

Correlation Technology Impact in Recruitment

- A conservative estimate of the US recruitment industry gross revenue is \$85B USD. However, some industry experts estimate the gross revenue of the global recruitment industry to be \$400B USD, with \$227B USD generated in the US. We anticipate Correlation Technology will impact software applications aimed at providing automated quality recommendations of job applicants to job listings. This application of Correlation Technology will enhance job search, recruitment functions and human resource information systems.
- The recruitment industry attempts to connect job applicants to job providers, or vice versa, by using software that minimally aids in filtering the enormous number of job applicants responding to a job listing. Human resource departments are inundated with large volumes of indistinguishable resumes. From this pool, HR personnel must then select the ideal candidate to the position. Often, results are poor due to inadequate software and procedures.
- These problems exist because existing methods for parsing resumes and job descriptions rely upon software that truncates and excludes the totality of content provided by both applicant and job description. The existing software delivers to clients degraded candidate and position associations leading to poor employee retention and revenue loss.
- Job search engines are online resume and job pool information repositories utilizing software that seeks to discover the optimum convergence of candidate and position. The top two job search engines account for an estimated \$1.5B USD in annual revenue. An applicant tracking system (ATS) is software which monitors potential employees from resume discovery to employee assimilation. Applicant tracking system software providers accounted for \$410M USD in 2006, which has increased to a conservative estimate of \$582M USD as of 2010. Permanent employment agencies serviced by automated recruiting solutions account for an estimated \$81B USD (36%) of the total recruitment revenue in the US for 2010.

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Recruitment: Industry Overview

Recruitment has five main types of agencies: job search engines/recruitment websites, employment agencies, niche agencies (specialized recruitment), headhunters (executive and top talent placement), and in-house recruitment.

Employment and niche agencies are usually paid a fee on a contingency basis, which is satisfied when a hired candidate is retained through a contracted period of time. Headhunters usually work for either a contingency fee for lower level search, or a retainer fee, for executive search.

There are various pricing models for online job search engines. Each job listing is treated as an advertisement link. The Pay-Per-Click (PPC) model has recently gained traction in which listing companies pay the job search engine for each click on their advertisement by visitors. Advertisements are displayed according to keywords chosen by the listing company. Auction-based pricing is by monthly or PPC budget, which then automatically affects the company's link position above the organic search results generated by the job search engine. The more conventional method, still currently used by industry leaders, is based on location, resume views, and duration of the job posting, with add-on fees for better search results via engine platform add-ons. Some niche engines generate revenue purely from advertisements.

All five types of agencies use the same basic methodology to deliver results to clients. A complete job analysis is done in order to accurately describe the tasks assigned to the available position. Candidates are then "sourced" through two methods: advertising which can include job boards, websites, graduate recruitment programs, and recruiting search which is a proactive search for passive candidates. Potential candidates must be screened by assessing their skills relevant to the job tasks. Once a desirable candidate is hired into the position they are integrated into their new company, a process called "onboarding." This last procedure is not monitored by job search engines. This process can be automated through the use of an Applicant Tracking Systems (ATS), which can appear as a module in a Human Resource Information System (HRIS). HRIS software can be customized for clients depending on company needs by adding modules to an enterprise resource planning (ERP) platform. ERP platforms integrate and manage internal and external back-office company systems in real time. Large ERP software companies can provide an integrated open platform on which independent software vendors build their custom HRIS modules, which then can be modified for each client. These larger ERP software companies also have their own module compilations as well.

Job search engines maintain online pools of applicant resumes and job listings, automatically matching the two pools upon a lexical or semantic search query. The applicant pool data is often licensed to headhunters and recruiters. Metadata search engines provide applicants with relevant links to job listings scraped from independent (niche) job boards and company websites depending on lexical or semantic search. They do not gather resumes or listings into pools, and no information is sold to third parties.

The domain ".jobs" has recently been approved by ICANN and is capturing job search engine market share. The website, universe.jobs aggregates all job posting by participating companies, and links potential applicants directly to client company career websites. See Appendices for further information on universe.jobs.

State-of-the-Art: Industry Point of View

a. Employee retention is the main problem facing the recruiting industry today. Newly hired employees are often dissatisfied with their jobs due to incompatible corporate cultural norms, or workplace environment issues. These over or under qualified employees are placed by human resource departments that lack proper procedural methods and operate under difficult time constraints due to the volume of resumes they must review and positions that must be filled.

