Correlation Technology Impact in Recruitment

- According to Forbes Magazine, a conservative estimate of the worldwide recruitment vertical market sector is $130B USD, as of 2012. According to an Adecco company report on the human resource industry, the worldwide staffing market size is an estimated $349B USD, as of 2011. Combined, worldwide human resource industry revenue is an estimated $479B USD. 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 such as passive candidate identification, sourcing, analytics, and candidate assessment, 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, poor candidate selection occurs due to inadequate software and procedures, leading to poor employee retention, unsatisfactory work product, and massive expenditures due to high turnover rates. According to industry rule-of-thumb, replacing an employee generally costs two to three times the average salary of that employee.

- 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. Software can only discover obvious connections between candidate and job listing. This leaves HR departments to select candidates based on a series of time-consuming interviews and intuition, which may be influenced by cognitive bias.

- 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. According to Workforce.com, worldwide revenue for human capital management software systems reached an estimated $6.4B USD in 2011 and is expected to increase to $8.1B USD by 2015. An applicant tracking system (ATS) is software that monitors potential employees from resume discovery to employee assimilation. Applicant tracking system software providers accounted for $837M USD in 2010, which increased to an estimated $937M USD as of 2011.

For Business Inquiries:
Contact: Carl Wimmer
carl@makesence.us
Mobile: (702) 767-7001

For Technical Inquiries:
Contact: Mark Bobick
m.bobick@correlationconcepts.com
Mobile: (702) 882-5664

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 seemingly 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

Indeed.com
As of January 2013, 17.3 million unique visitors landed on Indeed.com, making it the online job search leader in this category. When aggregating online traffic to the 25,000 partnered and affiliated sites, Indeed.com claims to generate 80 million unique visitors a month. The site has begun to host resumes, adding more than a million resumes each month to its 2.5 million strong resume database, and claims the leadership position in mobile job search, PPC recruitment and advertising, employer reviews and external source of hire in the US. Approximately 50% of site traffic and 20% of site revenue are from outside the US. Indeed.com employs approximately 550 staff across 53 countries. Indeed.com was purchased by Recruit Co., a Japan-based HR firm with an estimated $10B USD in annual revenue, and will continue to operate as an independent subsidiary.

LinkedIn:
LinkedIn is a professional social networking site. As of 2012, company revenue is estimated at $972M USD. Currently, LinkedIn is valued at approximately $8B USD. LinkedIn's recruitment application, Talent Solutions, generated $161M in revenue, or 53% of total company revenue. LinkedIn employs approximately 3,177 people and operates in over 200 countries. Currently, LinkedIn has an estimated 200 million users, with two new users signing up every second. It is five and fifteen times larger than the nearest direct competitors Viadeo (35 million) and Xing (10 million). LinkedIn has 47.6 million monthly unique visitors globally.

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. As of January 2012, Careerbuilder had the second highest number of unique visitors, with 9.6 million. 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.

Monster.com:
Monster.com's company revenue for 2012 is an estimated $890M USD. In 2011, company revenue was $996M USD. In January 2012, Monster.com laid off 400 employees. The total employment estimate is 4,403 people in 40 countries. Monster.com had 5 million unique visitors in January 2012, ranked third among competitors. 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.

Facebook:
Facebook is the largest social networking site in the world, with over 1 billion active users. Total company revenue as of 2012 was $1.59B USD. Revenue from advertising alone is an estimated $1.33B USD, or 84% of total company revenue. Facebook is a publicly held company owned by majority shareholder and CEO Mark Zuckerberg. Facebook employs approximately 4,619 people in fifteen countries. Facebook has an estimated 138.9 million unique visitors monthly in the US alone. Facebook is included in this dossier due to the number of job search companies and recruitment companies attempting to utilize this social network for active and passive candidate identification.

Glassdoor
Glassdoor is an online career and jobs community where employees can post anonymous reviews on company salaries, jobs, and ratings. It has since grown into a recruitment tool for employees, job seekers and employers. Glassdoor is a privately owned company financed by venture capital. As of 2012, total capital reached $42.2M USD. Glassdoor is aggressively expanding into international markets and investing in new data and recruitment technologies. Growth is robust, with a new user added every two seconds, and an estimated 800 employer users, up from 120 only a year ago. Revenue comes from employer subscriptions to brand-enhancement, analytical and recruitment products. The integration with social networks such as Facebook has increased traffic 160% and has led to revenue growth of 175%. 40% of all site traffic comes from outside the US. Glassdoor has reviews on 220,000 companies worldwide and employs 140 staff.

