

Available online at <http://www.ijims.com>

ISSN: 2348 – 0343

Trend of Social Recruitment in India in 21st Century

Vaishali Trivedi

Lecturer at Modern College Of Education, Lucknow, India

Abstract

This study will try to gauge the acceptance and use of social networking by recruiters and professionals in 21st century India. Social Recruitment started from USA which is home country for almost every (early) social networking startup. During early 21st century, Social recruitment had started to dominate every industry and every level of corporate in USA. In India, it took a while to get started as we lagged in IT and Telecom infrastructure. During late 20th century and early 21st century, Telecom companies started their dream run and suddenly internet connections started to be a household thing. With the burgeoning middle class and availability of plethora of smartphones, social networking and hence social recruitment got much needed push in country. LinkedIn is currently ruling the recruitment arena. Though the industry has seen an astonishing growth of penetration of Facebook, Twitter and LinkedIn among her denizens, India is still far from realizing its true potential as there is still a huge portion of population to be tapped with this revolution.

Key words: Social Recruitment ,Facebook, Twitter and LinkedIn , India

Introduction

If we have to guess one thing that has changed our lives in every aspect, it will be ‘social networking’. People call it social networking era. It has touched every aspect of our lives. Everything gets updated on networking sites. What we eat, drink, places we visit, and functions we attend... everything needs to be there posted on our wall. And almost everyone (unless you are from some remote unprivileged area still far from 21st century communication infrastructure) is using some kind of networking platform be it Facebook, twitter, LinkedIn or messaging services like Whatsapp, Facebook messenger, Skype or some photo sharing services like Instagram. This phenomenon is not urban. It has deep penetration in rural areas also. Social networking has not only changed the behavior of social activity but also businesses and corporates. It has brought a new paradigm to marketing, sales, development or employee-employer relationship. It has affected corporate world every bit as much as it has done with individuals. Recruitment process is no exception. With the advent of the army of new tools, 21st century recruiters have also modified or changed their strategy for poaching recruits. Suddenly they have this new virtual world full of potential recruits at their disposal that can be contacted without much infrastructure and cost. Social media provides a way for you to directly connect to high-caliber employees. The exponential growth of social media sites provides unprecedented access to huge number of people along with their information. ^[1] More and more companies are turning to a multi-faceted approach to search qualified applicants. To be able to stay at the top of the game, job seekers should know the various methods which companies use to look for qualified applicants. ^[1] Gone are the days when you had to rely on local newspapers and advertising agencies to recruit employees. Those methods are becoming obsolete as more people turn to social networks for their hiring and job finding needs.

Objective of paper:

- To study impact of social networking on recruitment process and its future trend in India
- To open up new vistas of research and develop a base for application of the findings in terms of implications of the study.

Materials and Methods:

Brief history of Recruitment - A Retrospective look: It is believed by some that recruitment dates back to ancient Egypt, Greece and Rome through the way in which people wrote things down about themselves to give a potential employer, initiating the concept of a CV. However the birth of modern recruitment, and recruitment as we know it, began in the 1940's as a result of WWII. The calling of soldiers to the war left gaps in the work-place and a solution was born: the employment agency. Employment or recruitment agencies began to advertise for members of society who were not called into military service, to fill the vacancies in the workplace left by those who went to war. Once the war had come to end, the employment agency remained with the purpose of finding the returning war veterans

(with their new skills) a place in the employment market which at the time was lacking in talent. And so with the expanded work-force, the recruitment industry blossomed.

By the 1950's, people were creating resumes depicting their current personal profiles and skills. The main focus of the recruiter then was to ensure that candidates, or the customers, were satisfied and found employment. However by 1970 along with the booming economy, there was a shift in focus. Recruiters began to work for the client as an increasing amount of corporate and expanding businesses began to outsource their hiring needs to employment agencies. However this was before the rise of the internet and modern technology, and recruitment was a different game. Recruiters had limited resources in comparison to recruiters in the modern age. The main tools of recruitment were that of bulletin boards, which slowly led to advertisements in newspapers. Recruitment depended extensively on word-of-mouth and face-to-face applications. The storage of information was also challenging as the agency would have to store files and archives of masses of CVs written on paper, making applications difficult to access and sort through.