Even with automated assistance, HR departments are unable to properly manage the workload. Software has slightly reduced the number of resumes that must be manually reviewed, but has not managed to narrow candidate resume pools to a sufficient, ideal number of qualified applicants.

Correlation Technology can provide ideal candidates in manageable numbers by basing candidate selection on the optimum convergence of candidate and position. Correlation Technology creates recommendations by calculating a Cloud Similarity Metric. This recommender system qualifies the vast ocean of resumes by selecting candidates not only on readily apparent similarities, but also upon a wide spectrum of disjunctive characteristics. This allows HR departments to place candidates that are ideally suited for the tasks, responsibilities, company culture, and work environment.

b. Recruiting software only marginally aids in handling and filtering resume workloads. Employee retention issues noted above are a direct consequence of overtaxed software and personnel. Software in use does not restrict the vast ocean of resumes to a concise pool of qualified applicants.

Current industry software lacks the ideal filtering capabilities needed to handle proper resume parsing. Important data that could be used to identify optimum candidate and position convergence is lost by these systems which rely upon lexical and semantic methods alone. Without sufficient data to produce richer Cloud Similarity Metrics, there is not enough variance in the existing recommender systems to usefully distinguish among candidate and position suitability.

Correlation Technology captures and utilizes all information available while parsing resumes and position descriptions to exhaust all possible convergences of candidate and position. By exhausting all points of comparison, the Correlation Technology system concentrates the resume pool for HR departments to only those candidates who are prime choices, thus minimizing the workload on these departments.

c. Current software that is deployed by the recruiting industry generally utilizes only rudimentary lexical and semantic algorithms. These types of systems generate candidate pools that are too large, with candidates insufficiently suitable for effective use.

Lexical and semantic systems are suited to identify only readily apparent connections between resumes and positions, but lack the sophistication to properly identify hidden characteristics that focus on only the highest quality candidates.

Correlation Technology not only recognizes the readily apparent parallels in resume and position descriptions but also properly identifies and utilizes a global spectrum of characteristics that contributes to the calculation of Cloud Similarity Metrics.

d. Applicants and HR staff may describe the same job qualifications, attributes or tasks in many ways, depending on the individual and organization preparing a position description. These terms may vary widely with those used in other organizations. This ambiguity of keywords, lexicons, and terms may result in some terms not being recognized as significant by the software in use at a given organization. If the keywords are not recognized by the software, or the software cannot determine what the resume or job description contains, the software may overlook potential candidate and position similarities.

To ensure all resumes and position descriptions are properly analyzed, Correlation Technology utilizes multiple levels of association and relations among data points. Ambiguous words or colloquial, idiomatic or jargon and vernacular terminology alluding to possible and relevant relationships between candidate and position are discovered, strengthening the capabilities of a Correlation Technology-based system to achieve the highest possible convergence from candidate to position.

Recruiting firms are being scrutinized by clients and industry insiders because current hiring solutions fail to produce the optimum convergence of candidate and position. This results in the correspondingly low retention rates for new hires, costing client companies hundreds of thousands of dollars per employee.

Correlation Technology can be utilized to not only draw a wider range of clients from small to large and from various disciplines, but also to displace recruiting firms. In light of this shift in industry, and by offering a real solution to poor employee retention, Correlation Technology will allow client companies to automate their hiring process, finding the ideal potential employee in a timely, cost-efficient manner and allowing them to utilize their own resources more appropriately.

The recruitment industry has been burdened by technology that claims to provide improved search results that does not fix the underlying problems with lexical and semantic search. By eliminating usable data from resumes, current industry software cannot provide clients with high quality results when seeking to identify candidates to fill open positions.

With the advent of Correlation Technology, using the Cloud Similarity Metric, companies can be sure that they are receiving the optimum convergence of candidate and position because no data is discarded.

Competitive Landscape

Monster.com:

Monster.com's projected gross company revenue for 2011 is an estimated \$3.3B USD with market capitalization, with a reported Q3 annual revenue of \$790M USD. In 2010, gross company revenue was \$3.1B USD with market capitalization. 2010 reported Q3 annual revenue was \$659M USD. Monster.com has an estimated \$79.6M USD in free cash reserves. Monster.com employs approximately 5,000 people in 36 countries. For October 2010, Monster.com has 11.1 million unique visitors, a 15% decline from 2009. This number only includes the parent site, not the larger network. Monster.com holds over a million job listings and over 150 million resumes in its databases, which comprises the largest global job search engine database.