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

Indeed.com

Indeed.com is a meta-search online recruitment engine. Initially, it only allowed users to search for jobs aggregated from across a variety of outlets such as job boards, employer websites, newspapers, etc. It has recently opened up to allow for resume posting as well, boasting a 2.5 million resume database. Indeed.com has the top rated mobile application out of any job search engine, giving it considerable competitive advantage in today's mobile society. The Indeed.com website is easy to use, whether posting or finding resumes, and posting or finding jobs. The extraordinary growth and profitability of Indeed.com, according to its CEO Paul Forster, positions it for a strong IPO. The recent purchase by Recruit Co. may stall this strategy.

Now that Indeed.com has expanded to include resume hosting, the company must find a way to dodge the same challenges that have crippled Monster.com and Careerbuilder.com. Correlation Technology can aid Indeed.com in addressing these issues. Correlation Technology prevents unqualified job applicants from saturating a job listing by automatically fitting only the best-qualified candidates to each listing. This is done by discovering not only lexical and semantic matches between candidate and listing, but uncovering the hidden attributes that make a candidate the best fit for a company - not only the job. The discovery and selection of optimal candidates to employer will increase employee retention rates, which will increase user and recruiter satisfaction with Indeed.com, leading to more unique visitors, market share and revenue.

Correlation Technology can also help Indeed.com successfully penetrate the social media market share, a major barrier that has proved as-of-yet insurmountable for Monster.com. By utilizing Facebook, LinkedIn, Twitter and other social media inputs as corpora in the correlation process, Correlation Technology integrates these inputs to enhance the richness of connection between candidate and employer, and enables employers to discover the most optimal passive candidates from multiple social media universes. The Correlation Technology process can provide a more comprehensive active and passive candidate discovery tool than any existing industry software.

Monster.com

Monster.com's position in the job search engine sector is destabilizing as both job seekers and employers begin to utilize competitor sites more efficiently. 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. BeKnown, Monster.com's answer to LinkedIn's job search engine earned the top spot on the "Top Five Recruiting Fails" for 2011. Further, CEO Sal Iannuzzi expressed a willingness to sell Monster.com at Baird's 2012 "Business Solutions Conference" in March. Since then, LinkedIn showed an interest but then backed out. Iannuzzi reportedly has several other interested parties.

The 6Sense platform has renovated the way Monster.com handles resume and job search. 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 may be too little too late. The 6Sense filters, while powerful, still operate initially by semantic search, and cannot ascertain the "intangible assets" of job applicants such as their ability to fit into corporate culture. Also, the technology has not yet been proven to improve employee retention, but does extremely well in limiting resume parsing to a few select candidates. The 6Sense platform

is not a sufficient divergence from competitor technology to receive the necessary positive feedback needed to bolster revenue, win back market share or capture more unique visitors. Further, the failure of the passive candidate recruitment application BeKnown and the Monster.com mobile application has further stagnated growth.

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 second highest ranked job search engine by unique visitor in the US. Global expansion through acquisition is continuing in Europe and Asia. CareerBuilder.com's success has come from its expansion strategy, 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. Without a license that effectively corners a significant market share via an established social network, 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 mould, 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. The development and expansion of its professional job search application, Talent Solutions, continues to generate more than half of company revenue. 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.

The failure of BeKnown and the mediocre success of Facebook-based recruiting solutions have solidified LinkedIn's market position. LinkedIn's success, positive user experiences and popularity continue to raise the barriers to accessing professional networks as active or passive recruiting pools. This poses a significant threat to all online job search engines. However, it is not the technology behind Talent Solutions that provides the competitive advantage for LinkedIn. In fact, including only professional talent and excluding unqualified applicants, the professional network itself provides the competitive advantage. This effectively solves a major challenge faced by competitors.

Correlation Technology can improve the way Talent Solutions identifies optimal active and passive candidates, and the way LinkedIn utilizes Big Data to better user experience and monetize data. Specifically, Talent Solutions can be greatly improved by a Correlation Technology-powered recruitment solution, enabling LinkedIn to capture much more market share and revenue. No existing technology can do what Correlation Technology can do with data. Competitive advantage gained by implementing Correlation Technology cannot be easily imitated or substituted, effectively putting the barriers to entry out of reach for competitors.