With the invention of the computer, arrived Applicant Tracking Systems and candidate databases which made storage and accessibility of the CVs much easier for recruiters. By the mid 90's, with the arrival of the world-wide web or internet, recruiters were treated to the use of online classifieds and job advertising as well as online databases. The concept of "head-hunting" became ever popular, and a focus on skill apparent. Many years later with the growth and improvement of the internet as an accessible research tool, recruiters started to use online job-portals as a resource to access candidate's CVs.

We can therefore see a change in recruitment methods throughout the years mainly influenced by socio-economic circumstance, as well as development and technological influence. Although the recruitment industry has progressed from hand-written CVs and walk-in applications, the industry remains ever-changing. Since 2010, more people are using social networking sites to recruit staff as well as apply for jobs. Personal branding has taken center stage, and social networks are ever-present and expanding. Recruiters now have access to millions of professional profiles with the click of a button.^[21]

E-recruitment vs Social recruitment:In our daily life, we get to hear words like social recruitment, e recruitment, social networking websites and job portals. Many use social recruitment and e-recruitment words interchangeably. Though they seem to be quite similar but actually are not same. Before we move on, it is very important for us to understand the difference between these two terms.

E-recruitment is the use of technology to attract candidates and aid the recruitment process. It includes every aspect of recruitment process where we use information technology such as websites, emails or online tests. There are various forms and stages of e-recruitment. It is used in advertisement when we give online advertisement on websites or job portals regarding hiring. It is also used in collecting CV's either through job portals or through own website by providing some links (most often we see 'career' tabs on any company's official website). E-recruitment can also be used at the stage of candidate selection either through online tests/quizzes or through Skype/VOIP calls where interviewer and interviewee can talk to each other face to face from different geographical locations. E-recruitment also plays its role even after selection of candidate in form of employee training and onboarding. E-Recruitment is used for organization's branding or as a tool to build personal relationships with recruits/employees.

E-recruitment comes with its own basket of goodies. It ensures 24X7 availability,(unless your website/job portal is down which is most of times very unlikely). The result is instantaneous – e.g. candidate uploads his/her CV and it is immediately available to recruiter. It also helps streamline several processes – advertisement, CV shortlisting, Online Tests and results. E-recruitment also makes it possible to handle a lot more job applications with much less man power which means recruiter gets to be more efficient while saving money at the same time. It also helps companies in their brand management and the reach of recruiter is many fold (the reach of internet and websites is universal compared to newspapers and other offline means).

Social recruitment is not something different from e-recruitment but a branch of it where recruiter uses social networking websites to target/contact potential candidates, manage brand image and convey opportunities in his organization. Here recruiters use Facebook, twitter, LinkedIn, Instagram, Whatsapp and Github to engage and communicate with recruits or potential employees. Like other branches of e-recruitment (e.g. job portals, own website), reach of social recruitment is vast (in fact more than any other mean). The benefit of social recruitment is similar to other e-recruitment means for the most part such as alignment of HR, marketing and PR for organization, instantaneous response, 24X7 availability, availability of discussion board and company thread on social networking websites. The distinct advantage of social recruitment (which sets it apart from any other approach) is that here organization and candidate gets to understand each other much better than by any other platform. Candidates get to understand the organization via its presence/activities/shared events on social networking websites and vice versa.

Social Recruits also helps recruiter target passive job seekers (a person who is not actively looking for a job change but is open to it provided a good opportunity comes his/her way).

Social networking websites are websites where people interact with each other. e.g. Facebook, twitter and LinkedIn while job portals are websites where recruiters post their jobs and job seekers post their resumes or CVs and accordingly they connect with each other. e.g. naukri.com, monsters.in etc.

Literature Review

Social Recruitment is not a local phenomenon. India is kind of late entry to this club. Developed countries such as USA, UK, Canada and Australia they all had this strategy going on for some years when it started taking place in India. The reason was simple – social networking got a bit started late in India compared to these countries. USA has distinctly been at advantage in this regard as it has been home to these networking sites and hence has always been first to board any of such platforms. It also makes USA a matured subject to study the impact of such platforms in corporate world. Corporates and professionals using social networking platforms are substantially more than any other country and its penetration are across the board be it industry wise, job category or hierarchy. These things make USA an ideal subject to do some background study before moving to understand social recruitment in Indian context. The studies done for USA will provide useful insights and pointers regarding how to steer the study and analysis of social recruitment in Indian context.