CareerBuilder.com:

CareerBuilder.com is an employment website company held privately by the Gannett Co, Inc (50.8%), Tribune Company (30.8%), The McClatchy Company (14.4%) and Microsoft Company (4%). As of 2009, CareerBuilder.com's gross company revenue is an estimated \$2.5B USD, with an estimated annual revenue of \$695.6M USD. CareerBuilder.com operates in the US, Canada, Europe and Asia, and serves all sectors of industry. CareerBuilder.com employs approximately 2,000 people, powers career sites for over 9,000 websites including 140 newspapers and leading portals such as MSN and AOL. For October 2010, CareerBuilder.com had 13.9 million unique visitors, a 17.9% decline from 2009. This number includes only the parent site. As of October 2011, CareerBuilder.com has the largest number of unique visitors of any job search engine website with 24.8 million, an 11.5% increase from the previous year.

LinkedIn:

LinkedIn is a business-oriented social networking site. Company revenue is estimated at \$139.5M USD. Currently, LinkedIn is valued at approximately \$9B USD. As of June 2011, LinkedIn generated \$56.6M USD from its hiring solutions, which is 48% of total revenue. Advertising revenue generated \$38.6M USD, and premium subscriptions generated \$23.9M USD. LinkedIn is a global professional social network service that employs approximately 1,000 people and operates in over 200 countries. Currently, LinkedIn has an estimated 150 million users, with two new users signing up every second. It is five and fifteen times larger than its competitors Viadeo (35 million) and Xing (10 million). LinkedIn has 87.6 million monthly unique visitors globally.

Facebook:

Facebook is the largest social networking site in the world, with over 500 million users and connections to over 2.5 million websites. Revenue in 2011 from advertising alone is an estimated \$4.05B USD. Facebook is privately held by majority shareholder and CEO Mark Zuckerberg and a variety of private and public investors. Facebook employs approximately 2,000 people in fifteen countries. According to Facebook, the average user spends approximately 55 minutes a day on Facebook, while Nielsen media research reports an average of seven hours a month.

Universe.jobs:

Universe.jobs is privately owned by Employ Media, LLC, with SHRM and VNDS as partners. Employ Media manages the website, with SHRM as the policy provider and VNDS as the registry provider. Employ Media, LLC is owned by Second Generation Ltd, a family-owned limited partnership with ownership of 8-12 entities with revenue between \$5M - \$15M USD. SHRM is a not-for-profit company that serves the needs of HR professionals with a staff of over 200 with 20 specialized departments to serve the needs its 175,000 member HR community located in more than 120 countries. SHRM company revenue as of 2002 was \$70.5M USD with \$66.6M USD in unrestricted capital.

Companies In-Depth

Monster.com

Monster.com's position in the job search engine sector is destabilizing as customers are expanding job searches to competitor websites. In particular, metadata job search engines like Indeed.com are taking away market share with their ability to provide customers with multiple job board listings across industries. Monster.com has fallen behind its two main competitors CareerBuilder.com and Indeed.com in unique visitors and page views. A well-documented leak that compromised personal information of 45 million of its users has further hindered recovery.

Monster.com is looking to a potential partnership with Facebook to tap the passive and active social network recruitment pool of Facebook's 500 million users. The application BeKnown will challenge LinkedIn's position as the global leader in professional social networking. The acquisition of Trovix has successfully revitalized the way Monster.com handles resume and job search, with the 6Sense platform coming away with good reviews thus far. The 6Sense search engine is a semantic and neural network search engine that allows recruiters and HR departments to search with strong filtering tools for specific position, experience and skills by keyword search and concept mapping.

Monster.com's 6Sense technology is primed to alter the way job search and recruiting is done. Monster.com has invested significant capital into the acquisition of Trovix and into the 6Sense engine. However, the engine still requires recruiters and HR departments to handle input data, increasing the chance for human error and ambiguity. The filters, while powerful, still operate initially by keyword search, and cannot ascertain the "intangible assets" of job applicants such as their ability to fit into corporate culture. Further, the technology has not yet been proven to improve employee retention, but does extremely well in limiting resume parsing to a few select candidates.