By upgrading to the Correlation Technology Platform, LinkedIn can not only improve its recruitment solutions, but also greatly improve its user experiences, especially when enabling users to expand their professional networks. The current system is ineffective at suggesting optimal candidates to invite into user networks. Further, Knowledge Fragments are able to provide a more consistent and granular method of data valuation. Therefore, Correlation Technology can provide a variety of ways to monetize data usage for advertising and marketing purposes.

Facebook

Facebook has been utilized by three different recruiting solutions: Talent.me, Branchout and BeKnown. None are run by Facebook, Inc. itself. All of them provide the same service targeted at the blue-collar workforce: job placement, and active and passive candidate discovery and recruiting via Facebook and LinkedIn profile integration. Talent.me and Branchout have been met with muted success, but have not been the media-sanctioned "LinkedIn killers" expected. This is due to the lack of ingenuity and technological advances necessary to separate these recruiting solutions from industry-standard solutions. Typical job search engine challenges abound, especially Big Data issues, candidate and job listing quality, and application usability. The difficulty in managing and separating personal and professional networks also presents a challenge, typically requiring users to doctor their social media profiles.

Correlation Technology can provide a unique and innovative solution based on social media profiles and other source information such as "News Feeds," and user "Wall Posts" and "Comments." Since Correlation Technology processes occur automatically and internally, all News Feeds and Wall Posts or Comments will remain secure and private. A user or employer can simply log on and choose to migrate data from any selected sources such as Facebook, LinkedIn, etc. News Feeds, Wall Posts and other source data will be decomposed into Knowledge Fragments that will then be used to exhaustively discover rich and comprehensive connections between candidate and employer. Existing industry software utilizes lexical and semantic frameworks to match candidate to position. Correlation Technology not only discovers lexical and semantic connections, but also uncovers all hidden and seemingly orthogonal connections. The discovery of these hidden connections – or lack thereof – provides a more robust method of selecting the optimal candidate for a job position and company. Candidates that have the most robust connections with a job position and company will have greater job satisfaction, lowering turnover rates and increasing work production. Companies will also experience higher retention rates and lower HR costs.

Glassdoor

Glassdoor is rapidly becoming an industry benchmark in assessing companies, salaries and jobs. With more than 14 million users, an integrated Facebook-enabled application called Inside Connections, and significant venture funding, Glassdoor is seeking to penetrate the job board and recruitment market sector. The company's unique and innovative method of benchmarking companies according to user reviews circumnavigates traditional job board industry challenges. By reading peer reviews, users are able to discern their suitability for the job and company. Some external reviews of Glassdoor note some inflexible profile options and spam-like networking protocol for Facebook, but most feedback is positive. Most importantly, Glassdoor is unique in its product offerings, diligent in moderating reviews, and is easy to use. Glassdoor will remain a growing threat to job boards that cannot be distinguished from one another, and do not have an answer for common industry challenges.

Correlation Technology can help Glassdoor further integrate with social networks and increase the effectiveness and efficiency of its recruitment applications, as well as how Glassdoor handles its data. As Glassdoor gains more users, and those users post more reviews, it will have to find a way to make viewing posts tractable. Already, some companies have so many reviews that it becomes difficult to find reviews relevant to what a user is seeking. Correlation Technology can solve this challenge by automatically optimizing reviews according to user profiles, resumes and social network information.

Glassdoor is facing another challenge. Extreme reviews, although primarily dismissed by the reader, will become more and more frequent. It is not yet known how Glassdoor will handle this problem, but for now, moderators read each and every review before it posts. This is not a sustainable system. Building a system that enhances the review credibility of the site is critical. The aforementioned Correlation Technology feature can eliminate this issue automatically. Further, Correlation Technology does not require moderators, which can reduce Glassdoor personnel expenditures.

Glassdoor can benefit immensely from a Correlation Technology-powered recruitment solution. In addition to the typical source inputs of traditional job boards and meta-search engines, Glassdoor's additional inputs such as in-depth reviews of salaries, jobs, careers, and companies would only enrich the database of Knowledge Fragments available for the correlation process. This database would be further enhanced by the social networking inputs identified in the "Facebook" section of this dossier. Glassdoor would effectively have the most comprehensive candidate to employer recruiting tool available. One that, when licensed, becomes the intellectual property of Glassdoor solely, giving the company a tremendous competitive edge.

Appendix

Other Market Shares

Universe.jobs

ICANN approved the creation of the ".jobs" domain name in 2005. EmployMedia, the owner of universe.jobs domain, selected the non-profit DirectEmployers Association 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. The domain now includes 120,000 employers listing approximately 1.2 million jobs daily. 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.

