv. Hva mener du forresten om dette: personer som har søkt på jobben er kanskje mer

motivert til jobben enn de som du har søkt opp og som da er mer passive kandidater som du må overbevise. Hva mener du rundt det? Vil du heller foretrekke å få inn en person som har søkt eller en du har funnet selv?

Svar: Jeg har faktisk ikke vært i en slik posisjon enda. De som søker er generelt mindre kvalifisert enn de som vi finner ved å gjøre research. Men det er sikkert litt spesielt for bransjen jeg jobber i. Men det jeg ser er at det er mange av de som søker på jobber som er gjengangere og som lever i håpet på å få en stilling de i utgangspunktet ikke er kvalifisert for. Så spørsmålet til de er jo hvor godt motivert disse personene er.

Spørsmål: Mm ja ok! Da har jeg egentlig ikke så mange flere spørsmål. Er det noe du har lyst til å kommentere eller tillegge?

Svar: Jeg vil gjerne høre litt rundt de andre sosiale nettverk du kjenner til. Hvorfor skal de kunne ta over for LinkedIn?

Spørsmål: *(Her forteller jeg om andre profesjonelle sosiale nettverk og konsepter rundt lokal vs globale nettverk, litt om konkurrentene til LinkedIn). Jeg har gjort litt research rundt Twitter for eksempel. Twitter er jo ikke et profesjonelt sosialt medium, men er et sosialt medium der man snakker mer med likesinnede. Undersøkelser viser at selv om man har et mindre nettverk på Twitter så gir annonsering av stillinger positiv respons.*

Svar: Jeg føler at det er vanskeligere å lage et nettverk på Twitter, men det er jo også fordi jeg ikke er en aktiv bruker av det. Men det er selvfølgelig en interessant tanke.

Spørsmål: Ok, men da takker jeg for samtalen. Dette var veldig lærerikt.

Svar: Takk, det var bare hyggelig. Håper mine svar var til hjelp for deg.

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## **Appendix 2: Intervju med Anne Rosenvinge i De4, Oslo 20. juni 2012**

Spørsmål: Hei. Jeg lurte først om du kunne fortelle litt om deg selv og hvor lenge du har jobbet med rekrutteringsbransjen.

Svar: Ok. Ja jeg har jobbet med rekruttering i 16 år. Jeg begynte i et selskap som het Soler som nå heter Hudson. Selskapet ble solgt til et amerikanske børsnotert konsern. Da ble jeg enig med meg selv om å starte i et annet selskap og startet da De4 Search and Consulting sammen med 3 andre i fra HR bransjen som jeg ikke kjente veldig godt fra før, men litt. To av disse er psykologer og har jobbet med lederutvikling. Jeg og en annen jobbet med rekruttering. I løpet av de siste 9 årene har selskapet vokst så nå er vi 8 personer. Jeg er den eneste av de opprinnelige 4 som jobber i selskapet. Jeg jobber med rekruttering på de fleste nivåer fra spesialiststillinger uten personalansvar til topplederstillinger. Jeg har etter hvert fått en stor kundeportefølje innen varehandel. Så veldig mye av det jeg gjør er knyttet opp mot kjedebutikker, logistikk, transport og liknende.

Spørsmål: Kan du fortelle litt om hvilke endringer som har skjedd i rekrutteringsbransjen i de 16 årene du har jobbet innen rekruttering?

Svar: Mye er nok som før når det gjelder selve håndverket, altså det vi skal levere, slik som kvalitetssikring av prosessene og gjennomføringen av disse prosessene. For det jo fortsatt mennesker det er snakk om. Det som har forandret seg er at.. Jeg husker når jeg begynte i Soler. Det var i 1996. Da fikk vi vår første mail omtrent på det samme tidspunktet som jeg begynte med rekruttering. Før det eksisterte ikke mail og internett. På den tiden var ganske enkle saker der de større bedriftene hadde fått en veldig enkel nettpresentasjon av bedriften. Og det var det. Søknader ble sendt i brev og registrert manuelt inn i et system. Når det gjaldt firmainformasjon så kom det ut sånne tykke kataloger som kom en gang i året som man kunne kjøpe, eller telefonkatalogen eller snakke med noen. Det var den eneste måten man kunne få tak i bedriftsinformasjon på. På denne tiden så fant man kandidater enten ved at de søkte på stillingen eller at vi hadde databaser med

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kandidater som man hadde vært i kontakt med før. Nå er samfunnet litt annerledes og informasjon er mye lettere tilgjengelig.

Spørsmål: Vil du si at informasjon om kandidater og industrier nå er mye lettere tilgjengelig, men at det ellers ikke har skjedd så mange endringer i bransjen.

Svar: Ja det er jo internett som har gjort informasjon mer tilgjengelig. Samtidig som det nå finnes databaser der kandidatene lett kan oppdatere informasjon om seg selv. I det gamle systemet var det mindre informasjon og det var mer arbeidskrevende.

Spørsmål: Ja, jeg forstår. Hva vil du si om konkurransen i rekrutteringsbransjen? Er det hardere konkurranse nå? Trenger markedet mer rekruttering nå eller har det ikke vært endringer på det området?

Svar: Jeg tror nok konkurransen er den samme. Men det som har skjedd i markedet er at det før var få rekrutteringsselskaper og det var mer uvanlig å bruke profesjonell hjelp. Så begynte dette markedet å utvikle seg. De fleste utførte mye rekruttering selv. Sånn er det jo fortsatt, men det er nok flere som bruker profesjonell hjelp på rekruttering enn før. Det betyr at det i dag er mange flere rekrutteringsselskaper. Men konkurransesituasjonen er nok ganske uendret.

Spørsmål: Så rekrutteringsmarkedet er større nå enn før?

Svar: Ja det vil jeg si.

Spørsmål: Slik jeg ser det så handler rekrutteringsprosessen og å identifisere behovet til oppdragsgiver og deretter følge prosessen fra A til Å. Kan du si litt om hvordan du utfører rekrutteringsprosessen?

Svar: Det er litt avhengig av hvor godt jeg kjenner kunden. Men hvis det er en oppdragsgiver jeg aldri har arbeidet med før så må man legge inn en god del arbeid for å fremskaffe så mye informasjon som mulig om organisasjonen. Det gjør man ved å snakke med oppdragsgiver og snakke med personer i organisasjonen og også snakke med eksterne kilder som kjenner til oppdragsgiver

som kan gi meg en pekepinn på hvordan markedet vil oppfatte den oppdragsgiveren. Det er veldig stor forskjell på å rekruttere for en oppdragsgiver som har vært flink til å markedsføre seg og en god merkevare i forhold til å rekruttere for en oppdragsgiver som er mer ukjent i markedet. Så det er viktig å danne seg et bilde på hvordan oppdragsgiver anses i markedet.

Spørsmål: Ok så du mener at en rekrutteringsprosess kan ha ulike motiv i forhold til hvordan oppdragsgiver skal kommunisere et budskap?

Svar: Ja det er klart at hvis det er Statoil som annonserer så kjenner jo alle til det selskapet, mens andre selskaper er mindre kjente. Da har man litt ulike taktikker i forhold til hvordan man skal jobbe med prosessen.

Spørsmål: Ja, men kan en slik prosess med annonsering også fungere som en reklame for bedriften?

Svar: Ja det er klart at for kandidaten så er det jo viktig. Det at man bruker en ekstern partner forteller jo litt om hvordan bedriften tenker og hvor viktig denne stillingen er for bedriften. En mindre viktig posisjon vil jo ikke nødvendigvis blir rekruttert eksternt fordi det er dyrt. For en kandidat som vurderer å søke på stillingen er jo bedriften og stillingen viktig, da forsøker man også å danne seg et bilde om hvordan stillingen er posisjonert i organisasjonen. Når kandidaten har fått et bilde av dette så vil kandidaten også kunne vurdere å gjøre en henvendelse.

Spørsmål: Har rekrutteringsprosessen blitt mer effektiv på grunn av tilgang til internett? Bruker man kortere tid på en rekrutteringsprosess nå enn før?

Svar: Nei, det vil jeg ikke si. Man bruker den samme tiden på det.

Spørsmål: Hvor mange prosjekter jobber du med kontinuerlig?

Svar: Ca 3-4 ulike prosesser jobber jeg med hver måned.

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Spørsmål: Det har jo vært noen endringer i markedet. Har dette hatt innvirkning på provisjonen en rekrutterer tar for et oppdrag. Har for eksempel provisjonen gått ned i de årene du har jobbet med rekruttering?

Svar: Ja det vil jeg nok si til en viss grad. Når jeg startet i bransjen for 16 år siden var det litt opplest og vedtatt at man skulle ha et honorar som var en tredjedel av lønnen til vinnerkandidaten. Den formen for profesjonell hjelp hadde man stort sett bare søkt på topplederstillinger. Da var man villig til å betale høye honorarer. Dette har endret seg etter hvert og i dag er nok dette mer forhandlingsbart. Det vi måler oss mot er opp mot er årslønnen til en kandidat og hvis man ser på honoraret i forholdet til årslønnen til en kandidat så har nok det gått noe ned i forhold til før. Provisjonen varierer jo fra oppdrag til oppdrag for enkelte oppdrag kan være mer utfordrende å jobbe med for eksempel på grunn av spesialkompetanse som kan være vanskelig å finne. Jeg vil si at en provisjon på mellom 20 og 25 prosent er vanlig for de stillingene jeg jobber med.

Spørsmål: Bruker dere interndatabaser i arbeidet deres?

Svar: Ja vi benytter en interndatabase som heter FileFinder.

Spørsmål: kan du si litt om fordeler og ulemper med denne databasen og dine vurderinger rundt framtidig bruk av slike interndatabaser?

Svar: Jeg har brukt FileFinder nå i 15 år og da mange versjoner av den. FileFinder er eid og drives av gamle headhuntere som kjenner til arbeidsmetodikken til headhuntere og har bygget opp prosessen etter arbeidsmetodikken som vi bruker. Jeg bruker det mye og jeg bruker det på alle prosjekter. Jeg kunne sikkert brukt det enda mer. Det som er fordelen nå når man har fått internett er at mulighetene for å hente inn og importere informasjon fra nettet er blitt større og større. De har jo en ustrakt integrering mot f.eks. LinkedIn.com på import av kandidater, systemet har altså en integrasjon opp mot LinkedIn.com som gjør at jeg kan importere informasjonen fra LinkedIn til Filefinder på en rask og effektiv måte.

Spørsmål: Hva er ditt syn på LinkedIn, med hensyn til sosiale nettverk og nettverksbygging. Føler du at de tar vare på de interessene som rekrutterere har?



Svar: LinkedIn er en database som er veldig praktisk for alle som ønsker å innhente informasjon om folk fordi kandidatene selv opprettholder informasjonen om seg selv på nettet. Det kommer jo litt an på hvor mye du er villig til å betale for LinkedIn. Har du en minimumsversjon så er det jo mer begrenset av informasjon man har tilgang til. Tidligere var det sånn at hvis vi ble anbefalt å ringe noen så hadde vi begrenset med informasjon om denne personen før vi ringte. Nå har de fleste LinkedIn-profiler og vi kan gå inn å søke der for å finne mer informasjon om personen. I så måte er det veldig bra, men LinkedIn er jo også ute å utvikle sin egen portefølje til å omfatte flere tjenester. Jeg har for eksempel i liten grad benyttet meg av InMails.

Spørsmål: Hvorfor det?

Svar: Ja kanskje jeg er litt gammeldags og synes at det er kjappere og enklere å ringe personen. Det gir meg en bedre mulighet til å presentere stillingen jeg jobber med og gir meg også et bedre inntrykk av kandidaten. Men jeg ser at InMails er tidsbesparende og det er en fordel, men gir meg kanskje ikke så godt inntrykk av kandidaten som en telefonsamtale gjør.

Spørsmål: Forresten bruker du en betalingskonto på LinkedIn?

Svar: Ja jeg bruker en Premium konto og den fungerer bra til mitt bruk.

Spørsmål: Har du noen gang blitt kontaktet av LinkedIn selv?

Svar: Vi har hatt en presentasjon fra LinkedIn på deres nye rekrutteringssystemer. Vi har ikke begynt å benytte dette fordi det er veldig kostbart. Og så er det jo sånn at selv om ca 70 % av dem vi ønsker å snakke med har en LinkedIn-profil så er det tross alt mange som ikke har en profil. Vi er også interessert i å identifisere og få tak i disse kandidatene. Da blir det jo veldig upraktisk å kun forholde seg til LinkedIn.