Correlation Technology could be the solution to this issue, giving Monster.com a significant edge in its ability to place applicants that are suited to the position by location, experience and job description, and also by lifestyle, work environment and other social behaviors. Correlation Technology not only utilizes resumes, but all publicly-held information to aid in discovering the optimum convergence of candidate to job position. BeKnown could benefit greatly from Correlation Technology, due to the large databases of user and company information held by Facebook and Monster.com. Competitors wielding Correlation Technology will have a decisive advantage over Monster.com in their ability to increase employee retention rates as well as automatically parse resumes, challenging Monster.com's bid for increased market share and limiting the effectiveness of its 6Sense engine.

CareerBuilder.com

CareerBuilder.com is currently the largest job search engine in the US with 22.7 million unique visitors and is larger than metadata search engine giant Indeed.com as well. Global expansion through acquisition is continuing in Europe and Asia. CareerBuilder.com's success is built on its technology, specifically the expansion applications utilizing Facebook, other niche job board acquisitions and partnerships, and professional communities. CareerBuilder.com also offers a wider, more varied range of services for recruiters than its competitors.

However, CareerBuilder.com suffers from common job board difficulties such as applicant and job post anonymity, poor quality resume and job pools, and spam. These difficulties are commonplace among job boards and may lead to loss of revenue and market share.

The largest obstacle to securing more satisfied customers is CareerBuilder.com's inability to separate itself from these standard industry problems. CareerBuilder.com does not have any unique characteristics that clearly define it from competitors as a more successful provider of recruiting services. 6Sense and LinkedIn's upgraded algorithms for job search both pose significant threats to Careerbuilder's position in the recruitment market sector. With no established, massive social network to strategically partner with, Careerbuilder may experience rapid loss of unique visitors, market share and revenue.

Careerbuilder.com needs a technological answer to 6Sense and LinkedIn algorithms. A recruiting platform powered by Correlation Technology can effectively utilize Careerbuilder databases and its licenses with social media applications such as Twitter and YouTube to increase the retention rate of new hires, giving CareerBuilder.com a unique tool that no other company in the industry has. Correlation Technology will help CareerBuilder.com break the common job board mold, and deliver increased revenue and market share.

LinkedIn

LinkedIn is the most prominent and well-known social business networking site in the world. The executive decision to offer an IPO substantially grew market share and company size. Currently, the stock is trading at 109% the IPO offer, giving LinkedIn a market capital valuation of \$9B USD. The development and expansion of its professional job search will spearhead new growth. LinkedIn has upgraded its job search algorithm. The algorithm goes beyond resume parsing to include information gathered on LinkedIn users and companies to provide the best matching candidates to job positions. Executives have revealed that LinkedIn will not be profitable until 2012 due to company initiatives to increase strategic acquisitions of smaller technological companies.

In the success of its IPO, LinkedIn has opened the door to investors seeking similar success in other social network initiatives. Facebook is now considering an IPO as early as 2012, and its strategic partnership with Monster.com to utilize 6Sense in its professional social network application threatens LinkedIn's stranglehold on the professional social network market share. If Facebook and Monster.com successfully gain a foothold in the professional social network market share, LinkedIn may have to look to expand how they utilize their data to generate or grow other revenue streams such as advertising to compete successfully.

Correlation Technology can improve the way LinkedIn utilizes data. In a Correlation Technology-based system, all data can be decomposed into Knowledge Fragments, which can be connected by true paths to provide a myriad of solutions for clients and users. LinkedIn will be able to support how it uses data in its recruitment initiatives, and discover new ways to generate revenue by applying Correlation Technology solutions to other revenue streams, such as advertising and consumer intelligence.

Facebook

With the huge success of the LinkedIn IPO, Facebook may be looking to offer an IPO as early as 2012. However, the European Union has filed an injunction against Facebook and the way it collects, stores and utilizes user information. On one user alone, Facebook had collected over 1,200 printed pages of information on the user's preferences, locations and other private data on user social network connections such as family, friends and lifestyle changes.

Facebook claims all data sold to third parties has been anonymized and all data is utilized for a more comprehensive user experience within Facebook. This controversy may damage the Facebook IPO by affecting the way Facebook generates advertising revenue, which may put more pressure on the success of recruiting initiatives to generate revenue.

Facebook offers three different client-side recruiting solutions aimed at maximizing the effectiveness of social networking for businesses and recruiters. However, Facebook has failed to make any significant progress in expanding the ways through which users can utilize their social networks to find a position. In response, Facebook is now working closely with Monster.com to develop a recruiting application called BeKnown. The application enables Facebook users to build and keep their social and professional networks separate and will allow users to apply for positions with imported resumes from Monster.com.