In February 2011, a lawsuit was filed against EmployMedia related to an alleged breach of contract with ICANN. Members of the job board industry complained that non-company names such as "Veterans.jobs" and "US.jobs" should not be allowed to exist as job boards, after which the injunction was filed. The lawsuit was formally withdrawn in December 2012, allowing DirectEmployers Association to further expand the .jobs universe.

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.

Personality Testing

Personality testing attempts to use psychological methodology to predict the fit and success of a candidate to an employer and job position. These tests are typically issued if the job position requires complex strategic thinking and decision-making. Ideally, personality tests aid the employer in mapping traits that most closely align with the position offered in order to select the most optimal candidate. In most states, it is legal for

companies to make these tests a mandatory part of the hiring process. Civil rights groups, medical experts and individuals maintain that tests are not an accurate or fair method of predicting employment success. Allegedly, the tests provide employers with a tool by which to discriminate under the guise of a low personality score. Personality testing generates approximately $400M USD in annual 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.

Other Industry Challenges: 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.

[*This dossier was researched and written by Arnel O. Alicea a.alicea@correlationconcepts.com*]

Strengths, Weaknesses, Opportunities, and Threats Analysis		
	Indeed	**Monster**
Strengths		
Technical Skills		Technicians are very proficient, however, without proper management, skills are wasted on trivial projects
Brand Recognition		Highly recognizable name and logo. The Monster Employment Index is a nationally regarded tool used to judge the employment health of the US job market
Internal Operations		
Customer/Client Loyalty		
Product Quality	Great product quality due to adherence to core capabilities	
Management		
Cost/Price	Free resume and job posting. Primary revenue stream comes from a Pay-Per-Click price model	Free resume posting for customers. Various pricing options based on location, desired length of post time, advertising, employer branding tools and resume finder. Base fee for job posts costs $225 per month
Financial Health	Indeed.com's acquisition by Recruiter Co. has strengthened its financial health even further	

Strengths, Weaknesses, Opportunities, and Threats Analysis		
	Indeed	**Monster**
Strengths		
Reputation		
Competitive Pressure	Ease-of-use and good job search engine technology has created high growth and maintained success since Indeed's inception	
Technology	A good variety of core services supported by best-in-industry technology. Especially well-known for the reliability and success of mobile apps	6Sense technology works as advertised in reducing the number of job offerings to candidates. Product offerings such as BeKnown and the Monster Career product suite, while being a step in the right direction, have not spearheaded new growth to revitalize the company
Advertising	Indeed.com launched the first Pay-Per-Click advertising model in 2006. Pay-Per-Action pricing model bills an advertiser only when a specific action is performed by a job seeker	Media advertising is creative and draws many applicants and job listings. On-site advertising is effective and affordable
Strategy Implementation		
Market Share	Indeed.com claims to have 80 million unique visitors worldwide	

Strengths, Weaknesses, Opportunities, and Threats Analysis		
	Indeed	**Monster**
Strengths		
Research and Development		
Location		The only truly global job search engine. Strong US position still makes Monster.com a formidable competitor
Market Leadership		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

Strengths, Weaknesses, Opportunities, and Threats Analysis		
	Indeed	**Monster**
Weaknesses		
Technical Skills	Short learning curve and little need for advanced technical skill sets. This is because product suite is basic	
Brand Recognition	Poor brand recognition. The majority of businesses don't know that Indeed is the largest job search engine in the US. Poor brand recognition among potential job hunters as well	
Internal Operations	Young corporate environment with high turnover rates in sales	Monster.com is in turmoil. Executive management and senior management have not defined a new strategy for the company, which has negatively effected all tiers
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 Monster.com, and other job search engines as well.
Product Quality		Product offerings do not work as advertised due to improper semantic or lexical solutions. The 6Sense platform has not had the desired effect of increasing user satisfaction and capturing more unique visitors
Management	Management operates in cliques and has poor communication with lower tiers	Executive management and senior management are very disconnected from the rest of the company. Executive management in particular seems to lack ability to formulate a strategic plan to prevent further erosion. Poor leadership on projects
Cost/Price		
Financial Health		Company revenue continues to drop. Revenue has dropped 10% from 2011 to 2012.