Spørsmål: Hva med nettverket ditt på LinkedIn? Er du påpasselig med hvem du inviterer inn til ditt nettverk eller er det sånn at jo større nettverk jo bedre?

Svar: Jeg ser på de henvendelsene jeg får før jeg godkjenner de. Det er ikke sånn at personene må kjenne meg eller noe. Det som er viktig er at personer som jeg har en interesse av å ha der. Henvendelser fra andre siden av verden som jeg ikke ser at jeg kan ha noe med å gjøre i framtiden vil jeg ikke invitere til mitt nettverk. Men jeg får mange henvendelser og jeg sier ja til disse henvendelsene.

Spørsmål: Er det fordi du da har tilgang til dette nettverket eller er det andre grunner?

Svar: Ja det kan du jo si. Det er jo viktig å ha tilgang til et stort nettverk.

Spørsmål: Hva hvis en annen rekrutterer tar kontakt med deg. Ser du det på den måten at de da "tar" nettverket ditt?

Svar: Jo det kan jo godt hende at de gjør. Men jeg eier jo ikke nettverket mitt. Det er jo selvstendige mennesker i dette nettverket og jeg må jo ha en jobb som passer for dem for å benytte meg av det. Så det er jo kun et nettverk.

Spørsmål: Hva vil du si om viktigheten av å ha et godt nettverk i din jobb?

Svar: Det er helt avgjørende. Men det er også viktig å forstå bedriftsmarkedet og vite mest mulig om de ulike aktørene. Det er fortsatt viktig å lese aviser og lese på nettet og følge med hva som skjer. Følge med på bedrifters hjemmeside. LinkedIn er jo bare et av mange verktøy.

Spørsmål: Hvilke andre verktøy benytter du deg av?

Svar: I en prosess så starter vi med å kartlegge virksomheten og miljø etc. Så starter vi opp med å definere target-bedrifter for den aktuelle stillingen. Da setter vi opp en liste over virksomheter som hvor det er sannsynlig at vi kan finne personer med den kompetansen vi er ute etter. Da er LinkedIn et verktøy, men også bedriftens hjemmesider og annen informasjon som man google. Så Google er nok et verktøy jeg faktisk bruker mer enn LinkedIn. På Google vil man jo også kunne finne informasjon om kandidaten som kan være av mer uetisk karakter.

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Slike elementer er viktig å identifisere for oss. Jeg har kommet opp i situasjoner der vi har funnet ut at folk har gjort dumme ting og som er i grenseland i forhold til lovlighet og etikk - informasjon som vi kan finne på nettet. Hvis kandidaten for eksempel har forsøkt å holde slik informasjon skjult og vi finner ut av det i ettertid så er det selvfølgelig alvorlig.

Spørsmål: Hvordan ser du på framtidens rekrutteringsbransje? Vil det være endringer i hvordan man får seg jobb, for eksempel om bedriften skal identifisere kandidaten eller om det er kandidaten som finner bedriften eller andre elementer.

Svar: Det kommer sikkert an på hvilket marked du snakker om. Hvis du har vært ung i Frankrike eller Spania i dag så forsøker du å holde på den jobben så lenge som mulig. Norge er veldig annerledes. Dette med å ha en rekrutterer som har en pool med kandidater som man jobber for for å fremme deres karriere er en ganske vanlig form i mange andre markeder. For eksempel i London og New York så finner man mye av det. Det som er utfordringen i Norge og Oslo er at det er et veldig lite marked. Enten så må en rekrutterer velge å jobbe for kandidater eller for oppdragsgiver. Den kombinasjonen er nok veldig vrien. Siden det norske markedet er et såpass lite marked vil det nok bli vanskelig å etablere slike former for tjenester der man rekrutterer kandidaten. Vikarbyråer gjør jo det. Og de jobber jo stadig høyere opp i systemet. Og de ønsker også å kalle seg for rekrutterere de også, men det liker jo ikke vi som driver med rekruttering. Hehe. For det er jo forskjell på å være vikar og få en fast ansettelse. Så jeg vet ikke. Det er nok avhengig av bransje og stillingsnivå. Men jeg tror at i hovedsak at rekrutteringsbransjen i framtiden vil ha mye av den samme strukturen som den har nå.

Spørsmål: Akkurat nå befinner det norske markedet seg i en noe spesiell situasjon der det er lite arbeidsledighet og der det er større muligheter for å få seg den stillingen man selv ønsker. Kan du si litt om hvordan konjunktursvingninger or arbeidsledighet påvirker bruk av rekrutteringsbyråer? Vil man for eksempel benytte seg i større grad av et verktøy hvis arbeidsløsheten er stor?

Svar: Nei, for det som skjer når arbeidsløsheten er stor så er det også mange som vil respondere på en annonse og som ikke besitter den nødvendige

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kompetanse for stillingen. Da vil naturlig nok mange selskaper kvie seg for å annonsere fordi de vil drukne i søknader. Så da er eksterntrekruttering kanskje et bedre alternativ for bedriften. Og det har jo vært mye diskusjoner om dette i vår bransje. For eksempel hvis situasjonen er som nå da arbeidsledigheten er lav, er det gunstig eller ugunstig for rekrutterere. Og hvis det er det motsatte, altså at det er mange kandidater og lite oppdrag, så tenker mange at det er verre å være rekrutterer. Men egentlig er det ganske likt. Fordi at hvis det er vanskelig å få oppdragene så er det lettere å finne kandidatene og hvis det er lett å få oppdragene så er det vanskelig å finne kandidatene. Så dette balanserer seg selv ganske bra.

Spørsmål: Til slutt, bruker du LinkedIn til noe annet enn å se på CV'er? For eksempel så har LinkedIn ulike funksjoner der man kan legge seg inn i grupper og kommunisere med andre likesinnede eller liknende. Man kan følge bedrifter og annonsere stillingsannonser. Bruker du noen av disse verktøyene?

Svar: jeg er medlem av noen få grupper og diskusjonsfora som har faglig aspekt. Ikke mange men noen. Jeg har forsøkt å annonsere på LinkedIn en gang men hadde ikke suksess med det. Men det er noen år siden. Jeg ser ikke LinkedIn som noe godt annonsemedium egentlig. Jeg har stor tro på at ved å kunne søke og å selektere databasen deres og sende informasjon direkte til kvalifiserte søkere kan være effektivt, men jeg har ikke noe erfaring med det selv.

Spørsmål: Finn.no er størst i Norge når det gjelder annonsering. I tillegg til dette så har de databaser der man kan finne potensielle kandidater for ulike stillinger. Benytter du deg av dette?

Svar: Jeg annonserer enkelte stillinger på Finn.no, men benytter ikke deres database over kandidater. Grunnen til dette er fordi disse personene ofte har et for lavt nivå på kompetanse i forhold til de stillingene jeg arbeider med. I tillegg finner man disse personene også andre steder, som for eksempel på LinkedIn.

Spørsmål: Jeg skjønner. Det var de spørsmålene jeg hadde. Er det noe du har lyst til å tillegge til slutt?

Svar: Nei, jeg synes det var bra spørsmål jeg.

Spørsmål: OK da takker jeg for samtalen.

### **Appendix 3 Intervju med Lena Hjelmeland Brekke i People4you, Oslo 7. juni 2012**

Spørsmål: Hei. Jeg lurte først på om du kunne fortelle litt om deg og hvorfor du har startet i den jobben du har.

Svar: Ja jeg kan jo gå litt tilbake da. For jeg har jobbet som leder i en eller annen form siden jeg var 25 år gammel. Og jeg har da hatt ganske mange ansette. I detaljhandelen har jeg jobbet veldig mye med å ansette nye mennesker hele tiden. Mine 13 år i Åhlens gjorde at jeg klarte å se mine styrker. Det mente jeg selv var å ansette folk, samt personal. Det innebærer jo å finne de riktige personene og få det hele til å fungere. Gjennom de ulike stillingene jeg har hatt før jeg jobbet aktivt med bemanning og rekruttering så jobbet jeg med å ansette butikksjefer og andre stillinger etter behov. I en kvinnedominert bransje tar dette mye av tiden for det er mye graviditeter og sanne ting som gjør at det hele tiden skjer mye endringer. Så når jeg så etter noe jeg virkelig hadde lyst til å jobbe med så jeg jo da ganske raskt på stillinger som den jeg nå har. Så nå jobber jeg som regionsleder i People4you. Så synes jeg også at det var spennende å starte noe helt fra scratch. Vi startet dette Oslo-kontoret for 1,5 år siden og da hadde vi ingen kunder og ingen kandidater. Så vi var 3 stykker til å begynne med og nå er vi 6 og har store ambisjoner.

Spørsmål: Ok, bra!. Denne stillingen som regionsleder innebærer også, som du sier, ansettelse. Er det andre arbeidsoppgaver du har?

Svar: Som regionleder har jeg ansvar for budsjett og resultatene i Oslo-enheten. Jeg har 5 personer under meg der 3 jobber med salg og 2 som jobber med kandidat. I tillegg er det andre endringer som gjør at vi vil styrke teamet.

Spørsmål: Rekrutteringsbransjen har jo endret seg i de siste årene. Kan du si noe om hvilke endringer som har skjedd?

Svar: Ja nå har jeg jo ikke jobbet så lenge i bransjen. Men det jeg har hørt fra andre er jo at det hele tiden skjer endringer og at den ene dagen så er det mange ledige jobber, mens andre ganger er det færre. Sånne endringer gjør jo at bransjen hele tiden er i endring.

Spørsmål: Føler du at den største utfordringen er å skaffe oppdrag eller den rette kandidaten?

Svar: Det viktigste er jo å finne den rette kandidaten. Men i mange oppdrag er det jo også lett å skaffe en kandidat for det finnes mange som vil ha en viss type jobb. Men det er jo ingen tvil om at på kandidatsiden at det er tyngst å jobbe.

Spørsmål: Er det enkelte sektorer dere fokuserer på?

Svar: Ja vi satser på kontoradministrasjon, lager og logistikk og tekniske tjenester. Vi jobber ikke mye med bygg og anlegg og HORECA og liknende. Men ellers så satser vi veldig bredt. Men det klart at vi har jo vært gjennom store endringer. Nå er vi imidlertid inne i en fase der vi kan bestemme oss for en retning å gå. Før så var det sånn at hvis vi fikk et kundemøte så gikk man på det, uansett hva det var. På den måten tilegnet vi oss også en del bransjekunnskap i ulike bransjer som gjør at vi nå er i en bedre posisjon til å velge våre spesialiteter. Det er jo gjerne mer effektivt å jobbe med litt like kunder for da kan man også jobbe aktivt med like kandidater.

Spørsmål: Hvilke nivåer ligger prosjektene dere jobber på?

Svar: Vi har hatt noen lederstillinger som revisorer og salgssjefer og slike ting. Siden vi jobber med både bemanning og rekruttering så er det viktigst for oss å satse mest på bemanning for å ha inntekter. Da har vi forsøkt å få opp et volum på akkurat dette. Så det hadde nok vært vanskeligere for oss i hvert fall og først forsøke å få prosjekter som var på lederstillingsnivå. Men det som vi ser er jo at når vi etter hvert begynner å få jobbet med noen faste partnere er at da får vi også en fot innenfor døra og har større sjanser for å kunne jobbe med stillinger på høyere nivå etter hvert.

Spørsmål: kan du si litt om People4you. Er dere først og fremst et bemanningsbyrå?

Svar: Ja det stemmer. Vi har startet med det, så får vi se hva framtiden bringer.

Spørsmål: ja ok, da forstår jeg. Det er sikkert mange rekrutteringsverktøy dere bruker i deres prosesser. Slik som annonsering, telefoni, internett etc.? Kan du fortelle litt om hvilke verktøy dere benytter dere av?

Svar: Det kommer jo veldig an på prosjektene, men vi bruker Finn.no både til å legge inn annonser og å søke i deres CV-database. Vi bruker også vår egen database. Vi har akkurat kjørt en markeds kampanje der vi aktivt har jobbet for å få flere kandidater inn i vår database som vi for øvrig bruker aktivt. Vi bruker også Facebook og også LinkedIn. Men LinkedIn er for meg en database for mer lederstillinger. Jeg går ikke på LinkedIn for å lete etter en lagerarbeider. Jeg tenker ikke på det engang. Det er ikke en naturlig arena. LinkedIn er mye mer på leder.

Spørsmål: Bruker du Finn.no sin database?