The BeKnown application may become a powerful tool for Facebook and Monster.com to draw unique visitors and increase market share and is powered by the limited 6Sense engine under Monster.com. The same issues that need to be addressed by Monster.com will carry over to the Facebook application. Job search ambiguity, spam and failure to locate the optimum candidate for job position may lead to increased user frustration with both Facebook and Monster.com, affecting the success of the application and the growth of both companies. Correlation Technology can provide a more comprehensive solution to the underlying problem. By utilizing Facebook's massive databases on users in conjunction with Monster.com's industry-leading applicant pool, Correlation Technology can effectively find the optimum convergence of candidate to job position, increasing employee retention rates and application satisfaction for client companies and users. Further, Facebook and Monster.com can benefit from Correlation Technology by utilizing it to power Facebook's Identified Employer Solutions applications and replacing Monster.com's job search engine platform.

Appendix: Other Industry Issues

Other Market Shares

Universe.jobs

ICANN has recently approved the creation of the “.jobs” domain name. This allows EmployMedia, the owner of universe.jobs to aggregate all job listings from companies that have signed onto the .jobs mission. Applicants can then search for jobs using the web address bar as the search tool. For instance, when looking for an administration position in New York City, an applicant would enter, “http://new.york.ny.usa.jobs/administrator” as a valid web address. This will then take the applicant to a page with only administrator jobs available directly from company websites in New York City. An applicant can enter in a company name as a web address followed by .jobs to be taken directly to the company career page, or simply enter in, “http://newyork.jobs” to see all jobs in New York State. This allows an applicant to apply directly to a company, without posting a resume online, which protects personal information.

Universe.jobs launched officially in February 2011. Within a few weeks, the website had over 500,000 unique visitors and over 500 major corporations as participating members. Universe.jobs strategically partnered with JobCentral National Labor Exchange and VetCentral to increase unique visitors, and fill federal diversity and veteran hiring initiatives for member companies. Strong connections to federal agencies influencing various sectors of industry and their hiring practices make universe.jobs a powerful tool for company HR compliance with federal equal opportunity mandates. This may solidify universe.jobs’ position as a meaningful and effective competitor for market share in the recruitment vertical market sector.

Online Pre-employment Game Testing

The pre-employment testing market is estimated to generate about \$2B USD in revenue. Pre-employment game testing is conducted as an online virtual simulator of an applicant’s skill to perform specific job functions. Companies who have participated are seeing approximately a 25% growth in revenue per employee and a lower turnover rate by an estimated 40%, according to Bersin & Associates. Online pre-employment game testing is very expensive to develop and maintain. One company bills an estimated \$75,000 to \$100,000 for development of fully customized research and software, with an annual maintenance fee that starts at \$36,000. Generic testing may cost a tenth of these prices, but generate less impressive results. This field is growing rapidly and may soon challenge more traditional recruitment solutions for competitive market share and industry revenue.

Resume Distribution Websites

Resume distribution websites allow applicants to have their resumes reviewed, edited, and then sent to various recruiters and headhunters that have signed up on the website email invoice. Resume distribution websites are technically resume writing and editing websites, although they can be enlisted as a way to reach jobs that wouldn’t be listed on online job boards.

These websites are not viewed as effective or legitimate means to apply to, or fill positions. There is a high level of customer dissatisfaction, and a low success rate in hiring. Recruiters and headhunters generally regard resume distribution company emails as spam.

Problems in the Industry: In-Depth

Resume Parsing

Resume parsing software allows companies to quickly and automatically scan resumes to obtain and deliver vital information to the user or ATS module requesting it. This is the cornerstone of all ATS software modules in HRIS programs. All resume parsers currently utilize Boolean, semantic, or lexical algorithms to scrape resumes for information. During this process information is lost due to the system utilization of keywords and spacing to denote meaning. If a system cannot determine the intent of the applicant, it will typically reject the information to resolve the error, although sometimes it may place the information wherever the system determines it is best defined. This leads to the corruption of data and potentially, the loss of key candidates or the addition of generic or irrelevant resumes.

Job Boards

Anonymity

Job search engines are unable to adequately substitute the thoroughness of manual resume reviews with automated parsing. This impedes communication between hiring managers and applicants by creating a layer of disconnection. Hidden content that can identify ideal candidates cannot be revealed by software currently in use. Applicants may be hired to positions without any way to discern the suitability of the candidate to the job environment and workplace culture, leading to a poor retention rate.