One of the most thorough surveys done on social recruitment in USA is by Jobvite. They have been doing this survey annually for past couple of years. For the sake of relevancy, I will analyze their survey for most recent year i.e. 2013. During its survey Jobvite had found that the adoption of social recruitment has been almost universal across the industries. More and more organizations are jumping the ship as evident from the data.

Table 1: Adoption rate of organizations

94% of the companies surveyed were found to be using LinkedIn as their preferred social networking platform when it comes to recruitment. For Facebook and Twitter, it stands at 65% and 55% respectively.

Recruitment has several stages – searching candidates, contacting candidates, keep tabs on potential candidates, vet candidates pre/post interview and posting jobs and Survey has found that LinkedIn has ubiquitously dominated the scene. 96% of the companies are searching candidates using LinkedIn and 94% of the companies are using LinkedIn to contact candidates. For Facebook and Twitter, these figures do not touch even 50%. For posting jobs, 91% of the companies are using LinkedIn and only 48% and 43% of the companies are using Facebook and twitter respectively for the same purpose. When it comes to actual result, 92% of the companies accepted to have hired via LinkedIn whereas for Facebook and twitter it stood at a mere figure of 24% and 14%.

What is interesting to note here is that for recruiters, LinkedIn and Facebook/Twitter serve different purposes. Recruiters are inclined to look at a candidate's LinkedIn profile when they are interested into relevant job experience and specific hard skills and they will look at Facebook/Twitter when they are trying to find out if candidate can fit culturally.

There have been several advantages of using social networking. 33% of the recruiters surveyed had accepted that hiring time has improved and 49% have accepted to the fact that social recruitment has helped them find candidates with better quality. 43% have agreed to the fact that quantity of available candidates is much more than what they could get traditional way. It has also been economical to them using social recruitments they have to spend less than 1000 USD per month for social recruitment.^[3]

There have been several takeaways for us with the study of USA – 1) use of Social Recruitment is ubiquitous in industry. This trend might be visible in India as the social networking matures in the country 2) LinkedIn as a platform dominates the market when it comes to choose among various social platforms for the corporates and recruiters 3) Social Recruitment add values to the recruitment process in terms of quality, quantity along with positive economic reasons.

Methodology

The ideal way would have been to survey recruiters and job seekers about how do they go about talent/job hunting and what is the success ratio. On a more elaborate level we could have asked about satisfaction regarding quality, turn-around time, ease of time, number of relevant jobs/profiles available etc. But to study a country like India which is not only very vast but also very diverse, it was a steep challenge for me to go about doing survey on a significant level so as to come out with definite conclusion. Hence I decided to analyze data for the social networking sites and use parameters like number of jobs, companies, users, active users, traffic on website and their trend in past couple years to see the current trend and predict future course of action with help of collateral data such as growth of economy, infrastructure and awareness in public. This should better reflect the mood of social

recruitment as data collected this way will consist of whole population rather than choosing a small sample which can be flawed with some known/unknown biases (it is always very difficult for an individual to come up with representational sample for a population as vast and diverse as our country i.e. India). We will also be referencing to some related surveys done by various agencies to analyze the data at hand and reach our conclusion.

As part of this research I will not be considering job portals as they are not part of social recruitment (or at least in my views, as explained above while discussing difference between e-recruitment and social recruitment). Also while analyzing social recruitment, I have decided to choose LinkedIn platform to study the trend rather than Facebook and Twitter. It is true that user base of Facebook is much broader than that of LinkedIn (Twitter also has a greater user base). Facebook as a platform is used for numerous activities and primarily it is a platform to share thoughts, photos and discussion. Job hunting is still not considered to be the primary activity (or an activity which is significant in terms of other engagements on the platform). While LinkedIn is also not a platform which is used only for job hunting but it is, however, much better placed when compared to Facebook and Twitter.

There are other aspects of recruiter-jobseeker engagement such as contacting through Whatsapp, Facebook messenger etc. but I am here targeting candidate profiling and selection part of recruitment and not the collateral or subsequent communication channel.