Svar: Ja vi leter masse der. Det er et viktig verktøy for oss.

Spørsmål: Det bekrefter også mye av mitt inntrykk etter å ha snakket med andre rekrutterere. Av de som jobber med prosjekter på ledernivå, så er søk i LinkedIn sin database et viktig verktøy, mens de skygger banen for Finn.no sin CV-database rett og slett fordi det ikke er nok kvalifiserte kandidater der og fordi de som er aktuelle kandidater på Finn.no også bør være å finne på LinkedIn.

Svar: Ja dette er det nok ikke noe tvil om. Så vi forholder oss i stor grad til Finn og vår egen database. I tillegg annonserer vi jo nesten alt av stillinger. Noen ganger har vi også bedrifter som ønsker å bruke avis, men det er veldig sjeldent. Så det blir mest annonser på nett.

Spørsmål: Hvor mange prosjekter jobber dere med kontinuerlig?

Svar: En selger her for eksempel jobber med ca 15 prosjekter kontinuerlig. Her jobber vi på team der en jobber på salg og en på kandidat. Altså, det er en som henter oppdragene og en som finner kandidaten. Så vi jobber effektivt med å få ”close’et” prosjektene.

Spørsmål: Og hvor lang tid tar et enkelt prosjekt?

Svar: Det kan jo gå veldig fort hvis vi allerede har en i vår database som vi vet er tilgjengelig, så da kan et prosjekt ta kun et par dager før han faktisk er i arbeid. Men det kommer jo helt an på. Noen ganger er vi heldige mens andre ganger må vi inn i en noe lengre prosess.

Spørsmål: For meg virker det som om effektivitet er noe som står i høysetet for dere, kanskje mer i forhold til tradisjonelle rekrutteringsselskaper. Deres kunder forventer kanskje mer å få tak en person i løpet av veldig kort tid.

Svar: ja det stemmer nok det altså. Men det er jo mange ganger at oppdragsgiver ikke forventer å få tak i en person i løpet av noen måneder. Men de vil jo gjerne at vi begynner med prosjektet så raskt som mulig. Mange kandidater har jo oppsigelsestid og sånne ting som vi må ta hensyn til.

Spørsmål: Når det gjelder bruk av sosiale medier så har du tidligere fortalt meg at dette er et verktøy for stillinger som ligger litt over deres kjærneområde. Men du nevnte også at dere noen ganger kunne vurdere å bruke LinkedIn. Bruker dere da noen form for premium-abonnement da, eller benytter dere kun gratistjenesten til LinkedIn?

Svar: Nå begynner vi kun en gratisløsning. Men jeg ser at vi er litt i grenseland. For det er enkelte stillinger på høyere nivå som kun jeg jobber med der jeg kan ha mer bruk for og et premium-abonnement.

Spørsmål: Du nevnte også at du brukte Facebook. Hva bruker du det til?



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Svar: Ja det er jo litt for å sjekke opp kandidaten. Men det er jo klart at vi får også tips gjennom Facebook fra vårt eksisterende nettverk. Så hvis vi for eksempel legger ut på Facebook om at vi søker om en person med en eller annen bakgrunn så kan de tipse om det. Vi har faktisk gode erfaringer med å bruke vårt nettverk på Facebook. Men ja i tillegg så ser vi jo på hvordan kandidaten presenterer seg selv på nettet. Så hvis de ser virkelig uproffe ut på Facebook så har det gjerne negative konsekvenser for kandidaten.

Spørsmål: Facebook har jo også en LinkedIn liknende applikasjon. For eksempel Branchout. Er det noe du bruker.

Svar: Altså jeg er på Branchout, men jeg har ikke brukt det så mye. For meg så har Branchout egentlig ingen verdi. Så det bruker jeg ikke.

Spørsmål: Hvorfor det?

Svar: Nei det har vel bare blitt sånn. Jeg bare finner ikke noe verdi i det. Jeg mener behovet allerede er dekket av de verktøyene jeg bruker.

Spørsmål: Ser du da mer verdi av LinkedIn?

Svar: Ja på ledernivå og litt høyere stillinger så ser jeg LinkedIn som et bedre produkt.

Spørsmål: LinkedIn har jo eksistert i kun et par år og det er kanskje de mest innovative som har tatt LinkedIn i bruk. Men hva ser du i framtiden? Tror du at for eksempel en lagermedarbeider vil registrere seg på LinkedIn eller liknende tjenester?

Svar: ja altså hvis noen opplever at det er en naturlig arena for å få seg en jobb så tror jeg det. Men akkurat nå er det nok mange som ikke opplever at det er rette arena.

Spørsmål: I mine undersøkelser så har jeg kommet over et argument om at brukere på LinkedIn har høyere kvalifikasjoner enn gjennomsnittet. Grunner til

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dette kan jo være at man synliggjør sin profesjonelle profil til hvem som helst. Mens i andre databaser som for eksempel Finn.no så ligger disse profilene lukket unntatt for de som betaler for en søketjeneste der, slik som du gjør. Så for de som ønsker å vise fram og kanskje skryte av sin karriere vil ha behov for å registrere seg på LinkedIn, mens de som ikke har så mye å skilte med karrieremessig ikke vil føle seg komfortabel med å profilere seg på samme måte. Hva mener du om dette?

Svar: Jeg skjønner hva du mener. Jeg tror det er et klaseskille akkurat der. For enkelte er det naturlig å bruke LinkedIn mens for andre er det ikke innenfor deres tanker engang.

Spørsmål: Bransjen din har opplevd mye konkurranse i de siste årene. Hva kan du si om det?

Svar: Ja rekrutteringsbransjen er jo noe av de mest konkurranseutsatte tjenestene som finnes. Det er jo en enkel sak å opprette et liknende byrå. I enkelte bransjer som vi jobber med er det jo mange som har ødelagt bransjen og som presser prisene ned i rekrutteringsbransjen. Jeg er faktisk overrasket over antall aktører og hvor mye prisene blir presset ned.

Spørsmål: Hvordan måler dere hva dere skal ta for et oppdrag.

Svar: Vi snakker her om faktor. For det viktigste er å ha høyest mulig faktor på oppdraget. Det vil si det som vi faktisk tjener på oppdraget etter at vi har betalt lønn til kandidaten.

Spørsmål: Det er sikkert mange som får avslag på en stilling i en søkeprosess. Hvordan behandler dere de?

Svar: Det kommer jo litt an på hvor langt personen har kommet i prosessen. For meg som profesjonell leder er det viktig for meg å gi gode og saklige tilbakemeldinger for hvorfor kandidaten ikke fikk jobben. For de som ikke har fulgt prosessen lengre enn ved å ha sendt oss en CV så sender vi kun ut en standard e-post om avslag. Men jeg vil si at kandidater vi har hatt kontakt så

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mener jeg selv at vi er veldig profesjonelle og ringer opp kandidatene. Det er viktig også for å ha et fortsatt godt forhold til kandidaten i framtiden.

Spørsmål: Forresten. Hva vil du si om viktigheten av å ha et godt nettverk?

Svar: Ja, altså nettverk er veldig viktig i vår bransje. Det er alfa omega. Uten et godt nettverk hadde vi ikke kunne fungert.

Spørsmål: Er det forresten andre verktøy som dere bruker?

Svar: Ja som hva da?

Spørsmål: vel det finnes jo en mengde sosiale tjenester på nettet som for eksempel Twitter. Brukere dere det?

Svar: Vi har ikke brukt Twitter, men kanskje vi vil det i framtiden. På prosjektene vi jobber med så er det mange ganger at selve research delen ikke bør ta så lang tid fordi det er store sjanser for at vi har en passende person allerede i vår database. Så for oss er det mange ganger unødvendig å gå gjennom en omfattende søkeprosess som tar mye ressurser.

Spørsmål: Har People4you en egen Facebook side forresten?

Svar: ja vi har det, men vi bruker den ikke så aktivt. Vi får ta det litt etter hvert. Akkurat nå ser vi ikke helt behovet for det og det tar som sagt ressurser. Nå for ikke lenge siden hadde vi en markeds kampanje der vi hadde plakater oppe på trikker og vegger for å skape blest om oss selv. Det genererte masse treff til våre sider og mange registrerte seg i vår database. Vi føler at denne kampanjen har gjort at flere nå vet hvem People4you er.

Spørsmål: Er det lett å legge seg inn i databasen deres?

Svar: Ja, men vi ønsker jo at alle legger seg inn i vår database på den måten som alle egentlig hater og som jeg egentlig også hater. Så da må man legge inn hele CV'en manuelt i registreringen med alle jobber, utdanning og navn og

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telefonnummer og alt mulig. Og det tar litt tid. Det kunne vært mye enklere om man bare kunne laste inn en CV i vår database. Men det vi er avhengig av er å kunne søke i egen database og da er det viktig at kandidaten registrerer all informasjon i vårt system.

Spørsmål: Ja det er enig i. Det er kanskje derfor jeg også tenker at hvis alle brukte LinkedIn så ville alt vært greit. Alle ville hatt et standardverktøy å forholde seg til og kandidaten vil ha et sted der han oppdaterte sin CV. Mange vikarer jobber jo også i korte perioder på ulike steder og må derfor kommunisere dette i ulike databaser og for mange ulike vikarbyråer for å holde CV'en oppdatert overalt.

Svar: Hmm ja jeg er helt enig. Sånn sett så tror jeg at LinkedIn virkelig har en framtid. For hadde alle vært der så hadde jo alt vært helt topp. Så da trengte ikke alle bruke mye tid på å registrere og oppdatere seg overalt.

Spørsmål: Ikke sant! Jeg har ikke noen flere spørsmål nå. Er det noen avsluttende kommentarer du har til det vi har snakket om?

Svar: Jeg synes det var veldig interessant å få høre på hva du hadde lyst til å vite jeg. Du møter jo nå folk nå på ulikt nivå og med ulik bakgrunn så det må nok være veldig interessant for deg.

Spørsmål: Ja det er veldig interessant. Men da takker jeg for samtalen.

Svar: Det var bare hyggelig.

#### **Appendix 4: Intervju med Hannah Knöppel i Crayon, Oslo 8. juni 2012**

Spørsmål: Kan du fortelle litt om deg selv og din karriere som rekrutter?

Svar: Jeg jobber med internrekruttering her på konsernet. Før har jeg jobbet som ekstern-rekrutterer og internrekruttering mest innenfor IT.

Spørsmål: Liker du best å jobbe med eksterne rekruttering eller intern?

Svar: Intern-rekruttering, helt klart. Det er klart at det er interessant og lærerikt å jobbe med eksterne firmaer for da får man etter hvert et godt overblikk over ulike industrier. Men jeg liker best å jobbe internt som jeg gjør nå, altså med kun en arbeidsgiver.

Spørsmål: Og hvor lenge har du hatt den jobben du har nå?

Svar: I litt over to år.

Spørsmål: Ja vel, og de stillingene du jobber med å få besatt. Er det alle typer jobber eller er det spesielle typer av jobber?

Svar: i utgangspunktet er det jeg som har ansvar for alle ansettelser.

Spørsmål: ja så det er alt fra support til høyere ledige stillinger?

Svar: Nja, altså for eksempel CEO's benytter vi eksterne rekruttering. Men det er ikke så ofte vi ansetter på så høyt nivå. Stillingene som det er aktuelt for meg å jobbe med er stillinger som salgsleder, teamleder, selgere, konsulenter og liknende.

Spørsmål: OK. Så selgere, konsulenter og profesjonelle opp til mellomledernivå?

Svar: Ja det kan man godt si.

Spørsmål: Siden du har jobbet så lenge i rekrutteringsbransjen så lurer jeg litt på om du kan si noe om endringer i bransjen siden du kom inn. Kan du si noe om dette?.

Svar: Jeg har jobbet i rekruttering innenfor mest innenfor IT bransjen. Siden 2007 har det vært gode tider i IT bransjen. Det var en liten dupp i 2009, men på grunn av finanskrisen, men dette påvirket ikke IT-bransjen i så stor grad som andre sektorer. Det har vært såkalt Candidate Driven Market så lenge jeg har jobbet med

rekruttering. Det betyr at det er for mange jobber og for få kandidater. Det stiller en del krav til arbeidsgivere og rekrutterere. Altså at man må jobbe hardere for å få tak i de som er på IT.

Spørsmål: Hvilken type verktøy har du benyttet deg av?