Spam

Job providers and applicants receive unsolicited bulk email known as spam every day. Up to 75% of all email traffic is comprised of spam. To aid in regulating relevant content, job providers have spam filters in place to distinguish spam from legitimate emails. More often than not, the generic resumes sent by job board sites that maintain applicant pools are filtered into spam folders and are deleted without ever reaching the intended destination. Job boards, however, do not set in place spam filters for users, allowing a large number of organic searches to generate spam job listings.

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Strengths, Weaknesses, Opportunities, and Threats Analysis

Strengths	Monster.com	CareerBuilder.com	LinkedIn
Technical Skills	Technicians are competent, skilled and able to deliver on quotas	Highly technical, innovative employees in key competencies	Employees are very talented, young and bright. Engineers and technicians are skilled in competencies
Brand Recognition	Highly recognizable name and logo with high value Alexa site rank. Monster.com is publicly synonymous with job search success. The Monster Employment Index is a nationally regarded tool used to judge the employment health of the US job market	Good brand recognition, but still on par with competitors, nothing to really set it apart. CareerBuilder.com is gaining traction through word-of-mouth recognition	The largest global social network site specifically tailored to business
Internal Operations		Good corporate culture. Good internal teamwork to solve problems and execute tasks	Great collaboration between teams on projects. Good corporate culture and structure
Customer/Client Loyalty			Facebook-like setup appeals to most people. Doubling customers for the last two years
Product Quality			LinkedIn's experience in professional social networking has made the website the premier way to discover, socialize and network with professionals in all fields
Management		Management is transparent and has good communication with lower tiers. Open to ideas and opinions	Management is fair, transparent, and communicates well with all tiers
Cost/Price	Free resume posting for customers. Various pricing options based on location, desired length of post time, advertising, employer branding tools and resume finder. Cheapest base price of job search engines in this analysis	Free resume posting for applicants. Clients are charged a base fee plus optional pricing for advertising, cross posting on 250 job boards, "smart" resume finder, database access, and employer branding tools	Free basic networking service. Monthly rates for various upgrades and user access
Financial Health	Robust \$790M USD in annual revenue through Q3. Company revenue is \$3.3B USD	Estimated \$695.6M USD in annual revenue and gaining on competitors	Annual revenue through Q3 is \$135.5M USD. Worth an estimated \$9B with market valuation. LinkedIn had a very successful IPO, and is currently trading at 109% of IPO price
Reputation		Increasing in popularity due to better search results. Surpassed Monster.com in unique visitors in 2010	Immense popularity due to similarity to Facebook-like setup and unique site content
Competitive Pressure	Immense size, revenue and expansion success has solidified position in industry	Gaining on Monster.com due to popularity, enhanced search success and an increasing pool of applicants, unique visitors and job postings	LinkedIn's two main competitors, Xing.com and Viadeo.com, lag far behind in market share and revenue

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Monster.com	CareerBuilder.com	LinkedIn
Strengths			
Technology		Better search technology than its main competitor, Monster.com. Innovative technology is in-house and creative	New algorithm goes beyond automated resume parsing by utilizing the extensive data LinkedIn has collected on users and companies. The fact that it has already been deployed gives LinkedIn a significant advantage over BeKnown
Advertising	Media advertising is creative and draws many applicants and job listings. On-site advertising is effective and affordable		Media advertising and word-of-mouth has led to increased revenue, users and widespread success
Strategy Implementation	Aggressive acquisitions of job search engines has made Monster.com the top engine for job postings. Yahoo! Hotjobs acquisition catapulted Monster.com to the top.	CareerBuilder.com has been making acquisitions since 2006 to better its standings in global job search market share, focusing on Europe and Southeast Asia	
Corporate Structure	CEO Sal Iannuzzi has brought Monster.com back to the forefront of the job search engine market share	Executives have clear corporate vision and are implementing strategies with success	Executives are implementing a more aggressive strategy, starting with streamlining and improving technology to generate revenue and increase market share
Market Share	Controls market revenue and Also boasts largest international market share of all job search engines. Highest Alexa site rank of any job search engine	24.8 million unique visitors make Careerbuilder.com the most visited job search engine	LinkedIn controls market share in the business social networking website sector. It has recently moved into the job search engine market share with the advent of its job search engine
Research and Development	6Sense technology is still in beta trials, but reviews have been very positive thus far	Employees focusing on R&D are skilled and competent. Success has increased the company's bottom line	
Location	The only truly global job search engine. Strong US position makes Monster.com a formidable competitor	CareerBuilder.com is international, with its strongest customer/client base in the US	International presence in 200 countries and available in 6 different languages.
Market Leadership	Leads industry in revenue share. With 150 million resumes and over a million job postings globally in its databases at any given time, Monster.com controls the largest of such pools in the industry	Industry leader in relevant search query technology among database job search engines. Its 24.8 million unique visitors per month make it the largest job search engine in this competency. Also controls 34% of the help-wanted websites in the US	LinkedIn leads all professional social networking competitors with 115 million users. LinkedIn also has access to the largest passive candidate and job information pools

