Employment Search and Recruitment Networks

In the good ol’ days, people went out on their front porch to pick up their daily newspapers, came back into their homes with a pen, and sat down in their favorite, comfortable recliners. They opened the employment section and began circling jobs. After a phone call (or, later on in time, a fax), they may get asked to come down and fill out an application or interview. Meanwhile, if someone lost a job, maybe they headed to the unemployment office to stand in line for hours -- without the guarantee of even a job nibble at the end of their efforts. The Internet, and, more specifically, job sites like Monster.com, Careerbuilder.com and Yahoo HotJobs have changed the entire process. No longer do companies have to run ads in obscure local papers to find talent. No longer are candidates limited to finding jobs in their local papers. The job-market has become much more wide open and both companies and candidates alike have both benefited and suffered from the Internet revolution. This market continues to change as social networks like Facebook and MySpace and professional networking sites like LinkedIn and PlaxoPulse have yet again affected the way that companies find talent and candidates find jobs.

Questions

1) What has the evolution of the job search industry been? How has the invention of the Internet and then Web 2.0 technologies influenced how people find jobs and how companies find employees?

2) What are the major differences between Monster.com’s and Careerbuilder.com’s strategies and business models? How did they first take the brick-and-mortar industry online?

3) How have social networking sites changed the industry landscape for the major career matchers?

4) How important do you think more intuitive, comprehensive and precise matching algorithms will become to the industry?

5) What do you think about the “aggregator” vs. “niche” strategies? Is there a need for both? Will one or the other become dominant?

6) How quickly (if at all) do you think the traditional paper resume will go the way of the stage coach and be replaced by an interactive, multi-media profile? Why?

7) What is the future of the job search industry? Where do you see it heading? What business model will succeed? Who will become the dominant players? Who will partner? Who will compete? What new unknown players or ideas might crop up? What is the next ‘stage’ in this industry evolution?
Required Readings

- Forrester Online Recruiting 2002 Industry Overview (Case Folder)
- “Monster Networking” HBS Case (2005) (Delivered to mailboxes)
  [link](http://media.corporate-ir.net/media_files/nsd/MNST/presentations/tmpw_031103/sld002.htm)
- Knowledge@Wharton piece on “Monster at Middle Age,”
  [link](http://knowledge.wharton.upenn.edu/articlepdf/1817.pdf?CFID=74575353&CFTOKEN=39913021&jsessionid=a8301841179f1b2c10b5)
- CareerBuilder Presentation (April 2004) (Case Folder)
- CareerBuilder timeline to understand differences between Monster and CareerBuilder approach:
  [link](http://www.careerbuilder.com/share/aboutus/profile_history.aspx?cbRecursionCnt=1&cb.sid=c03913cbe8dc422f81b3db0c2983013b-276133161-JS-5)
- Tannia.com Presentation (Case Folder—to be released Friday)
- NY Times article on Job Hunting (Case Folder)
- NY Times article on Social Networking Recruitment (Case Folder)
- Business Week article on Social Networking sites as Related to Job Seekers Overview (Case Folder)
- USA Today article on LinkedIn (Case Folder)

Optional

- Monster.com Annual reports: [link](http://phx.corporate-ir.net/phoenix.zhtml?c=110723&p=irol-reportsannual)
- Trends in job forecasting by CareerBuilder:

Company Websites

- [www.Monster.com](http://www.Monster.com)
- [www.Careerbuilder.com](http://www.Careerbuilder.com)
- [www.Yahoohotjobs.com](http://www.Yahoohotjobs.com)
- [www.LinkedIn.com](http://www.LinkedIn.com)
- [www.Facebook.com](http://www.Facebook.com)
- [www.MySpace.com](http://www.MySpace.com)
- [www.Xing.com](http://www.Xing.com)
- [www.Tannia.com](http://www.Tannia.com)
- [www.virtualcv.com](http://www.virtualcv.com)