Svar: Fra begynnelsen har jeg jobbet veldig mye med LinkedIn. Annonsering har ikke vært veldig aktuelt fordi kandidatene ikke aktivt er ute etter ny jobb.

Spørsmål: har du benyttet deg av andre verktøy i tillegg?

Svar: Ja noen ganger har jeg tatt i bruk andre CV-databaser. Slik som Finn.no i Norge og Monster.se i Sverige. Men jeg har absolutt best erfaring med LinkedIn. Men det kommer jo an på bruken. Hvis man forsøker å få tak i flere litt "lettere" kandidater så får du nok bra treff på for eksempel Finn.no. Men når du forsøker å få tak i de aller beste slik som vi gjør så er LinkedIn absolutt det beste stedet å lete. Andre fordeler er jo at LinkedIn er oppdatert hele tiden. Jeg ser på LinkedIn som mitt absolutt viktigste verktøy.

Spørsmål: Hva med annonsering? Har du hatt suksess med å annonsere før?

Svar: Ja jeg har benyttet det når jeg har jobbet med prosjekter der vi har gått bredt ut og high-end profilert annonsering. Men slik type annonsering er veldig dyrt. Da kan du jo finne mange gode kandidater, men det er jo mange som ikke har økonomi til det. Her går vi ikke ut og annonserer så aggressivt.

Spørsmål: Nei vel. Men hva er grunnen til at dere ikke gjør det?

Svar: Det er pga kostnad og fordi det blir litt som å skyte spurv med kanoner. Vi skal ha tak i en person med en viss kunnskap. Da er det mye bedre at vi går rett på denne personen, eller de få personene som sitter på den type kompetanse vi leter etter.

Spørsmål: Jeg skjønner. Men en del av en slik prosess er jo også å profilere selskapet. Har jeg rett?

Svar: Ja det stemmer. Employer branding delen er viktig. Den prioriterer ikke alltid alle selskaper. Vi spisser vår branding mot våre målgrupper fordi vi er såpass nisjepreget. Vi ønsker å profilere oss som det fagmiljøet som de beste er. Vi kjører nå en rekrutteringskampanje som heter "Work with the best" så det er viktig å spisse seg mot kompetanse. Vi retter oss også mot universitetsmiljøet, men kunne kanskje gjøre en bedre jobb enn nå. Men det er klart at selskapet vårt er kjent innenfor vårt fagfelt, så er det noen som ikke har hørt om oss, så tilhører de heller ikke vår bransje og er derfor en lite aktuell kandidat for en jobb hos oss.

Spørsmål: Når det gjelder rekrutteringsprosessen for en intern rekrutterer i forhold til en ekstern rekrutterer;- kan du fortelle litt om de likheter og ulikheter som eksisterer her?

Svar: Prosessene er ganske like. Man identifiserer noen kandidater via nettverk eller ansatte på huset, søknader etc. Ca 80% av våre ansatte er identifisert gjennom research vi har gjort. Så det er mye salg vi gjør. Vi har først et intervju som er mer en samtale. Hvis kandidaten ønsker å gå videre etter dette, så setter vi i gang med andregangsmøte med avdelingslederen. Da finner vi mer ut om personen passer inn i rollen. Men som regel har vi jo også god kontroll på akkurat det. Etter det kan det hende at vi har nok et møte eller så setter vi i gang med ansettelsen. Vi gjør også referansesjekk. Men vi har gjerne god kontroll på kandidaten før første møte.

Spørsmål: Siden dere ansetter personer med god kompetanse så har kanskje disse også allerede et godt nettverk. Tar dere i bruk nettverkene til deres egne ansatte også?

Svar: Vi har veldig god erfaring med dette. Vi har en ordning der våre ansatte kan tipse om kandidater. Hvis denne personen blir ansatt så får personen som er ansatt hos oss penger for det.

Spørsmål: Når det gjelder ditt LinkedIn nettverk. Er alle deres ansatte også medlem av ditt LinkedIn-nettverk?

Svar: jeg har ikke alle sitt nettverk, men de fleste. Den primære grunnen er for å sjekke opp hvem som er knyttet opp mot hvem og for å utføre referansesjekk av aktuelle kandidater. Jeg legger også alltid til kandidater som jeg har hatt en god dialog med selv om vi ikke nødvendigvis har ansatt kandidaten. Det er viktig for senere ansettelsesprosesser.

Spørsmål: Hvor mange ulike prosjekter har du i løpet av et år.

Svar: Vi har ca 50 ulike ansettelsesprosesser. Jeg vil si at vi bruker alt fra 2 uker til 3 måneder på en slik prosess. Vi har derfor flere prosesser gående hele tiden.

Spørsmål: Benytter dere noen form for interndatabase?

Svar: Ja vi har benyttet Excel-lister, men nå har vi begynt å bruke et internt rekrutteringsverktøy som heter HR-manager. Det er en database, altså et rekrutteringssystem der vi kan søke gjennom kandidater og CV'er.

Spørsmål: En utfordring som har kommet opp med bruk av slike interndatabaser er at informasjonen ikke blir oppdatert så ofte som på LinkedIn. Dette er fordi kandidatene ikke oppdaterer denne informasjonen selv. Har dere funnet en løsning på dette?

Svar: Ja det har vi. Når en kandidat registrerer seg i systemet så blir han liggende der i maks 6 måneder hvis personen ikke selv oppdaterer informasjonen. Det er slik det må være på grunn av personvernsløven. Det er nemlig ikke lov å holde på slik informasjon i mer enn 6 måneder. Vi har akkurat implementert denne databasen så jeg har ikke så mye kunnskap om det enda.

Spørsmål: Hva med andre sosiale nettverk? Bruker du andre nettverk enn LinkedIn?

Svar: Før, når jeg jobbet i Tyskland så brukte jeg Xing en del. Men ikke nå. Jeg brukte det bare til å kontakte kandidater med. Jeg søkte først personen opp på LinkedIn og fant mer informasjon på Xing. Men man får den beste informasjonen på LinkedIn.



Spørsmål: Ok. Bruker du noen form for Premium konto på LinkedIn?

Svar: ja jeg bruker Talentfinder. Jeg brukte først Business Pro Account. Men Talentfinder fungerer godt til mitt bruk.

Spørsmål: Du har jo jobbet i flere bransjer og på flere jobber og har da hatt mulighet til å dra nytte av dine gamle nettverk. Hvor stor grad har du benyttet deg av dette?

Svar: Jeg har hatt god nytte av dette. Men det kommer litt an på. Jeg har ikke kontaktet personer som kommer fra mitt direkte nettverk for å ansette de. Men jeg har brukt slike personer i mitt nettverk for å finne andre kandidater med liknende kompetanse som den personen jeg har i mitt nettverk. Så jeg bruker de i mitt nettverk for å finne liknende personer.

Spørsmål: Har du opplevd noen etiske problemstillinger når det gjelder bruk av nettverk eller andre problemstillinger?

Svar: Vi har en veldig stor markedsandel av Microsoft – segmentet. Så kunder som bruker Microsoft kan være et problem. Altså å aktivt rekruttere kandidater som kommer fra våre egne kunder. Så dette må vi være veldig forsiktige med. Så hvis det for eksempel er noen som søker hos oss og som kommer fra en av våre kunder så må vi trå veldig varsomt og opptre ryddig. Men i forhold til nettverk så har jeg ikke hatt så mye problem. Eller jo, jeg har hatt en case. Det var en kandidat som jeg hadde rekruttert inn i min gamle jobb. Når jeg da skiftet jobb til her jeg jobber nå, søkte denne kandidaten på en stilling. En ansettelse her ville skade mitt gamle rekrutteringsbyrå siden personen kun hadde vært ansatt i sin nye jobb kun kort tid. Denne personen ble ikke ansatt fordi han ikke var relevant for rollen, så det ble ikke noe problem heldigvis.

Spørsmål: I de siste årene har rekrutteringsbransjen opplevd mer konkurranse. Det har kommet fram flere og flere rekrutteringsbyråer nå, kanskje fordi det nå er lettere å være rekrutterer nå når man lett får tilgang til en stor database som for eksempel på LinkedIn. Har du merket noe til dette?

Svar: Absolutt. Det dukker opp flere rekrutteringsselskaper hele tiden. Jeg får ca 5 henvendelser ukentlig fra rekrutterere ønsker å selge seg inn hos oss. Men det er klart at IT bransjen er litt annerledes. Annonsering gjør vi veldig lite fordi personer i IT bransjen ikke leser aviser i stor grad. Så det kan være aktuelt å gjøre noe online annonsering. Men også dette koster penger og det er ikke alltid at man ser verdien i dette. Når det gjelder rekrutterere så er nye rekrutteringsbyråer flinke på å presse prisene ned i markedet. Så konkurransen blir sterkere og sterkere og oppdragsgivere er derfor villig til å betale mindre enn før.

Spørsmål: Hva med fremtiden innenfor rekruttering? Kommer det til å bli mer eksternrekruttering eller mindre og kommer det til å være mest rekruttering via sosiale medier.

Svar: ikke lett å si, men i Norge er det nok veldig aktuelt å åpne mer opp for kandidater utenfor Norge. Det er fordi det i mange sektorer ikke er nok norske kandidater. Jeg tror også at det kommer til å være mer rekruttering av nyutdannede og da mer satsning på internopplæring. Jeg tror også at det kommer til å være en mindre formell prosess rundt søknader etc. Det at personer nå er mye mer vant til bruk av sosiale medier har gjort det mer uformelt. Nå sender de fleste kun linken til sin LinkedIn-profil til meg. De ønsker ikke bruke mye tid på en slik type prosess og vi må tilpasse oss etter deres behov. Innen IT har alle LinkedInbrukere en oppdatert LinkedInprofil.

Spørsmål: Hva tror du om de som ikke er på LinkedIn. Tror du de kommer etter? For eksempel ansatte innen bygg og anlegg eller andre personer som ikke bruker datamaskin i like stor grad i sin jobbhverdag.

Svar: Jeg tror flere og flere kommer på LinkedIn. Nå er det jo mye personer som har ganske høy utdanning og som er ledere etc. Personer som jobber som vektere eller har typisk lavere kompetanse kan kanskje benytte LinkedIn i større grad. Men LinkedIn er på en måte en måte å profilere sin profesjonelle profil og de som har behov for å markedsføre seg selv og for å nettverke med likesinnede vil ha nytte av LinkedIn.

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Spørsmål: Hva med de som får avslag på en stilling i en ansettelsesprosess. Hvordan blir de behandlet i ettertid?

Svar: Vi ønsker at alle har et godt forhold til oss også etter et eventuelt avslag. Det er veldig viktig at man håndterer dette på en god måte, mye på grunn av Word of Mouth-effekten som kan gi oss et dårlig rykte hvis vi har hatt en negativ prosess med en kandidat. En kandidat som viser seg som ukvalifisert til en stilling her kan jo være aktuell ved en senere anledning. Jeg forsøker derfor å gi tilbakemeldinger til kandidater som ikke får jobben. Hvis personen for eksempel trenger mer formell kompetanse så tipser jeg kandidaten om hva han eller hun kan gjøre for å få den rette kompetansen. For eksempel å gå på et spesielt kurs eller få annen type av kompetanse. En annen mulighet er selvfølgelig at en person som er uaktuell for en stilling kan være aktuell for en annen stilling. Så det er viktig å håndtere alle involverte på en god måte.

Spørsmål: LinkedIn er jo et globalt sosialt medie. Men vanligvis leter rekrutterere innenfor lokale områder. I Norge har det nå kommet fram en god del konkurrenter til LinkedIn der det kun er norske brukere. Hva tror du om dette? Er det noe poeng i at LinkedIn har en såpass global profil som den har. Er det egentlig noe vits i at man har tilgang på et så stort nettverk?

Svar: Jeg synes at søkefunksjonene i LinkedIn gjør at man kan søke lokalt også. Jeg tror at LinkedIn har en så stor posisjon i verden at dette kommer til å vare. Vi utfører forresten også annonsering på LinkedIn. De har også flere ulike prismetoder for hvordan man kan utføre slik type av annonsering. Selv vil jeg anbefale Aker Solutions sin side på LinkedIn. Her kan man gå inn på en profil på Aker Solutions, vil LinkedIn foreslå stillinger i Aker Solutions som passer din egen profil. Så hvis du har bakgrunn som selger, så vil det da komme opp selgerstillinger som er ledige i Aker Solutions. Vi burde kanskje også ha en sann løsning vi også, men den er veldig dyr.

Spørsmål: Har du noe ansvar for oppdatering av LinkedInprofilen til bedriften du jobber for?