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Monster.com	CareerBuilder.com	LinkedIn
Weaknesses			
Brand Recognition			
Internal Operations	Large number of employees and poor communication make it difficult to coordinate on projects		
Customer/Client Loyalty	An estimated 80%-85% of job applicants and clients will usually post resumes or jobs on Monster.com, and other job search engines as well.	An estimated 80%-85% of job applicants and clients will usually post resumes or jobs on CareerBuilder.com, and other job search engines as well.	
Product Quality	Although its interface is easy to use, job applicants find double job postings, junk jobs, and irrelevant search data common problems	Although easy to use and gaining on Monster.com, double posting of job descriptions are common with only a slightly better search quality than Monster.com	
Management	Poor project leadership by senior management. Promoted not by talent but by association		
Reputation	Considered the frontrunner of all job search engines, but two well-publicized leaks of personal information in the US and the UK has hurt company image.		
Technology	Poorly maintained website with basic semantic search technology. 6Sense technology trial phases still being executed		
Strategy Implementation			After its IPO, LinkedIn and other major shareholders have dumped stocks, unsettling many traders and economists.
Advertising		Media advertising is second rate. On-site advertising is standard, nothing special or creative provided to clients	
Research and Development			LinkedIn has just started to address major concerns with site stability and innovative, reliable technology which still has yet to produce results

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Monster.com	CareerBuilder.com	LinkedIn
Opportunities			
Prospects	Monster.com can help buffer its position as market leader by acquiring larger job boards than its competitors. Software acquisitions, such as Trovix, will help increase public rapport and aid in client and customer retention.	CareerBuilder.com has the opportunity to increase global presence in areas of the world it has not expanded into	LinkedIn, by adding additional languages and furthering its global initiatives, can increase market share and revenue stream
Market Growth	Current acquisition pattern will expand global presence, global market share and revenue	Major acquisitions in Europe and southeast Asia will help CareerBuilder.com stay competitive internationally and in the US as job markets expand globally	The fact that LinkedIn is virtually unopposed in its market share presents the unique opportunity to further global expansion and solidify its position
Product/Service Development	6Sense technology significantly aids in limiting resume and job pools, and may lead to the re-capture of lost market share and revenue. Development of the Facebook application BeKnown, powered by the 6Sense engine may solidify Monster.com's position in job search and social media job search	Continued development of technology and expansion of global services may aid in becoming the global leader in revenue, visitors, job postings and resumes	New algorithm for job search engine promises to cut out all recruitment functions besides the final interview. If so, LinkedIn may offset the market share that may be lost to the Facebook application BeKnown
Product Line Expansion	Strategic partnership with Facebook will give Monster.com access to a potentially 500 million applicant pool, vastly expanding its passive and active resume and company databases. This may grow market share and revenue, increase unique visitors, and solidify a lead position in the recruitment industry	Further expansion into social media website such as YouTube and Twitter may lead to increased revenue and market share. This may also effectively protect CareerBuilder.com from loss of market share due to LinkedIn's job search engine initiative	Job search engine expansion may lead to increased revenue and gain of new market share
Foreign Trade Environment			Non-US based competitors lag too far behind to threaten LinkedIn's current position in the global market share
Competitive Edge			As a site seeking a foothold in the job search engine market share, it already has a passive candidate pool in place to aid development of market share.
Technology	6Sense technology is anticipated to change the way recruitment and job search is done. Monster.com may benefit greatly from 6Sense, not only as a job search engine, but in general search technology as well		Updated technology may further solidify LinkedIn's position in professional social networking. Capital gained from IPO will be used to acquire new technology and may strengthen position as the premier global professional social networking website
Horizontal Integration	Continued acquisition of niche job boards may further solidify position in industry		