Github profiles are also now a days being used to shortlist candidates but has not been considered as part of this study for various reasons – 1) Github is kind of information technology domain (coding part to be more specific in that domain) specific 2) It is not the primary source of searching candidates. Usually candidates are searched from some other source e.g. LinkedIn, naukri.com and then recruiters look into their Github profile to check their suitability and past relevant work and its quality.

Above mentioned thoughts are based on my understanding and I do not claim that to be true backed by some thorough survey/data but it will be my assumption going forward in this research.

Research

India as a country is much different from USA and hence we cannot take results of jobvite social recruitment survey 2013 on its face value for India. As compared to US, India is far lagging in terms of infrastructure and awareness of masses. We as a country have still a long way to go when it comes to communication technology reach among our country men. We started in internet technology a little late than US and Europe as it was kick started only in 1995. After that it has been increasing ever since.

To understand the future of social recruitment, we will need to understand the relation of internet and communication infrastructure and its relationship with Social Phenomenon. Without much of internet infrastructure, social recruitment or any other online service cannot be popular because this infrastructure is the backbone of all these services. As we will see in coming sections, we will notice that growth in social recruitment has followed the boom in internet availability among masses which followed the explosion of hysteric interest in smartphones.

Internet in India started in 1995 following government of India policy of this. It really did not see much growth till 2000 as we had only 1 million users connected with internet by then. As economy grows and people were earning more and more and could afford these services, internet penetration started to increase and started to become something that was of common use rather than hard to afford. Cumulative Annual Growth rate (CAGR) of broadband during the five-year period between 2005 and 2010 was about 117 percent. DSL, while holding slightly more than 75% of the local broadband market, was steadily losing market share to other non-DSL broadband platforms, especially to wireless broadband. The Industry has grown over twenty times in just ten years, from under 37 million subscribers in the year 2001 to over 846 million subscribers in the year 2011. India has the world's second-largest mobile phone user base with over 929.37 million users as of May 2012.^[4]

Internet usage in India^[5]:

Table 2: Internet usage in India

India has the world's third largest number of Internet users with over 205 million in October, 2013. According to the Internet And Mobile Association of India (IAMAI), the Internet user base in the country stood at 190 million at the end of June, 2013. As of October, 2013 report, it is over 205 million.^[4] The number of broadband subscribers at the end of May 2013 was 15.19 million. As we can see that we had a little slow start and it was only when smartphones arrived at the scene, internet penetration among the masses took off. As per nelson 2013 report, 10% Indian use smartphone and 9% use multimedia phone.^[6]

Currently 15.1% of population is connected with internet but still India ranks at 139th as per current report.^[7] When we compare it with large countries with sizeable populations such as USA with ~85% internet penetration and China with ~40% penetration, we can see we are still left with a lot to cover. Still we have approx.

500 millions of our population to add to internet in realistic terms so our growth so far though very impressive is only the tip of the iceberg (our internet and communication economy).

LinkedInIndia Story: LinkedIn started its operation in India in 2009 as we can see from the chart, it has grown to around 24 million users in the country in less than five years from userbase second only to us now.

Table 3: Linked growth in India

As of today, LinkedIn has largest user base outside its home country USA. In terms of user activity, in August 22nd – September 20th 2014, from India over 7.88 million users logged into their LinkedIn profiles and they had traffic of 217 million page views from country.^[10] The traffic to LinkedIn from India has been constantly increasing. Data above clearly reflects that LinkedIn has gathered a lot of interest among Indian professionals. Since 2013, India has become country with highest growth rate for the professional networking giant.

Collateral data and surveys

One survey indicates that every year, more and more people are realizing that social networks can provide a good platform to hire quality employees.^[8]

Table 4: Top 10 most important places to find quality hires

As of 2013 global recruitment trends, 40% Indians surveys believe that social professional networks are here to stay long term for hiring as compared to 39% worldwide.^[9]

Table 5: Top 10 long lasting trends

When surveyed about how companies should go about their brand management, professional networks not only came on the top, but they are increasing their lead every year over other means.