Svar: Ja det har jeg. Det er flere her som har det. Vi har også en markedskoordinator som har ansvar for dette.

Spørsmål: Til slutt vil jeg spørre om det er noe mer du har lyst til å kommentere på?

Svar: Nei jeg tror vi har vært innefor de fleste viktige tingene.

Spørsmål: Ok men da takker jeg for samtalen.

## **Appendix 5: Intervju med Rosanna Rimertz i Core Value, Oslo 20. juni 2012**

Spørsmål: Hei. Jeg lurte først på om du kunne introdusere deg og hva du arbeider med.

Svar: Jeg heter Rosanna og jobber som researcher for ulike rekrutteringsbyråer. Jeg har arbeidet innenfor rekruttering siden 1996, altså i ca 16 år.

Spørsmål: Hvorfor begynte du i rekrutteringsbransjen?

Svar: Jeg kom i kontakt med et britisk selskap som arbeider med research på executive search industrien globalt. Jeg arbeidet utelukkende som en ekstern research partner. Jeg jobbet hos dem frem til 2001, hvor jeg endte opp som leder for forskning og deretter startet opp min egen virksomhet som også retter seg mot ekstern research, men da med Norden som hovedfokus.

Spørsmål: Kan du fortelle litt generelt om utviklingen i rekrutteringsbransjen fra du startet til nå? Hva er det samme og hva har forandret seg?

Svar: Jeg tror det tidligere var mer executive search. I dag også bemanningsbyråer startet rekruttering. Det er et prispress i bransjen for tiden fordi det er økt konkurranse blant rekrutterere.

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Spørsmål: Har konkurransen hatt innvirkning på kvaliteten i rekrutteringsbransjen tror du?

Svar: Jeg vil si at på grunn av økt effektivitet har kvaliteten er også blitt redusert. Rekrutterere selger primært en vare som baserer seg på å gjøre eksternt søk etter kandidater, men benytter seg ofte kun av proprietære databaser.

Spørsmål: Spesialiserer du deg mot enkelte typer prosjekter/sektorer/industrier/typer av jobber?

Svar: Jeg jobber bare med ekstern research mot rekrutteringsbyråer og ikke mot slutt kunder. Utover det arbeider jeg mer eller mindre med alle nivåer og alle bransjer. Jeg pleier å si at jeg "kan veldig lite om mye" etter å ha deltatt i godt over 1000 oppdrag de siste årene.

Spørsmål: Ok så det er ikke noen bransjer som du spesialiserer deg på?

Svar: Vel det er jo ikke alle stillinger som det er aktuelt for rekrutteringsbyråer å jobbe med. Men jeg tar de oppdragene jeg får av rekrutteringsbyråene jeg samarbeider med.

Spørsmål: Hvilke verktøy benytter du deg av i rekrutteringsprosessen?

Svar: Jeg jobber nesten utelukkende med telefonen. LinkedIn, Google, og databasesøk kan ofte mine klienter løse internt gjennom sine egne ressurser, som kanskje ikke har samme telefonvaner som jeg har. Rekrutteringsbyråene betaler for å ha gjort det de ikke har ressurser til seg selv.

Spørsmål: Ok, så du benytter ikke LinkedIn eller andre sosiale medier i ditt arbeid?

Svar: Nei det gjør jeg ikke. Det er også andre som kan dette bedre enn meg. Jeg er god på å snakke i telefonen. Jeg bruker selvfølgelig internett, men det er mest for å søke opp selskaper og telefonnummer.

Spørsmål: Hvorfor benytter du deg mer eller mindre kun telefon i ditt arbeid?

Svar: Jeg er god på telefonen. Har stor erfaring, og er ikke redd for å «cold calls». Jeg er også en god selger, noe som er viktig når du ringer potensielle kandidater for å tilby dem en mulig jobb.

Spørsmål: Hvordan ser din rekrutteringsprosess ut? Hvilke steg går du vanligvis gjennom når du jobber?

Svar: Jeg tar ut mål, identifisere relevante personer i dem. Hvordan kontakte en prøve å lytte hvis det er interessert i å flytte på. Til dem sender jeg ut en beskrivelse av stillingen. Når jeg mottar CV'er fra kandidater videresender jeg det til mine klienter.

Spørsmål: Hvor mange prosjekter jobber du med i løpet av ett år?

Svar: Jeg arbeider med over hundre prosjekter hvert år. Så det er veldig mye å gjøre. Men det er klart at jeg er jo bare med i deler av rekrutteringsprosessen. Jeg ser jo kun etter kandidater og evaluerer de ikke.

Spørsmål: Hvem er involvert i prosessene i tillegg til deg?

Svar: Jeg forholder meg kun til rekrutteringsbyrået og min egen bedrift.

Spørsmål: Benytter du deg av ekstern hjelp?

Svar: Nei, eller kun administrative tjenester som ikke har noe å gjøre med mitt arbeide.

Spørsmål: Og hvor lang tid bruker du på et enkelt prosjekt?

Svar: Jeg bruker vanligvis to eller tre dager på hvert prosjekt.

Spørsmål: Hvordan får du oppdrag? Er dette kun gjennom faste kunder eller oppsøker du også potensielle kunder?

Svar: Jeg har faste kunder som gir meg oppdrag. De rekommanderer meg også til andre klienter. På den måten får jeg flere faste kunder.

Spørsmål: Så for deg er nettverk viktig?

Svar: Ja hvis du tenker på mine klienter så er det viktig at jeg gjør en god jobb. Gjør jeg det så får jeg også mer å gjøre.

Spørsmål: Benytter du deg av en egen interndatabase der du har lagret tidligere prosjekter og ditt netterk?

Svar: Hehe, nei databaser bruker jeg ikke. Den eneste databasen jeg har en i mitt eget hode.

Spørsmål: Bruker du LinkedIn eller andre sosiale medier i ditt arbeid?

Svar: Nei veldig lite.

Spørsmål: Har du en LinkedIn konto?

Svar: Ja det har jeg. Men jeg bruker den ikke. Jeg kan ikke si at jeg har brukt det aktivt i mitt arbeid til nå.

Spørsmål: Så hva er ditt syn på bruk av sosiale medier innen rekruttering og nettverksbygging?

Svar: Det er absolutt viktig, men ikke for meg. Mine klienter har interne ressurser til å se på LinkedIn.

Spørsmål: Jeg skjønner. Har du blitt kontaktet av LinkedIn og blitt tilbudt å kjøpe deres tjenester?

Svar: Ja de har kontaktet meg på epost, men jeg har ikke kjøpt noen av deres tjenester.

Spørsmål: Hva mener du er fordelene og ulempene med LinkedIn?

Svar: Vel på LinkedIn kan du finne kandidater. I tillegg er det mulig å få en idé om relevante selskaper å søke i. Akkurat det siste kan jo være viktig, men jeg får beskjed av mine klienter på hvilke selskaper jeg skal søke etter kandidater. Så sånne ting er bestemt før jeg blir involvert.

Spørsmål: Hvordan har du bygget opp ditt sosiale nettverk på LinkedIn?

Svar: Det er kun mine venner og kollegaer som jeg har kontakt med på LinkedIn. Jeg har ingen tidligere eller potensielle kandidater der.

Spørsmål: Er du påpasselig med hvem du inviterer inn til ditt nettverk?

Svar: Ja det vil jeg si at jeg er. Jeg må kjenne de godt og ha en verdi av det.

Spørsmål: Er ett større nettverk bedre enn ett lite nettverk?

Svar: For meg er det en mindre relevant nettverk bedre enn et stort. Jeg benytter meg ikke av venner av venner funksjoner og liknende slik som mange andre gjør. For meg er det viktig å ta vare på de gode kollegaene jeg har.

Spørsmål: Tror du at rekrutteringsbransjen har opplevd mer eller mindre konkurranse i de siste årene?

Svar: Det har blitt mer konkurranse. Spesielt på grunn av at bemanningsbyråer har begynt å tilby rekruttering. De er billige og raske og mange selskaper er ute etter billige løsninger.

Spørsmål: Hva skyldes det tror du?

Svar: Vel i "gode" år og gode tider, er det lett for en dyktig konsulent for å tjene gode penger. Akkurat nå er det et godt marked for rekruttering. Da er det naturlig at det også er mye konkurranse.



Spørsmål: Har du opplevd noen etiske dilemmaer som rekrutterer. Har du eventuelt noen eksempler på slike etiske dilemmaer?

Svar: Vel, når man først kartlegger en bedrift for så å ta kontakt med deres ansatte for å tilby dem en jobb er jo et etisk dilemma. Sånn sett opplever jeg mange etiske dilemmaer i løpet av en arbeidsdag. Men man må jo bare si til seg selv at dette er reglene i dette spillet.

Spørsmål: Er du komfortabel med det?

Svar: Som sagt, det er en del av spillet så jeg forholder meg til det på den måten.

Spørsmål: Hva tror du om rekrutteringsbransjen i framtiden?

Svar: Det blir større konkurranse og lavere priser, noe som vil resultere i dårligere kvalitet

Spørsmål: En fortsettelse av dagens utvikling med andre ord.

Svar: Eksakt!

Spørsmål: Kommer det til å bli endringer nå når det er lettere å søke opp kvalifiserte personer online tror du?

Svar: Jeg tror at hvis for mange sender elektroniske tilbud om arbeid, så kandidater kan bli lei, så det da blir vanskeligere å nå ut til dem via e-post. Jeg tror at telefonsamtaler fortsatt kommer til å bli et viktig verktøy innen rekruttering i lang tid framover.

Spørsmål: Kommer det fortsatt til å finnes eksterne rekruttering i framtiden?

Svar: Absolutt. Det ligger i fremtiden å bruke eksterne ressurser for alt som ikke er virksomheten kjerne. Alt som ikke genererer inntekter vil bli outsource'et.

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Dette gjør at bedrifter kan fortsette å bruke tid på det de faktisk tjener penger på og ikke alle andre administrative oppgaver.

Spørsmål: Vil dine verktøy være like aktuelle å bruke i framtiden som nå?

Svar: Ja, jeg tror telefonen vil være like viktig i fremtiden. Det er én ting å få en epost eller InMail fra en rekrutterer. Jeg tror at folk setter pris og vil fortsette å sette pris på å bli oppringt personlig for jobbtillbud.

Spørsmål: Det høres ut som et godt poeng. Tusen takk for intervjuet.

Svar: Selv takk.

## **Appendix 6: Intervju med Hege Lise Sørbye i Boyden, Oslo 14. juni 2012**

Spørsmål: hei. Kunne du først fortelle litt om deg selv og hva du jobber med?

Svar: Kort om Boyden så har vi fire partnere her. Boyden er en stor, internasjonal organisasjon med over 70 kontorer i 40 land. Vi driver kun med executive search. Det vil si at vi kun jobber med styreledere, CEO's og ledergruppen under. Selv har jeg jobbet med rekruttering siden 1990 i ulike selskaper og har mer eller mindre gått trappetigen oppover.

Spørsmål: Så du har jobbet i 22 år i bransjen. Da vil jeg også tro at du har fått mye erfaring. Jeg har lagt merke til at det har skjedd mye innenfor rekrutteringsbransjen. Nå når vi er inne på det, kan du fortelle litt om de endringene du har lagt merke til innenfor rekruttering siden du startet og opp til nå?

Svar: Jeg tror at når jeg startet så var det et "all-man's Network". Det vil si at det var voksne menn som selv hadde hatt tunge lederjobber og som hadde gått inn i bransjen. De kjente alle i nettverket og jobbet ut ifra det. Så har jo bransjen utviklet seg egentlig i dag til å være på lik linje med at man har et

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kommunikasjonsbyrå, et reklamebyrå også har man da også et rekrutteringsselskap hvis man tenker hele bransjen under ett. I og med at bransjen vokser så diversifiseres den også veldig. Det er nå mange ulike typer rekrutteringsselskaper. I den ene enden har man bemanningsselskaper som jobber med både utleie og med rekruttering. Også vil jo alle egentlig vokse så da ender de med å gjøre toppnivå også. I den andre enden har du noen selskaper, inkludert vårt eget, som kun da jobber med lederstillinger. Vi får jo de forventningene at vi ikke kan være for store og at vi da jobber med off-limit problematikk, som gjør at vi ikke kan gå inn i selskaper som vi har jobbet med før to år etter at vi har vært der sist. Så det vil si at innenfor en bransje er det begrenset hvor mange kunder man kan ha. Du må jo ha noen selskaper å hente fra. Og mellom disse to virkeligheter finnes det jo mange ulike selskaper som har mange ulike eierskaper og strukturer og spesialiteter.