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Monster.com	CareerBuilder.com	LinkedIn
Opportunities			
Vertical Integration		CareerBuilder.com has partnerships with Facebook, Twitter, and YouTube, allowing for direct access to massive passive candidate pools. These pools may fuel increased client utilization of CareerBuilder.com by employment agencies, recruiters, and recruiting software companies. These partnerships may reduce the effect of the advantage LinkedIn possesses by way of an organic passive candidate pool, as it attempts to appropriate job search engine market share	LinkedIn's job search engine has buffered its competitive edge in the professional social networking market. Its extensive passive candidate pool gives it a significant advantage over most job search engines. LinkedIn collects a immense amount of information on its users, as well as on partnered companies. This information can be utilized by employment agencies and recruiters to expand their search for potential candidates. This may increase LinkedIn's relevance in the job search engine market share, leading to increased revenue, market share, and marketability to expand user and client base.
Cultural Shifts			Industry already thrives on networking, increasing site relevance in the globalization of the job market
Client/Customer Rapport		Customer dissatisfaction with Monster.com and increased site traffic may increase revenue and market share	Increased customer satisfaction and success may lead to increased market share, revenue and may spearhead growth initiative. IPO expected to raise more than the listed \$175M USD
Business Cycle	Recovering economic conditions are leading to more job hires, increasing use of job search engines	Recovering economic conditions are leading to more job hires, increasing use of job search engines	Recovering economy may lead to more users looking for better business opportunities in LinkedIn's social network
Demographics	If presence in India and China is strategically grown, these burgeoning job markets may increase revenue, unique visitors and market share. The partnership with Facebook gives Monster.com access to 500 million passive and active users, growing its resume database significantly		Rapidly expanding global presence may also increasing relevance of LinkedIn's job search engine, as well as revenue and market share

Strengths, Weaknesses, Opportunities, and Threats Analysis

Threats	Monster.com	CareerBuilder.com	LinkedIn
Product Line Expansion		Failure to stay par with advances made by competitors in the industry may lead to further loss of market share and revenue stream	
Foreign Trade Environment	Competition with non-US based job search engines may prohibit further expansion into new global markets, especially in Russia	Failure to gain a foothold in overseas markets that have already been tapped by competitors may lead to decreased revenue and market share	
Competitive Edge	Continued focus on only critical aspects of running the site and not on achieving corporate vision may accelerate revenue and position loss	Stagnant technology, strategy implementation and advertising may lead to the loss of leadership position in unique visitors and may hurt Careerbuilder.com's ability to continue advancing on Monster.com's position as job search engine revenue leader	
Technology		The advent of Monster.com's 6Sense job search engine may put Careerbuilder.com at jeopardy to lose significant market share and revenue	
Horizontal Integration		Weak acquisition plan may leave niche job boards open for competitors to absorb	Failure to find new markets and a weak acquisition plan may leave LinkedIn vulnerable to competitors, especially the threat posed by the Facebook/Monster.com partnership
Cultural Shifts	Niche job search engines are gaining popularity for more relevant job searches. The advent of the .jobs website may lead to accelerated loss of revenue and market share	Niche job search engines are gaining popularity for more relevant job searches. The advent of the .jobs website may lead to accelerated loss of revenue and market share	
Client/Customer Rapport	Customers and clients are becoming very dissatisfied with irrelevant search content, which may accelerate loss of market share and revenue		

Strengths, Weaknesses, Opportunities, and Threats Analysis

Threats	Monster.com	CareerBuilder.com	LinkedIn
Substitute Products	<p>Metadata search engines are offering direct lines to employer websites on a Pay-Per-Click pricing scale, which is becoming the industry standard. ICAAN has approved the addition of .jobs suffix to the web, allowing users to access all jobs posted through the universal .jobs website</p>	<p>Metadata search engines are offering direct lines to employer websites on a Pay-Per-Click pricing scale, which is becoming the industry standard. ICAAN has approved the addition of .jobs suffix to the web, allowing users to access all jobs posted through the universal .jobs website</p>	<p>BeKnown, a Facebook application powered by Monster.com, may gain significant headway in the professional social network market share. BeKnown allows 500 million Facebook users to apply for positions in companies while keeping their social and professional networks separate. Users will be able to check both, all on one website. Further, BeKnown will offer a monetary incentives to its users.</p>
Demographics		<p>Lack of an established, truly global presence and rapport in growing international job markets may leave market share open to competitors</p>	<p>Facebook users spend almost 55 minutes a day on the website, nearly three times more than LinkedIn users. Facebook has the largest user base of any social network website and Monster.com has the largest resume database of any job search engine</p>