Table 6: Top 10 channels to communicate brand

Discussion

As we have seen, India has become hub of second largest LinkedIn users in less than five years since LinkedIn has opened its office in the country. Also India has maintained its second position in terms of active users as well as page views for the coveted professional networking site. Since 2013, it has maintained highest rate of growth in the country. With a such a large pool of professionals at social network, employers and recruiters have recognized the importance of using social networking sites especially LinkedIn as it was evident from data as well where more 40% of surveyed users approved that utilizing social and professional networking sites are a long standing trend in terms of resource hiring. Also Organizations has shown increasing evidence in using LinkedIn as a tool to poach talent but also to harness its brand. Given these data, one will have strong reasons to believe that share of social and professional networking site will maintain their increasing contribution in professional circuit and will only improve upon their clout in terms of importance when recruitment will be on the cards.

Here I believe that I have some more reasons to be more optimistic than the trend shows. There are several factors that will work in favour of social recruitment's role in industry. First being the Indian Economy. The trend we have studied were for those period when our economy was not in good shape. With the current positive sentiment of investors towards economy of the country and positive outlook emanating from rating agencies across the world for India and economy-favorable government in center, I can believe that going forward, economy is going to improve in near future. Along with that, current regime in India under the leadership of Shri Narendra Modi has put forward a vision of digitizing India by 2019. The GOI plans to connect 2.5 lakhs villages by broadband and 2.5 lakhs schools and all universities to have Wi-Fi by then. The GOI has planned an expenditure budget of more than 1 lakh crore rupees. They have also started National Digital Literacy Mission to educate 15 lakh people digitally literate with help from Nasscom, Intel and Microsoft.

Apart from that, e-infrastructure is improving every day. Telecom companies are not only bringing new technologies (3G and 4G) to more and more cities but also covering more area to secure greater user base. All these are just paving the way for better infrastructure for information technology and hence more and more internet connectivity among the masses. If we can have maintained second highest userbase and traffic with having an infrastructure rank of 139th in the world, we can expect a much better representation if we move towards higher IT infrastructure rank.

With past couple of years' data and current expectation and strategy of corporates and engagement level of professionals on professional networking site, we can believe that social recruitment trend will only become a better part of whole recruitment process. Couple that with a positive looking economy, growth oriented government and still a large population to get access to internet, we can say we still have a lot of scope to make progress. Hence we might expect social networking to only outperform itself in near future.

Limitations: There are some risks associated with our approach. Like in every analysis there are some risk factors whose magnitude will decide how much end result will vary from actual result. Since the objective of this research is not to quantify trend in terms of some value in some specific time frame. Rather it is to qualitatively depict the future trends, here our risk will not be defined in terms of the amount of variation. But qualitatively we can define some risk variables involved in our approach.

In our approach we have targeted LinkedIn to measure the social recruitment trend in India. There are two basic challenges in this approach – 1) Not all the people on LinkedIn are looking for a job change 2) Not all the people looking for a job change uses LinkedIn as their preferred/only social networking platform. Here risk caused by later is not that significant as in India people still have the perception that Facebook is more personal and LinkedIn is more professional. Recruiters have more or less tendency to use Facebook more or less for brand management and seldomly to cross check candidates social profile, not that search the candidate at Facebook in the first place. The reason first point can add risk to our analysis in more significant terms is that a huge number are professionals are on LinkedIn by default. They use it on a daily basis more or less like Facebook (though time spent on two platforms could vary by a large margin). Still the number of people using LinkedIn and the number of people using LinkedIn for job change could differ drastically. For the sake of simplicity, It has been assumed that % of LinkedIn users using the platform for a job change is a significant portion of the lot.

The analysis is based on secondary data and collateral data. Here the traffic on LinkedIn has been used, trend in user activity and engagement on the platform, growth of internet and smartphones and positive sentiments about the economy as factor while understanding the current trend and possible future trend. A thorough survey would have helped in gauging the mood in corporate and professional and understand their inclination towards social recruitment. Also there is still not much data available from corporates about how much of recruitments are done by social recruitment and individually from which social networking sites. Lack of all this data and ever present uncertainty in economy will always make prediction very difficult to be precise.