Strengths, Weaknesses, Opportunities, and Threats Analysis

	Indeed	Monster
Weaknesses		
Reputation	Largest job search engine by monthly unique visitors. Unfortunately, it has not been well-publicized	Monster.com has suffered a massive reputational hit. The company has been on sale for almost a year with no buyers. Technology media outlets have weighed in heavily on the BeKnown fiasco and LinkedIn's disinterest in purchasing Monster.com, further eroding company value
Competitive Pressure		As more job boards reach critical mass, and as more companies rely on social networks for recruiting, Monster.com's influence and market control continue to diminish
Technology		
Advertising		
Strategy Implementation	Recent acquisition has created uncertainty with corporate strategy. At this time, Indeed.com remains an independent subsidiary	The lack of creative projects with clear strategies has led to muddled returns that do not build to any discernable growth objective
Market Share		Significant drop in unique visitors, market share and revenue. Despite these drops, Monster.com still has a strong foundation in core job board competencies
Research and Development		Research and development of new technologies and product offerings are on hold as Monster.com seeks a buyer
Location	International presence in approximately 50 countries. Primary users are US-based	
Market Leadership		

Strengths, Weaknesses, Opportunities, and Threats Analysis		
	Indeed	**Monster**
Opportunities		
Prospects	Indeed.com can use its leadership position in unique monthly visitors to promote its site and product offerings to gain further market share	
Market Growth		
Product/Service Development	Developing products around core capabilities will continue to strengthen Indeed.com's position	
Product Line Expansion		
Substitute Products		
Foreign Trade Environment		Monster.com's global presence gives it a significant advantage to its US-based competitors. This makes Monster.com particularly valuable in comparison to its competitors
Competitive Edge	Understanding their primary customers and modeling pricing to suit them will continue to produce a strong revenue stream for Indeed.com	
Technology	Aggregating job postings from a massive network of partner job boards has made Indeed.com the leader in monthly unique visitors and has substantially grown revenue due to concentration in paid search	

Strengths, Weaknesses, Opportunities, and Threats Analysis		
	Indeed	**Monster**
Opportunities		
Horizontal Integration		
Vertical Integration	Recruit Holdings Co. acquisition adds new revenue and capital streams. It is too early to determine what effect the acquisition will have on Indeed.com's executive and market strategies	
Cultural Shifts	As the traditional job board sector shrinks and becomes outdated, Indeed.com must plan to replace these revenue streams in the future	
Client/Customer Rapport	Job seekers are becoming increasingly dissatisfied with Indeed.com as they experience the same issues faced by traditional job boards	
Business Cycle		
Demographics	Hosting a resume database may give Indeed.com the ability to provide a wider range of products or services to users	Monster.com still houses the largest resident user resume database of all job boards. Executives may be able to utilize this as a sale highlight

Strengths, Weaknesses, Opportunities, and Threats Analysis		
	Indeed	**Monster**
Threats		
Prospects		The lack of prospective buyers and lack of strategic initiatives can only hurt Monster.com's valuation and lead to accelerated loss of revenue and market share
Market Growth		As company recruiting strategies tap social networks more and more, Monster.com may experience accelerated loss of market share and revenue
Product/Service Development		New product offerings and services have not spearheaded growth. Inability to capitalize on newly developed products will lead to further erosion of market share and revenue loss. Perhaps more importantly, this may negatively effect market valuation
Product Line Expansion		Due to the impending sale of the company, no significant product expansion projects have been made known
Substitute Products	Pressure from LinkedIn and .jobs will continue to increase. Failure to respond may lead to stalled growth and reduced market share	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. Further, LinkedIn has effectively utilized its professional social network to capture significant market share and is expected to surpass Monster.com in annual revenue
Foreign Trade Environment		

Strengths, Weaknesses, Opportunities, and Threats Analysis		
	Indeed	**Monster**
Threats		
Competitive Edge		Lack of clearly defined strategic vision, and product and service development may further impact Monster.com's ability to remain competitive
Technology		Monster.com's software upgrades have advanced the state-of-the-art, however, it has not helped reclaim lost market share. If executives cannot utilize the success of 6Sense technology to build Monster.com's brand, then further market loss may occur
Horizontal Integration		
Vertical Integration		
Cultural Shifts		Niche job search engines and professional social networks are gaining popularity for more relevant job searches. The .jobs website may lead to accelerated loss of revenue and market share