Spørsmål: Du nevnte at før var det en god del ledere som gikk inn med sitt nettverk i rekrutteringsbransjen og jobbet som rekruttere. Jeg har snakket med andre, for eksempel på konsulentsiden som ser etiske problemstillinger knyttet til dette. Altså at en leder tar inn sitt gamle nettverk inn i et rekrutteringsbyrå. Hva tenker du om det? Ser du det som et etisk dilemma?

Svar: Jeg kan si at dilemmaer ikke bare gjelder vår bransje. Det gjelder også når man går inn i nye roller. Så er det om det er etisk eller uetisk. Altså, jeg kan si at det er på grensen. Men jeg er ganske pragmatisk egentlig så jeg tror at å gå fra en lederrolle til en konsulentfunksjon og ha et nettverk og kunnskap om mennesker som du da velger å bruke i den bransjen så.. For ditt renommé så kan du velge hvordan du håndterer det. Jeg tror at bruken av informasjon og vurderinger rundt bruken av informasjon så tenker jeg at det er mye opp til hver enkelt å vurdere. Jeg tror jo på at ledere kan gjøre en god jobb opp mot kundene fordi de har reel erfaring på vurdering av ledere, mens rene konsulenter kan mangle noe av den realkompetansen. Noen ganger tror jeg at en leder som blir kontaktet av en rekrutterer synes at det er behagelig at noen skjønner hvordan de har de. At de for eksempel blir målt på de kriteriene som er relevante for disse lederstillingene, som er mye mer kompleks.

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Spørsmål: Ja det er jo litt sånn at når man starter i en ny jobb så kan man jo ikke bare slette nettverket sitt.

Svar: Ikke sant! Og noen mennesker er jo kjempeflinke til å beholde og gjøre noe med nettverket, mens andre gjør lite med nettverket sitt. Så tror jeg at hvordan man velger å bruke nettverket sitt må være opp til hver enkelt og de normene man selv velger å stå for. Så jeg tror man til slutt må ta en beslutning der og da basert på det etiske.

Spørsmål: Er det andre dilemma du ser innenfor jobben? For eksempel som du opplever spesielt på ditt nivå?

Svar: Vi jobber jo hovedsakelig med mennesker som har kommet et lite stykke på vei. Jobber man lengre ned så jobber man for eksempel mer som et venture selskap, altså hvor du har såkorn mennesker som man jobber med og der man kan finne skikkelig gode talenter og flytte de oppover. Vi jobber jo i større grad med folk som tilsynelatende har lykket allerede. Så går det jo mye å finne ut av hva som er bakgrunnen for at man har suksess. Er det reelt sett fordi man har lykket eller er det en kombinasjon av at man har vært leder i riktig tid og i riktig bransje og at man på en måte har vært på en bølge. Altså, man har vært på en bølge men ikke skapt den. Noen er da like flinke som bølgen og noen er ikke det. Noen mennesker fungerer for eksempel også veldig godt sammen i en organisasjon, mens hver for seg er de ikke like spennende. Et eksempel er fra Orkla hadde man Finn Jebsen og Jens P. Heyerdahl som er helt komplementære. Heyerdahl som var full av ideer og elsker å fremstå og Finn Jebsen var mye mer analytisk og innadvent og sa nei til ting som Jens P. forslo og som var helt vilt, ikke sant. Den kombinasjonen var jo helt flott, men deler du de så blir de ikke like gode. Men så var det etiske dilemmaer. En ting er hvor ærlig man er med kandidatene. Er det din rolle å være ærlig om å fortelle kandidaten hvorfor vedkommende ikke fikk jobben. Hvor langt vil du velge å gå i det?

Spørsmål: Er dette viktig for at du ønsker og fortsatt ha denne personen i din portefølje.

Svar: Altså, på dette nivået vi er nå så er det mange som for eksempel ikke bruker noen rekrutteringsverktøy. Man har en tendens jo høyere opp man kommer, jo mer ærverdige er kandidatene. Jo mer synes man at man ikke skal utsette de for og man vil på en måte behandle de med ærefrykt siden de er så dyktige. Men på den andre siden så må man vite noe om denne personens lederstil og personlighet uten for eksempel å måtte gå gjennom mange personlighetstester med vedkommende. Når du da skal snakke med disse personene etterpå så kan man jo ha en mer overfladisk holdning til feedback tilbake til dem. Du kan for eksempel gjøre deg opp en mening og si at her er en kandidat som vi ønsker å si nei til. Ellers kan du velge å gå inn i det og få en dialog og en tettere kontakt. Men jeg velger gjerne å ha en nær dialog og en diskusjon eller samtale med kandidatene.

Spørsmål: Hvordan utfører du research? Jeg kan tenke meg at du for eksempel må snakke med flere mennesker som kjenner til kandidaten og sånne ting.

Svar: Ja vi forsøker det. Vi gjør litt som mange andre gjør, at man snakker med såkalte "leads". Altså mennesker rundt kandidatene, upfront. Dette for å vite mest mulig om vedkommende. På mange måter kan man jo si at jo høyere opp man går, jo mer tilgjengelig er de. Fordi de er mer synlige enn for eksempel en produktsjef eller en IT-sjef. Da er det jo mer en research jobb man må gjøre. Så for oss er det viktig å først og fremst verifisere kvalifikasjonene til kandidatene fra flere personer som kjenner kandidaten.

Spørsmål: Har dere eksterne som gjør research for dere eller gjør dere dette selv?

Svar: Vi gjør mye research selv. Vi har en ekstern resarcher som jobbet her før, men som har startet for seg selv nå. Men vi gjør mye selv. Jeg gjør all kontakt med kandidatene selv og research jobben for meg er egentlig kjedelig. Og det har jo med nivå og ønske om å snakke med personer på samme nivå. En leder vil kanskje ikke oppfatte en henvendelse fra en researcher som like seriøst som hvis jeg tar kontakt med kandidaten.

Spørsmål: Har dere andre verktøy, for eksempel interne systemer der dere lagrer prosjektene.

Svar: Egentlig har jeg ikke noe veldig avansert. Jeg har mye av mitt eget system som bygger på ulike prosjekter. Disse ligger i Excel-dokumenter. Men det er klart at hvis jeg hadde hatt kjempemange oppdrag så ville jeg nok arbeidet annerledes. Det er for eksempel stor forskjell fra tidligere jobber jeg hadde da et oppdrag hadde en snittordre på 70,000 kroner. Det vi nå legger oss opp mot at en snittordre har en minimumsfee på 270,000 kroner. Og da er behovet for å systematisere dette elektronisk mye mindre. Men vi jobber litt med dette. Noen i Boyden bruker for eksempel verktøy som Filefinder etc. og Boyden jobber med å utvikle slike standardverktøy. Det som er litt spesielt er at Boyden fungerer mer som en franchise så det er ikke den samme nærheten mellom avdelingene som det ellers ville vært. I større markeder så vil det ha mer verdi å bruke en halvtime på å registrere en kandidat i en database enn i et mindre marked som i Norge. Det tar rett og slett for mye ressurser og er ikke verdt kostnadene. Her i Oslo er vi for eksempel kun 4 personer som jobber og det å bruke mye tid på å registrere CV'er som bare 4 personer får glede av er ikke verdt kostnadene. Her må vi ha enklere systemer som ikke krever like mye backoffice. USA for eksempel er jo kjempesvært og amerikanere flytter seg jo mer. Når de legger inn en CV så er det kjempemange som kan få bruk for den, hvilket rettfærdiggjør kostnadene.

Spørsmål: rekrutteringsprosessen som du går gjennom går vel fra A til Å. jeg vil tro at du starter med en henvendelse fra oppdragsgiver, men hva skjer etterpå?

Svar: Altså. Det kommer jo veldig an på om det dreier seg om en oppdragsgiver man kjenner godt eller ikke. På en ny oppdragsgiver så kreves det mye mer research og forståelse før man starter. Altså at man forstår bedriften og organisasjonen. Jeg jobber mye med familiebedrifter. Det synes jeg er mest morsomt fordi jeg er best kvalifisert og fordi de er jo ikke alltid drevet av rene objektive beslutninger. Det gjør at man må fokusere på å forstå hvem er det som er den som er leder i organisasjonen og sånne ting.

Spørsmål: Så du jobber altså kun med familiebedrifter! Er det familiebedrifter innenfor en spesiell industri også?

Svar: Det er jo lite industri i Norge. Men geografisk startet jeg med å ha mange selskaper i Østfold som jo er en av de eneste industriområder vi har igjen. Min

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portefølje besto mye av industri og konsulentprodukter også er det jo litt tilfeldig hva man får som kunder. Men jeg kommer fra en familiebedrift i tekstilbransjen i min familie selv. Så jeg kommer litt fra den verden. Jeg har drevet med det selv og kommer fra en familiebedrift. Og da blir det litt sånn at det "ligger i genene" på en måte. Så vi starter med å forstå bedriften og noen ganger så får man den litt mer tette dialogen med medlemmer i familien. Og noen ganger har jeg også nærmest vært en coach for noen i familien som får tillit. Og da forstår jeg også mer om bedriften. Hvilke strukturer og så videre. Man får da kunnskap om både bransjen, bedriften, organisasjonen og enkeltmennesket som skal ansettes i posisjonen. Og bommer man her så bommer man garantert. Og har man gjort en dårlig jobb har man jo bare flaks hvis personen viser seg å være riktig for stillingen. Så lager vi en position description som jo går på posisjonen, organisasjonen, utfordringer og problemstillinger som personen må forstå seg på. Samt finne ut hva er bedriftskulturen og suksessfaktorene til bedriften. Noen ganger er jo også kulturen i slike bedrifter litt spesielle. Så går vi ut i fra det og får aksept for det vi mener bedriften er ute etter. Den gjensidige aksepten og dybden i det arbeidet er hele grunnlaget, synes jeg, for å gjøre en god jobb. Så starter jo den berømte trakten, som du sikkert kjenner til, med hele utfallet av hvor vi kan finne personer. Hvilke bedrifter, hvilke stillingsnivåer og kategorier vi er ute etter. Finner vi de bare i Norge eller må vi lete utenfor. Vi har jo også et internasjonalt system der vi kan trekke på research hjelp fra våre andre kontorer hvis vi ser at dette er ønsket. Så det er noe av styrken vår at vi kan gjøre dette. Så da starter på en måte researcharbeidet der vi har en longlist der vi går gjennom alle de som vi kan tenke oss kan være i nærheten av det vi skal finne. Og dette er basert samtaler med vårt nettverk og så er "nei-beslutningene" noe vi tar med sammen med kunden. Hvem har de en eller annen relasjon til. Hvem kjenner de, hvem passer ikke. Så korter vi ned denne longlisten inn til en shortlist der vi går mer grundigere til verks og jobber med. Og det er for å ikke kaste bort tiden. Og det er ofte en interessant dialog for du lærer ganske mye. Også hører du hva kunden sier. Hvilken oppfatning har de av ulike selskaper, om deres konkurrenter også videre. Så man får en oppjustering av det bransjemessige på en måte ved å gå gjennom en slik longlist.

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Spørsmål: Greit. Og når du etter hvert har produsert en shortlist så vil jeg tro at du først har intervjuer med disse personene vil jeg tro. Har du da først en samtale med kandidaten eller også sammen med oppdragsgiver.

Svar: Jeg liker egentlig å være helt sikker på at de som oppdragsgiver møter, de går jeg god for. Så finnes det jo oppdragsgivere som vil noe annet, men altså, de kandidatene som vi har oppdagstid på, de er kandidater som vi tror og mener kan gjøre jobben.

Spørsmål: betyr det da at bedriften ansetter personer før de har møtt de?