Conclusion

Despite the presence of some factors in analysis, it is clear from the available data that prospect of social recruiting is really bright. With communication infrastructure still having to tap a huge population and having more than 50% of population (which is more than 1.2 billion) in young age group, the current social networking population still seems to be in its adolescent stage. With a resolute and forward looking government at center, social networking will only mature before getting flattened out soon. With more and more population coming to the platform and booming economy, it will only make more sense for corporates to engage in social recruitment. From another angle, Social Recruitment does offer economic reasons apart from numerical ones – 1) it is cheaper than any other recruitment process 2) it will help corporates function 24X7 even without any employee monitoring it 3) response is instantaneous to job seekers 4) Its reach is not limited by geography. With that I will conclude that social recruitment is rapidly gaining traction in Indian professionals and recruiters and there are valid reasons (economic, social and numerical) to believe that this trend will not continue in near future but also will be upward. It will be only a few years before one can start thinking about market being matured. It still has a lot of ground to cover before it saturates.

Future course of research: There is still a lot to cover in for social recruitment in India. India being a large country not only in extent but also in diversity will need a thorough survey. It should not only cover various geographic locations but also demographics, industries and various levels in any given industry. Only then we will be able to understand how much is social networking phenomenon present at these places and what are the segments or industries that are ahead or lagging in terms of social recruitment for resource hiring. One also needs to analyze other platforms such as Facebook and twitter and what kind of results do they provide or how do they change the landscape when combined with results from LinkedIn. We need to understand the effectiveness of hires via social recruitment – what is success ration in hiring and what is the quality of hires. How does it compare against hires from job portals or recruitment via referrals.

References:

Website/webpages:

1. http://www.huffingtonpost.com/felix-tarconnicu/how-to-hiring-process-has_b_3364603.html
2. <http://www.bizcommunity.com/Article/196/22/99647.html>
3. <http://jobvite.com/blog/2013jobvitesocialrecruitingserver/>
4. http://en.wikipedia.org/wiki/Telecommunications_in_India

5. <http://www.internetworldstats.com/asia/in.htm>
6. <http://www.slideshare.net/mitraarnab1/india-on-internet-2014>
7. <http://www.internetsociety.org/map/global-internet-report/?gclid=Cj0KEQjwhLCgBRCf0fPH043IIJwBEiQAf8P8U2tcoF3wYq01Lit-wRGKGEPu8h78Vdchx3TMvtDyxcgaAqn28P8HAQ>
8. <http://www.slideshare.net/fullscreen/linkedin-talent-solutions/india-recruiting-trends-infographic-2013/1>
9. <http://www.slideshare.net/linkedin-talent-solutions/global-recruiting-trends-2013-india>
10. <http://quantcast.com/linkedin.com>
11. http://www.volt.com/Recruiting_with_Social_Media.aspx

Figures and Tables:

Table 1

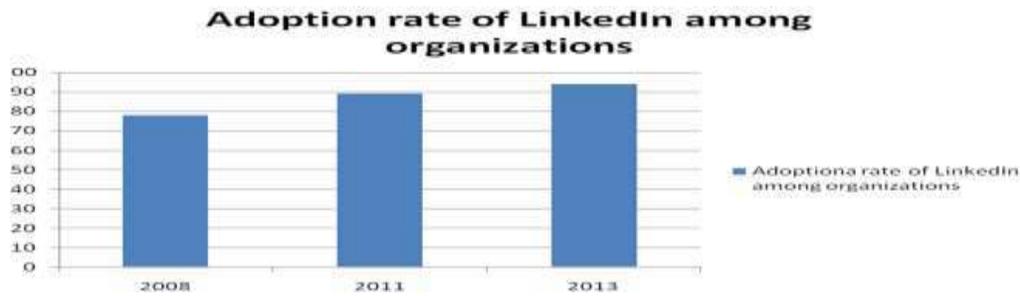
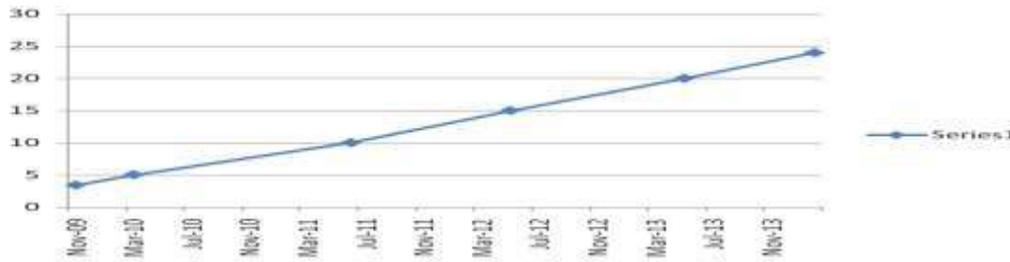