Strengths, Weaknesses, Opportunities, and Threats Analysis		
	Indeed	**Monster**
Threats		
Client/Customer Rapport		Customers and clients are becoming very dissatisfied with irrelevant search content, which have accelerated the loss of market share and revenue
Business Cycle	Although the economy continues to recover, Indeed.com users are discovering that HR departments have increased skill requirements and decreased pay scale. This effectively eliminates a large number of applicants in an effort to reduce the vast number of resumes needing review by HR departments. This implies that Indeed.com has not found a better way of finding the optimal candidate	Despite the recovering economy, Monster.com users have not had any greater success in finding job opportunities than on competitor sites
Demographics		

Strengths, Weakness

	Careerbuilder	LinkedIn	Glassdoor
Strengths			
Technical Skills	Highly technical, innovative employees in key competencies	Highly technical and creative staff. Best-in-industry data scientists, analysts and incredibly efficient recruiters	Ambitious staff that work incessantly on improving the product for clients and users
Brand Recognition	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 professional social network with high visibility. A household name synonymous with business networking and quickly gaining additional recognition for advanced recruiting functions	
Internal Operations	Good corporate culture. Good internal teamwork to solve problems and execute tasks	High employee satisfaction rating. Good communication across all tiers. Creativity is rewarded, projects are ambitious and good teamwork	Great corporate culture. Employees enjoy working with each other to solve problems
Customer/Client Loyalty		A new user signs up every two seconds. Understood by business professionals and the public alike to be the premier professional networking site. As site gains recognition for active and passive recruiting as well, customer and client loyalty are expected to remain high	Employer usage has spiked significantly, growing from 120 to 800 in 12 months
Product Quality		LinkedIn's product offerings, especially its recruiting software continue to gain recognition as a must-have for HR departments and recruiters in the US	Glassdoor has many potential revenue streams and its product provides a high quality service for its users and clients
Management	Management is transparent and has good communication with lower tiers. Open to ideas and opinions	Executive strategy is well-defined, communicated and executed	Executive management is very transparent and willing to institute changes suggested by employees. Great communication to lower tiers
Cost/Price		Free basic membership. Membership upgrades are available at a price. The added ability to "cold-call" professionals outside an individual's social network via InMail is well worth the investment	Employers provide two sources of revenue from recruitment analytics and recruiter services provided by Glassdoor
Financial Health	Enterprise valuation of $1.35B USD (2012). Debt obligation of $1.2B USD due in 2017	After a well-publicized and strong IPO, share value remains high. LinkedIn crushed 2012 revenue expectations, netting $303.6M USD. Q4 revenue alone rose from $13.3M USD to $40.2M USD year-over-year	Series D funding raised a robust $20M USD

Strengths, Weakness

Strengths	Careerbuilder	LinkedIn	Glassdoor
Reputation	Second highest traffic of monthly unique visitors. Fewer popup ads than competitors	Users have a high level of satisfaction with the site, its offerings, and respond well to creative networking solutions in beta tests. Employers utilizing the recruitment solutions have a high level of satisfaction with passive and active recruitment capabilities. LinkedIn recently passed the 200 million user mark at the end of 2012	Glassdoor has built is reputation as a website for the anonymous review of companies, salaries, and executives. It has since expanded into a job search engine and recruitment tool
Competitive Pressure	Critical mass in North America has been reached, making Careerbuilder a top contender. Great branding strategy has spurred further growth	Unique recruiting solutions give LinkedIn tremendous competitive advantage. Further, the failure of competitors to utilize other social networks for recruiting purposes has spurred professional job seeker migration to LinkedIn	Glassdoor has monopolized this niche in the HR industry. Other competitors have not grown exponentially like Glassdoor
Technology		Company technology is evolving with its user base. Top software and data talent ensures that LinkedIn creates the state-of-the-art technology	
Advertising			
Strategy Implementation	CareerBuilder.com has been making acquisitions since 2006 to better its standings in global job search market share, focusing on Europe and Southeast Asia	LinkedIn's US strategy has been succesful beyond expectations	Executives are looking to expand internationally, using the capital from the Series D fundraising for international expansion
Market Share	Third largest job board in the United States behind Monster.com and Indeed.com. Second highest in monthly traffic	The expansion into the recruitment vertical market has been successful, accounting for more than half of LinkedIn's revenue	

Strengths, Weakness

	Careerbuilder	LinkedIn	Glassdoor
Strengths			
Research and Development	Careerbuilder is branching out into job resource analysis to offer users better job trend analysis and occupational analysis	LinkedIn has one of the most robust R&D budgets of all companies in this analysis. Products and services stemming from this investment have been successfully tested and received	To ensure the continuity of rapid growth, company is focused on developing product to client and user satisfaction
Location			40% of all site traffic is from foreign markets. Domestic and foreign growth is well-balanced
Market Leadership		LinkedIn is expected to surpass all company valuations in this analysis in 2013. LinkedIn is the market leader in year-over-year company growth as well	