Svar: Nei. Når vi først snakker med dem så snakker man først med de på telefonen. Også er det jo mange måter å gjøre det på. Man kan for eksempel ikke fortelle kandidaten noe som helst om hva du er ute etter, eller snakke med kandidaten om hvilke typer stillinger som kandidaten vil kunne være ute etter. Det er i noen dialoger i noen bransjer der det er mulig. Men som regel så pleier vi å signalisere hva vi er ute etter, altså om rammer, bransje, stilling, utfordringer, omsetning og størrelse på organisasjonen, som du jo sikkert kjenner til. Hvis vi da føler at det er en bra match så ønsker vi ikke å kaste bort tiden deres så vi sender da ofte dokumentasjon til dem. Noen ganger inviterer vi de hit til en samtale også. Men det kommer jo an på geografi og mye annet som avgjør dette. Det er litt avhengig. Før jeg presenterer kandidaten overfor oppdragsgiver så har vi også hilst og møtt hverandre. Jeg har gått en runde med dem allerede. Jeg gir også kandidater vi har lyst til å gå videre noe som heter 16PF. Den bruker jeg stort sett på alle. Det finnes også mange andre tester som har kommet, men jeg bruker da 16PF. Jeg får da kandidaten hit. Vi diskuterer kandidatens liv fra a til å, diskuterer der de er og der de har vært, hvorfor, hvordan, usikkerheter, typer av kulturer og alle sånne ting, ikke sant. Og så avslutter vi egentlig med en diskusjon med de om hvor komfortabel de er i å gå inn i den rollen. Og den diskusjonen oppfatter jeg som veldig vesentlig. Og jeg tror ikke at den diskusjonen ville vært like spennende uten at kandidaten har gjennomgått en slik test. Ikke det at jeg tror blindt på slike tester, men jeg tror på å være nær kandidaten jeg snakker med. Slik at kandidaten føler at vi står sammen om det. Og det er jo noe med at da får man også tillit til hverandre og da kan man være åpen og ærlig. Og jeg er for å være ærlig. Og i en sånn dialog så ønsker jeg å finne ut av hva er dilemmaer på en



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måte. Det er sikkert mye jeg ikke har noe med, for eksempel hvis personen har sluttet i jobben på en spesiell måte. Ved å ta disse svarene å diskutere dette på bakgrunn av en personlighetsprofil så velger jeg å ta den diskusjonen. På en måte så synes jeg at jeg får en mye bedre dialog. Ingen har bare gode sider. Og vi som jobber i headhunting kan på en måte velge en skummel vei ved å ikke gjøre nok research. Kortsiktig vil jo kunden oppfatte dette som kjempeflott og si at her har vi funnet masse gode kandidater. Og jeg er nok blant dem som ikke overselger.

Spørsmål: Hehe det var spennende hva du skulle si der.

Svar: Jeg vil jo da si til kandidaten at ”jeg tror ikke du er så sterk her”. Og det er på en måte en diskusjon vi også har der jeg forteller i hvilke situasjoner personen vil være best og evt. om personen bør skaffe seg mer kompetanse eller få mer erfaring på enkelte områder. Og da har jeg allerede gjort den feedbacken tilbake som gjør at kandidaten ikke får jobben og trenger ikke å bruke tid på å evaluere personen sammen med oppdragsgiver.

Spørsmål: Jeg forstår. Hvor lang tid tar en slik rekrutteringsprosess?

Svar: i snitt så tar det tre måneder. Det er klart at noen ganger kan man gjøre det på to også men det er mer flaks ikke sant. Hvis man skal gjøre alle stegene så tar det altså tre måneder.

Spørsmål: Ok. Litt inne på LinkedIn. Bruker du LinkedIn og ser du noen verdi av å bruke det?

Svar: Ja det ville være feil å si at vi ikke gjør. Så kan du si at fordi at vi jobber på relativt høyt nivå så er det mange som ikke ligger der. Men om vi ser framover om 5 til 10 år så ligger alle der, mer eller mindre. De som vokser opp nå de er jo helt annerledes. De er jo opptatt av å synes. De er opptatt av å ”sminke” seg selv fra de går ut fra videregående framover.

Spørsmål: :De er vant til å promotere seg selv?

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Svar: Absolutt! Hele tiden. Jenter har jo vært opptatt av utseendet og stil hele tiden. Nå er gutter like opptatt av det. Vi lever i en verden der vi er opptatt av å stå for ett eller annet. Og det står man for i de medier man synes. Det som er vår utfordring er at denne såkalte "sminkingen" den er ikke bare på personen, den gjenspeiler også hvordan personen framstår på Twitter, Facebook og LinkedIn. Alle er liksom sminket. Og vi er jo så flinke til alt. Så vår jobb framover nå blir i mye større grad å vaske av denne sminken. Nå er det masse informasjon tilgjengelig. Og det blir derfor viktig å vaske av denne stafassjen. Og det blir en annen type jobb.

Spørsmål: Det gjør det. Når jeg snakker med rekrutterere på lavere nivå, for eksempel vikarbyrå, så er det faktisk veldig lite bruk av LinkedIn. Og det jeg tenker da er at grunnen til dette er at disse personene som er aktuelle for vikarbyråer, kanskje ikke har så høy formell kompetanse. De har da ikke den skrytelisten som andre har og er derfor ikke på LinkedIn. Men det du har et problem med er at eldre personer kanskje ikke er vant til å promotere seg ut på denne måten. Forstår jeg deg riktig?

Svar: Hmm det er helt riktig. Og dette skillet er jo nødvendigvis ikke bare på alder. Det er litt sånn bransjemessig, ikke sant. IT og telecom ligger mye mer der og også kreative yrker. Mens tradisjonelle industrier og virksomheter er ofte personer over 40 år i alder ikke er på LinkedIn.

Spørsmål: Kommer de etter hvert på LinkedIn, eller er det for sent?

Svar: Hvis de mister jobben sin så kommer de sikkert etter. Hehe. Den nye verden inkluderer veldig men den skremmer sikkert også. Tilgjengeligheten og gleden eller nytten av å være tilgjengelig er jo også proporsjonal med faren ved å være der. For eksempel det ene universitetet som ble oppdaget å være fake og mange på LinkedIn hadde det på CV'en sin så ble jo dette lett oppdaget. Og da er du jo tatt med buksa nede, ikke sant. Så vi er kanskje på toppen av sminkingen og promoteringen nå.

Spørsmål: Ser du LinkedIn også kan ha en funksjon der de kan være med på å sminke av personen?

Svar: Ja de har jo begynt med det.

Spørsmål: Ja, ikke sant!

Svar: Denne saken gjorde jo at folk ble tatt. Det er derfor jeg sier at vi er på toppen nå. Alle, tror jeg nå, etter hvert skjønner at her ligger det masse bullshit og vi kan ikke stole det. For folk er jo veldig hemningsløse med titler og om de har fullført utdanning og sånne ting. Det er mye som er cirka her. Og denne cirkaheten. Altså nå skal ikke jeg trekke det til å være en hel generasjon, men jeg tror at vi som nå har jobbet med rekruttering i mange år har aldri tenkt tanken på at det er noen som kan ha jukset på vitnemålet. Så jeg må jo innrømme at vi ikke har vært gode på å finne ut om vitnemål og sånne ting er riktige eller ikke. Men angående LinkedIn så hører jeg jo at noen organisasjoner baserer seg på LinkedIn og for selv å rekruttere på LinkedIn. Men nå har jeg jo ikke gått på kurs for å lære meg å rekruttere gjennom LinkedIn. For LinkedIn må jo holde slike kurs for å lære bort hvordan man kan rekruttere gjennom LinkedIn. De ønsker jo på mange måter da å ha det markedet for seg selv. De ønsker jo å få annonser inn og sånne ting.

Spørsmål: Ja de har jo flere ulike målgrupper som er komplementære. Altså at de har ulike målgrupper innenfor rekruttering og bruker ulike innfallsvinkler for hvordan man skal nå de ulike målgruppene.

Svar: Ja! Men jeg tror at den kvalitative vurderingen blir enda viktigere på en måte. For det er jo mye bullshit som ligger der. For oss så vil det bli viktig å få skrapet av denne fasaden, men jeg vet ikke helt hvordan LinkedIn skal klare å gjøre det samme. De kan faktisk klare det ved å blottlegge de som legger inn falsk informasjon og sånne ting. Men jeg tror at vi går mot en verden der vi må alle må regne med at vi må sjekke ut mer av slike ting slik som krav og utdanning og sånne ting på kandidatene.

Spørsmål: På LinkedIn har man alltid en oppdatert CV. Men hvis jeg sender deg en CV i en eller annen prosess og du tar den fram to år etterpå så er jo ikke den CV'en oppdatert lenger. Jeg tenker litt sånn at hvis alle brukte LinkedIn, så ville

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LinkedIn representere en standard for innlegging av sin profesjonelle karriere og det ville vel også gjort jobben til rekrutterere enklere når de skal innhente data om mulige kandidater.

Svar: Ja gjett om vi ønsker! Haha! Ja det tror jeg. Og til dels så tror jeg at man bruker LinkedIn som det. Og faren med dette er jo at en del bedrifter sier at de finner alt på LinkedIn selv.

Spørsmål: Ja, det stemmer. Bruker du et premium abonnement på LinkedIn?

Svar: Ja jeg hadde et oppdrag der jeg fant ut at det kunne være nyttig å bruke LinkedIn og da kjøpte jeg en premium. Men jeg fant ut at det ikke var så relevant for meg. Man kunne sende sånne internmails, eller InMails, som det heter. Men jeg ønsker ikke å bruke slike internmails for å få tak i kandidater. For meg er det ikke verdt det. Og jeg slet også med å komme ut av det. Det var jo dyrt. Jeg tror det kostet ca 3000 kroner i måneden. Så nå har jeg et sånt billig abonnement. Jeg tror det er det billigste og det koster noen hundre kroner i måneden. Men Gud vet hvorfor jeg egentlig har det, for jeg tror jeg kunne bare brukt gratisløsningen.

Spørsmål: Har du forresten blitt kontaktet av LinkedIn før forresten?

Svar: Ja jeg har blitt kontaktet av de for å bli med på ulike kurs ja. Men jeg har ikke benyttet meg av det.

Spørsmål: Vi har vært litt inne på det, men personer som er innenfor ditt nettverk, har de større muligheter for å få en jobb gjennom deg eller er du veldig objektiv når du vurderer kandidater?

Svar: Hmm ja nå må jeg tenke litt. Jeg forsøker selvfølgelig å være objektiv. Jeg tror faktisk at det er mer en fordel enn en ulempe at kandidaten er utenfor mitt nettverk. Det gjør også at jeg er mer komfortabel med prosessen jeg selv har kjørt for min kunde.

Spørsmål: Du har vært inne på det, nemlig at det kommer til å være nye krav til fremtidens rekrutterere. Men hvordan ser du på den framtidige

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rekrutteringsbransjen. Vil det være lettere å gjøre research? Vil flere vurdere å gjøre det internt eller kommer det til å være rekruttering mer eksternt?

Svar: Nå er det jo litt sånn at ting blir jo ikke slik som det tidligere har vært. Men nå har jeg jo jobbet med det i mange år. Jeg tror at vi må se det litt på de ulike kategoriene og nivåene. Jeg tror at LinkedIn har revolusjonert mye av rekrutteringsindustrien allerede og at dette kommer til å fortsette. Men jeg tror at i mellomsjiktet, altså mellomledere, avdelingsledere og sånne typer stillinger, så vil LinkedIn spille en viktig rolle. Rekrutterere benytter seg jo av mange ulike verktøy. Noen ønsker å bruke mye ressurser på å annonsere for eksempel. Jeg tror at mange bedrifter nå føler at de kan være i stand til å utføre mesteparten av rekrutteringsprosessen selv. Det er ikke så vanskelig nå å sette inn en annonse på Finn.no eller DN.no og kanskje også LinkedIn har løsninger på dette. Her tror jeg at det kommer til å skje ganske mye. Men som sagt så tror jeg at det har mye med bransje å gjøre og også med nivå. Kandidater som jeg leter etter er kanskje på LinkedIn og kommer kanskje til å være der i større grad i framtiden. Men også når det gjelder bransje. Innenfor olje og gass for eksempel så går jo det veldig bra i Norge for tiden. I industrier som dette så vil de bruke mye penger på å finne den beste kandidaten. Grunnen til det er jo fordi de allerede er så mye penger i denne bransjen og at det er verdt å betale 100 000 mer for å være sikret at man får den beste kandidaten. Mens i andre bransjer ikke er samme betalingsvilje. Men det å finne enkeltpersoner på et høyt nivå så vil det kanskje ikke skje så store endringer på hvordan man rekrutterer. Våre kunder bruker jo oss i stor grad som en støttespiller og samarbeidspartner der vi bidrar med vår ekspertise. Og sånne ressurser tror jeg er nødvendig også i framtiden. Så hvis vi bare skyver kandidater så er det lett å skyve oss ut også. Så tilleggsværdien vi tilbyr er jo at vi forstår industrien og behovene til oppdragsgiver.