Table 2: Internet usage in India

| Year | Internet Users | Population | % internet users | Date Source Agency |
|------|----------------|---------------|------------------|--------------------|
| 1998 | 1,400,000 | 1,094,870,677 | 0.1 % | ITU |
| 1999 | 2,800,000 | 1,094,870,677 | 0.3 % | ITU |
| 2000 | 5,500,000 | 1,094,870,677 | 0.5 % | ITU |
| 2001 | 7,000,000 | 1,094,870,677 | 0.7 % | ITU |
| 2002 | 16,500,000 | 1,094,870,677 | 1.6 % | ITU |
| 2003 | 22,500,000 | 1,094,870,677 | 2.1 % | ITU |
| 2004 | 39,200,000 | 1,094,870,677 | 3.6 % | C.I. Almanac |
| 2005 | 50,600,000 | 1,112,225,812 | 4.5 % | C.I. Almanac |
| 2006 | 40,000,000 | 1,112,225,812 | 3.6 % | IAMAI |
| 2007 | 42,000,000 | 1,129,667,528 | 3.7 % | IWS |
| 2009 | 81,000,000 | 1,156,897,766 | 7.0 % | ITU |
| 2010 | 100,000,000 | 1,173,108,018 | 8.5 % | IWS |
| 2012 | 137,000,000 | 1,205,073,612 | 11.4 % | |

Table 3: LinkedIn growth in India



(Numbers on y-axis are LinkedIn users in millions)

Table 4: Top 10 most important places to find quality hires

| Sources of Quality Hires | 2011 | 2012 | 2013 | Increase (+) Decrease (-) |
|---|------|------|------|------------------------------|
| Employee referral programs | 61% | 57% | 65% | +4% |
| Internet job boards | 41% | 46% | 42% | -3% |
| Recruitment agencies | 45% | 35% | 42% | +3% |
| Social professional networks | 21% | 25% | 41% | +20% |
| Internet resume databases | 32% | 29% | 27% | -5% |
| Internal hires | 11% | 15% | 23% | +12% |
| College recruiting programs | 20% | 21% | 18% | -3% |
| Company career website | 13% | 12% | 14% | +2% |
| Company ATS/internal candidate database | 9% | 6% | 5% | -4% |
| Diversity recruiting programs | 4% | 2% | 5% | +3% |

Table 5:

| Top 10 long-lasting trends | India | World |
|---|-------|-------|
| Utilizing social and professional networks | 40% | 39% |
| Upgrading employer branding | 35% | 33% |
| Boosting referral programs | 32% | 21% |
| Training recruiters and hiring managers | 19% | 16% |
| Optimizing your career site | 17% | 15% |
| Finding better ways to source passive candidates | 16% | 27% |
| Increasing use of data analytics in recruiting | 15% | 10% |
| Measuring quality of hire more consistently | 15% | 11% |
| Ensuring jobs posted reach multiple sites | 13% | 6% |
| Recruiting globally | 12% | 14% |

Table 6:

| Top 10 Channels to Communicate Employer Brand | 2012 | 2013 | Increase (+) Decrease (-) |
|--|------|------|------------------------------|
| Company website | 72% | 73% | +1% |
| Online professional networks (e.g. LinkedIn) | 53% | 64% | +11% |
| Friends/family, word of mouth | 54% | 51% | -3% |
| Social media (e.g. Facebook) | 40% | 51% | +11% |
| Public recognition/awards (e.g. Best Places to Work) | 32% | 42% | +10% |
| Traditional Job Boards | 35% | 39% | +4% |
| Public relations efforts | 22% | 27% | +5% |
| Print ads | 22% | 24% | +2% |
| Search engine marketing (SEM) | 13% | 15% | +2% |
| Other online advertising | 11% | 14% | +3% |