Strengths, Weakness

	Careerbuilder	LinkedIn	Glassdoor
Weaknesses			
Technical Skills			
Brand Recognition			Glassdoor is gaining recognition among job seekers, employees and employers alike. However, the company still has a long way to go to become a household name
Internal Operations			
Customer/Client Loyalty	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 easy to use, double posting of job descriptions are common		
Management			
Cost/Price	Free resume posting for applicants. Clients are charged a base fee ($419) plus optional pricing for advertising, cross posting on 250 job boards, "smart" resume finder, database access, and employer branding tools. One of the highest costs to post for employers		
Financial Health			

Strengths, Weakness

	Careerbuilder	LinkedIn	Glassdoor
Weaknesses			
Reputation			
Competitive Pressure			
Technology	Typical job board results from company technology. No product or service sets Careerbuilder apart from its competitors		Due to its rapid growth, the technology and product is constantly being updated and expanded by engineers. Since the site is coded in HTML, it isn't as sleek-looking as it could be
Advertising	Media advertising is second rate. On-site advertising is standard, nothing special or creative provided to clients	Advertising revenues are not the main revenue stream for LinkedIn. LinkedIn is continuing to research how to monetize databases for advertising purposes	Targeted paid advertising for employers to potential candidates. Currently Glassdoor is advertisement free
Strategy Implementation			
Market Share			Glassdoor has only 14 million users, but is adding a new user every two seconds
Research and Development			
Location	CareerBuilder.com is international, with its strongest customer/client base in the US	LinkedIn has a heavy US presence. International expansion has been met with more resistance due to previously established and well-entrenched foreign-based social networks such as Xing	
Market Leadership	Does not lead the market in any category. However, Careerbuilder has solid company and product performance, resume and job pools, and great internal operations and management. Careerbuilder is in the best position of its direct competitors (other traditional job boards) to evolve with market trends.		Has not yet captured signficant market share in the recruitment vertical, but does lead direct competitors that have similar product offerings

Strengths, Weakness

	Careerbuilder	LinkedIn	Glassdoor
Opportunities			
Prospects	CareerBuilder.com is pushing to expand into foreign markets and into trending technologies via strategic partnerships	LinkedIn backed away from the Monster acquisition. This may hint at a willingness to acquire a large US-based job board to ramp up resume and job listings databases	Series D funding will be used for product expansion into foreign languages, perhaps via acquisition or strategic partnerships
Market Growth	Major acquisitions in Europe and southeast Asia will help CareerBuilder.com stay competitive internationally and in the US as job markets expand globally	Massive growth spearheaded by a unique product that is becoming the mainstay for HR departments across every industry will continue to gain market share and revenue for LinkedIn	Traffic has grown by 160% and revenue by 175%. Combined with increasing media attention, Glassdoor may be able to sustain this growth
Product/Service Development	Products and services provided in tandem with partnered talent management companies and language specialist companies continue to buffer European expansion strategy	Product and service development in key competencies without any real competition will likely lead to consistent growth	Continued development of product and services based on client and user needs may accelerate growth of site traffic and company
Product Line Expansion	Expanding product offerings to include stronger job analytics may further increase monthly unique visitors and capture more of the US market	The wide range of product possibilities and product line expansions that exist due to the ever-changing user needs of social networks means multiple revenue streams can be established and maintained	Expansion into international markets may grow both domestic and foreign markets evenly, leading to a secure global foothold in a niche market and a springboard into the recruitment vertical market
Substitute Products		As the only company in the US to successfully utilize social networks to passively and actively recruit candidates for job positions, LinkedIn poses a significant threat to its competitors in the recruitment vertical market. Its immense size in comparison to competitor social networks gives it an advantage on this front as well	Glassdoor is a subsitute product that has grown naturally into a recruitment tool. Its relevance to job seekers, recruiters, employees and employers makes it a signficant threat to its competitors
Foreign Trade Environment			Balanced growth in domestic and foreign markets may ensure that Glassdoor is a household name in many languages, raising the barriers to entry for competitors
Competitive Edge		The uniqueness and success of the LinkedIn product, the massive revenue of the company, as well as the talent the company attracts may allow it to remain at the forefront of the industry, given that executive leadership continues to be aggressive	The unique product offering combined with success and tremendous growth give Glassdoor a signficant competitive edge when capturing market share
Technology		Top talent in software engineering and data analytics ensures that LinkedIn's technology will be the industry benchmark in the near future	