Spørsmål: Mye har jo skjedd i Norsk industri i de siste årene. Vi utdanner oss også mer og spesialiserer oss kanskje mer i utdannelsen også. I mange andre land, slik som i USA og England, så er det mulig at en rekrutterer kan jobbe mer som en manager for en kandidat. Altså at man ikke jobber for en bedrift men for en person. Hva tror du om det norske markedet? Er det norske markedet for lite for slike tjenester? Du nevnte at man i større grad har et behov for å sminke seg selv og profilere seg selv.

Svar: Ja, absolutt. Jeg ser ikke bort ifra at dette kommer. Og jeg tror også at management for hire kommer som en del av hurtigheten i markedet. Ledere skifter jo for eksempel nå jobber mye oftere. Så ut ifra det så tror jeg at dette kan være mer aktuelt nå framover. Det er jo noe av det nå, men det er jo et lite marked i Norge.

Spørsmål: Ja, men som du sier så kan det skje store endringer i framtidens rekrutteringsbransje. Vel, da har ikke jeg noen flere spørsmål. Tusen takk for samtalen.

## **Preliminary Report**

### **Introduction**

*This preliminary report intends to give a description of what I intent to focus on in my thesis. The main question I wish to answer is whether LinkedIn is a disruptive technology for researchers and recruiters in the industry of professional recruiting. This preliminary report will hopefully bring insight to the subject I wish to investigate and how I will manage to reach a conclusion. I will first give a brief description on the concept of disruptive technologies, followed by a presentation of the concept of LinkedIn and a description of my research area.*

### **The concept of disruptive technologies**

Clayton Christensen presented the term “disruptive innovation” and “disruptive technology” in *The Innovator's Dilemma* (1997) and *The Innovator's Solution* (2003). The notion behind the concept of disruptiveness is described through the emergence of innovations that creates new markets and new values, eventually replacing the all ready established technology. The disruptive innovation will affect new and existing markets depending on the quality of the new technology. This means that a disruptive innovation can offer a technology that was not before accessible for certain consumers (usually based on issues related to economy, usability and practicality) and it can further destroy the existing product because it creates a completely new market or provides an existing market with a better product in every way, making the all ready existing products obsolete (Christensen 1997, 2003).

### **What is LinkedIn?**

LinkedIn is according to themselves and most others regarded as the world's largest professional online network. The company was founded in 2002 and then launched in 2003 and has more than 150 million members scattered over more than 200 countries and still professionals all over the world are signing up to join the network at a impressive rate of two new members per second (<http://press.linkedin.com/about>). As indicated, LinkedIn is a network based on the members' professional profile. All users are encouraged to give out information about their professional career. In addition, it provides with the service of linking up with former and present business contacts.

LinkedIn is in many ways related to other social network communities such as Twitter ([www.twitter.com](http://www.twitter.com)) and Facebook ([www.facebook.com](http://www.facebook.com)). These are all online services that have emerged out of the Web 2.0 technology in the last ten years. According to Wikipedia.org, the “Web 2.0”-term reflects on the interaction between internet users and is both facilitating collaboration and a variety of social interactions among users. Each of the social media services target different users and provide them with fulfilling different needs. To exemplify Facebook is mainly a platform tailored for interaction with friends. Members communicate with friends and family and are providing the network with personal information such as their own opinions, pictures, links, and videos. Social networks as Twitter is a micro blog where the members share news, opinions etc. in short messages (tweets) that is shared by their “followers”. As mentioned, LinkedIn differs from other social networks because they are only presenting your professional identity. It also provides certain players in the market with new research and networking tools. This issue is also the core of this thesis, which I will now dig further into.

## **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.



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*The question that this thesis will answer is whether LinkedIn is a disruptive innovation in the industry of recruiting professionals and how LinkedIn have and can change the scene of both internal and external recruiting.*

In order to give a liable conclusion on this question it is necessary to identify the recruiting processes of today as well as the pros and cons of LinkedIn as a service. It will be important to investigate if recruiters actually can base all their work on the research made by using LinkedIn. Thus, it is also important to identify other factors that could prove to be crucial in order to perform optimal as a recruiter.

## **About myself**

My name is Magnus Farkvam. I am studying MSc Innovation and Entrepreneurship at Handelshøyskolen BI where I also have completed my bachelor in PR and Communication Management. Before I started studying, I had been working in several cell phone companies (Sense, Enitel, Axiti etc.) and in PayEx, specializing in online payment models. Having a computer nerd/electrician/"ham radio"-enthusiast as a father, I have more or less been forced me to have some interest in new technology and communication concepts. In addition, I believe that studying a social media service also could benefit with a stronger linkage between my bachelor subjects and my master subjects.

During my master studies in Innovation and Entrepreneurship at BI I have worked as a professional researcher in the recruiting industry. In this time I have learned a lot about the environment in the recruiting industry. I have also learned to identify key issues for researchers and recruiters and hopefully how to track down the perfect candidate. Because of my background as a professional researcher, I consider myself capable of describing much of the "world of headhunters" as well as providing with insight of online recruitment tools. In addition, I have developed a network of professionals that I believe will benefit my thesis.

## **My research methods**

In order to make a conclusion on the disruptiveness of LinkedIn, I will have to obtain information and theories from written sources that I can relate to my case. Since I also have the intention on getting into the heads of the different parties related to the recruitment industry, I also need to do some field investigation

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myself. The reason for why I am doing this is to get a view of how they find use in online mediums versus other methods. Investigating the culture of recruiting will give me new ways of viewing the profession when seen from different sides of the table.

I plan to base my research on both qualitative and quantitative data. By interviewing professionals that are working with different types of professional recruiting, I will obtain information that will work as arguments for or against the future of external recruiting and online research. I regard professionals that are related to this industry to be headhunters (external recruiters), internal recruiters (HR-departments etc.), and researchers. To better make judgments on how the future of recruiting will look like I believe that it is vital to get in-depth knowledge of how and why different companies are using different recruiting strategies and how they perceive other types of research methods. It will be important to identify different needs and strategies of the different actors and recognize the difference in attitudes that certain recruiters have towards the other players in the market. I intend to interview between ten and fifteen individuals related to this industry in order to get in depth knowledge of the various professions and their objectives. Some of the people that I will interview, I am working with, and some are professionals that are in some way linked to my network on LinkedIn. I also intend to contact professionals from outside my network in order to get enough participants.

I will also use secondary quantitative data in order to identify issues that could be important when distinguishing between demographic parameters. One issue that could be important to identify is whether LinkedIn work better for some industries or professions than others and why that is the case. This information is useful for recruiters, researchers and their clients in order to provide with the best utilization of their existing resources and will be important for this thesis in order to identify certain strategically differences when targeting various levels of skilled profiles on LinkedIn.

The secondary data that I will obtain will be based on the quantified information that LinkedIn already provide the members with. By using the LinkedIn, search tools it is possible to get information about the numbers of people registered

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within certain industries, professions, geographic locations etc. In addition, I will use the data and knowledge base from the HR-communication agency Whydentity (<http://whydentity.no/>) which I have been allowed access to. Whydentity is a Norwegian company that is providing their clients with information on how to communicate with their potential targets. In the case of recruiting the agency are providing the clients with recommendations on how to find the best suitable candidates for certain positions. For Whydentity it is important to detect which mediums are the most efficient. There are, as we know, many strategies that can be used in order to get hold of the perfect candidate for the job. Companies can choose not to use research tools at all and instead use their resources on adverts in newspapers, magazines and on the internet. They can also use their own network in this process. In other cases, the most likely candidates can be identified within their own company. Whydentity could provide with high quality information about these issues that I believe is key in order for me to present a reliable conclusion to my topic in question.

### **The importance of networks**

In addition, I will use information that I can obtain from my prior work as a researcher. Some of the issues I hope to identify are how the headhunters I am working for have succeeded in finding the right candidate. I want to find out about this because it could give implications to what types of target strategies are the most successful ones. Working in many projects, I have noted that while using a lot of resources on research and advertisement, the winning candidate have sometimes come directly from the existing network of the recruiter and not through research and advertising. In the two years, I have been working as a researcher I have learned that having a large network gives recruiters a great advantage. Therefore, I will try to focus on the importance of networks when working on the implications related to LinkedIn in my studies. How can LinkedIn work as a facilitator for networking and how can recruiters take advantage of the various services LinkedIn provide with?

LinkedIn is not just a database of CV's; it lets the members make out how they are interlinked with other professionals. Grabher and Powell (2004) identify business networks as purposive and strategic alliances between two parties, but business networks can also overlap into informal, regional and project networks.

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How is LinkedIn fitted into these types of networks and have online networks managed to be just as important as “real world” networks? In addition, it is interesting to distinguish how LinkedIn relates to the concept of strong and weak ties (Granovetter 1973) to further elaborate on the possible strengths of having a strong network on LinkedIn and as a recruiter in general. I find it natural to relate the importance of networks to the concept of value networks, which hopefully will play a factor when concluding on the future of LinkedIn as an online research and recruiting service.

I hope that my work will provide the reader with knowledge about the use of LinkedIn and how LinkedIn and other Web 2.0 technologies are influencing how we all communicate and interact with each other. I will make an effort to implement my results to existing theory relevant to the subject in order to back my conclusions with all ready established theories and concepts but also to critically relate these established theories and concepts to the online communication technology.

## **Clarifications and limitations**

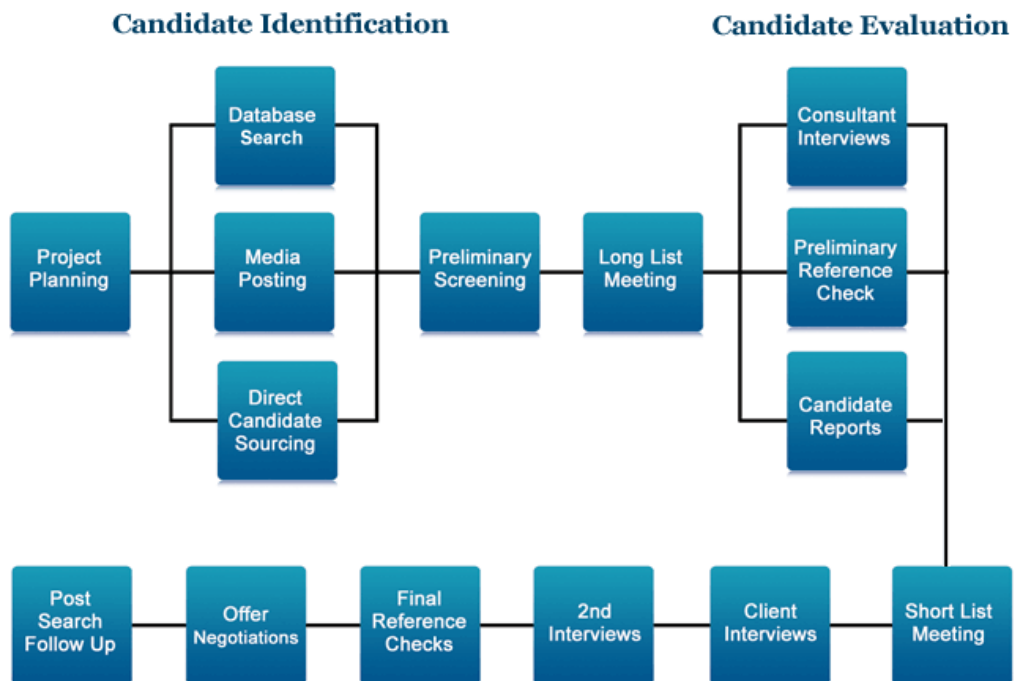
Some matters need to be clarified about the various limitations related to my research. First, I intend to concentrate my research, related to the industry of recruiting in Norway. One important reason for this is that I live in Norway myself and work in the Norwegian recruiting industry. Another reason is that it is more manageable to use data from one homogenous population rather than a heterogeneous population.

Another matter is related to LinkedIn itself. In this thesis, I implicitly make an effort to predict the future of LinkedIn and the use of social media in a recruiting process. When that is being said, there are many other variables than the quality of the service that has to be included when predicting the future of LinkedIn. The reason for using LinkedIn as an important object in this thesis is merely because LinkedIn was the first and is still the largest social network online that are especially targeting professionals around the world. LinkedIn has also worked as a standard for developing new similar networks and is still using their vast resources to further improve their services, making it likely to be the leading professional online social network in years to come (if nothing extraordinary

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.

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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.

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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

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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