Strengths, Weakness

	Careerbuilder	LinkedIn	Glassdoor
Opportunities			
Horizontal Integration	Strategic partnerships may increase Careerbuilder's ability to penetrate foreign markets. Horizontal expansion via strategic acquisitions have spurred expansion into Asiatic markets		
Vertical Integration		Acquisitions of tech companies are aimed at bolstering or expanding existing products or services, not growing social networks or recruitment capabilities	
Cultural Shifts		Trends across every industry HR department favor social networks as the optimal place to discover passive and active candidate and recruit top talent. LinkedIn is in perfect position to take advantage of its unique white collar and executive talent user base	Glassdoor has created a unique way to promote corporate transparency based on employee anonymity and company review. This peer review appeals to users. Word-of-mouth combined with creative profile creation that promotes sharing on social networks has created a shift towards Glassdoor
Client/Customer Rapport		As more and more job seekers and employers are succeeding in accomplishing HR objectives with LinkedIn, rapport is rapidly growing market share and revenue streams	160% increase in traffic to site and massive growth in active users has led to a boost in reputation and brand recognition
Business Cycle	Recovering economic conditions and high unemployment continue to grow Careerbuilder's market share and revenue streams	Employers are beginning to view traditional job boards as poor locations to find optimal candidates. The increasing reliance on LinkedIn's top talent and cultural shift towards social networks will continue to bolster growth	As Glassdoor's reputation grows, employers are being to realize the importance of keeping track of their company reviews in order to attract top talent
Demographics			

Strengths, Weakness

	Careerbuilder	LinkedIn	Glassdoor
Threats			
Prospects			
Market Growth			
Product/Service Development			
Product Line Expansion			
Substitute Products	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. Further, LinkedIn has effectively utilized its professional social network to capture significant market share, posing a significant threat to Careerbuilder		
Foreign Trade Environment	Failure to gain a foothold in overseas markets may threaten ability to compete with other traditional job boards and LinkedIn	While US investments are seeing high returns, LinkedIn is experience a high level of pushback from competitors in foreign markets. Although it will be a long time before the US market is saturated, failure to establish a strong foothold in foreign markets may stall growth in the future	

Strengths, Weakness

	Careerbuilder	LinkedIn	Glassdoor
Threats			
Competitive Edge	Inability to differentiate itself from other traditional job boards may further erode Careerbuilder's relevance as a traditional job board. This may be exacerbated by LinkedIn's success		
Technology	Inability to keep pace with direct or indirect competitor technology may stall growth		Technology must be upgraded to ensure continued user satisfaction
Horizontal Integration		Backing out of the Monster deal may lead to another deal with a more stable job board looking to sell, or may prove that LinkedIn has not yet been able to figure out what to do with blue collar job seekers	No known acquisition plan in place
Vertical Integration	Despite occassional rumors of an IPO offering, Careerbuilder remains a private company. As the market valuation for traditional job boards continues to drop, Careerbuilder may lose a prime opportunity to gain significant media attention and increase its value		No known acquisition plan in place
Cultural Shifts	Niche job search engines and social network recruiting are gaining popularity and quickly capturing market share. Further, the approval of the .jobs website may lead to accelerated loss of revenue and market share		

Strengths, Weakness

	Careerbuilder	LinkedIn	Glassdoor
Threats			
Client/Customer Rapport	Customer dissatisfaction with Monster.com has led to the capture of market share. Customers are neutral towards Careerbuilder product offerings. As Careerbuilder's popularity brings its products into scrutiny, executives must find a way to keep the customer review spotlight positive		
Business Cycle			
Demographics	Being almost solely US-based, Careerbuilder must continue to forge a path into foreign territories to combat challenges being faced in the US market share	Heavy US presence hides a serious challenge in foreign markets. Competitors such as Viadeo, Xing, Recruit and Seek are strongly entrenched in their respective markets. Of LinkedIn's 200 million users, 74 million are US-based and 47 million come from the next four largest LinkedIn communities combined. LinkedIn is second to its competitors in specific foreign markets such as France, Germany, Japan and Austrilia	User demographics are still small compared with competitors in the recruitment industry. Failure to grow these numbers could stall growth