India Recruiting Trends

3 Must-Know Talent Acquisition Trends for 2015

4th Annual Report

LinkedIn Talent Solutions
Introduction

To win in 2015, talent acquisition and business leaders need to stay ahead of the latest recruiting trends. Companies and institutions are under pressure to find top talent at lower costs while competing with big brands and promising start-ups. The recruiting industry is undergoing pockets of disruption. Social media and digital marketing are becoming the new norm in how we recruit. With innovative recruiting technologies and techniques emerging almost every day, we are witnessing the democratization of recruiting. Any company – big or small – can now find high quality talent at scale with the right tools and strategy. Read on to understand how you can get ahead of these recruiting trends in 2015.

About this survey

We surveyed more than 4125 talent acquisition leaders globally including 300+ in India across 14 industries to understand what’s keeping them up at night and where they see the industry going in 2015. Get a head start on 2015: tap into our insights on the largest survey of talent acquisition leaders in the world and chart your course for success.
Executive summary: India Recruiting Trends

3 must-know talent acquisition trends and predictions for 2015

1. Recruiting volumes and budgets increase in tandem indicating an overall positive sentiment in organizations on recruiting.

2. Social recruiting grows for quality hires - Recruiters’ use of social professional networks as a source of quality hires closes gap with internet job boards and employee referrals.

3. Employer brands get socially engaged - Professional networks are the top most channel to spread the employer brand story. Online professional networks replace traditional channels like company website and word of mouth.

“Considering only full and part-time professional employees, how do you expect the hiring volume across your organization to change this year?”

“How has your organization’s budget for recruiting solutions changed from last year?”

“Think about the key quality hires that your organization made in the past 12 months. Which of the following were the most important sources for those key positions?”
Part 1: The recruiting industry in 2015
Part 1: The recruiting industry in 2015

Hiring volumes and budgets are perfectly poised for growth on an upward swing. With the gap between budgets and hiring, talent acquisition leaders must be poised to scale their operations. Doing more with less is more important now than ever before. Competition and compensation continue to be the top obstacles for attracting talent, forcing recruiting leaders to get smart and use data-driven techniques in their pursuit of top talent. Companies small and large face their own unique challenges in recruiting, and therefore must play to their own competitive advantages. Broader technology advancements have also begun to disrupt the talent industry, setting the stage for a dynamic and exciting future for recruiting.

<table>
<thead>
<tr>
<th>Advancement</th>
<th>Implication for Talent Acquisition</th>
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<tbody>
<tr>
<td>Social Media</td>
<td>The accessibility and connectedness of professionals online has made talent more findable than ever – and is leveling the playing field.</td>
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<tr>
<td>Digital Marketing</td>
<td>Targeted advertising based on profile demographics and online behavior is trickling from marketing into recruiting. With pin point accuracy, companies can find the right candidate by segmenting and targeting talent with the most relevant job opportunities.</td>
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<tr>
<td>Mobile</td>
<td>With the meteoric rise of mobile devices globally, job candidates are increasingly researching opportunities and companies in a mobile-optimized format.</td>
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<tr>
<td>Machine Learning</td>
<td>Adaptive algorithms can now match jobs with job seekers based on real-time behavioral feedback (i.e. viewing a job, clicking to apply).</td>
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<tr>
<td>“Big Data” Analytics</td>
<td>As data storage, processing, and transmission become cheaper, talent acquisition leaders have begun to use this data for both strategic and tactical business decisions.</td>
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</table>
Organizational budgets

Hiring volume and budgets increase
Riding on optimism in the Indian market, hiring volume and budgets increase in tandem, after a period of stagnation.

“Considering only full and part-time professional employees, how do you expect the hiring volume across your organization to change this year?”

“How has your organization’s budget for recruiting solutions changed from last year?”

Of Indian CXOs believe that overall staffing levels are increasing, according to a Sept 2014 LinkedIn Economic Confidence Outlook study. The C-suite is in touch with the talent pulse of their companies.
Organizational priorities: Recruiting leaders agree

Sourcing is top priority

Indian and global talent acquisition leaders agree that sourcing skilled talent is the lynchpin of any successful recruiting organization. Top 4 priorities remain the same this year. Investing in employer brand, measuring employer brand and recruiting passive talent have grown in priority.

Small and large companies differ

Small companies having to do more with less, prioritize training employees to be brand ambassadors and optimizing sourcing techniques. Large Indian companies are significantly more likely to prioritize data analytics in recruiting and diversity hiring. We define small businesses as organizations with 500 or fewer people.

1. Recruiting/sourcing highly-skilled talent

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<th>India</th>
<th>Global</th>
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<tr>
<td></td>
<td>40%</td>
<td>46%</td>
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2. Improving quality of hire

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<th>India</th>
<th>Global</th>
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<td></td>
<td>37%</td>
<td>34%</td>
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3. Improving sourcing techniques

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<th>India</th>
<th>Global</th>
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4. Employee referral

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<th>India</th>
<th>Global</th>
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<td></td>
<td>12%</td>
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“Think about your talent acquisition organization’s top priorities for 2014. Which of the following choices would you consider to be the most important areas of interest for your organization?”

Improving sourcing techniques

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<tr>
<th></th>
<th>Small businesses</th>
<th>Large companies</th>
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<tbody>
<tr>
<td></td>
<td>36%</td>
<td>26%</td>
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Training employees as company brand ambassadors

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<th></th>
<th>Small businesses</th>
<th>Large companies</th>
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<tbody>
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<td></td>
<td>17%</td>
<td>4%</td>
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Data analytics in recruiting

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<th>Small businesses</th>
<th>Large companies</th>
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<td></td>
<td>5%</td>
<td>16%</td>
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Diversity recruiting

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<th>Small businesses</th>
<th>Large companies</th>
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<td>5%</td>
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“Think about your talent acquisition organization’s top priorities for 2014. Which of the following choices would you consider to be the most important areas of interest for your organization?”
Competitive threats: Biggest obstacles to landing talent are compensation and competition

The two C’s of compensation and competition continue to heat up talent war in India

Lack of awareness or interest in employer brand is a rapidly growing challenge for companies.

Location and data are obstacles for Indian recruiting leaders

Indian leaders consider location of work a challenge compared to global peers. The inability to use data driven recruiting effectively, to find the perfect hire, is a bigger challenge in India.

“What are your company’s biggest obstacles to attracting the best talent?”

India Recruiting Trends
Competitive threats

Top activities by competition that make Indian recruiters most nervous are: investment in employment brand, proactive recruiting and employee retention.

Turning threats to advantages

- Build a great talent brand by investing time, effort and resources in online and offline channels, coupled with internal initiatives on making the organization a great place to work. Hence, creating brand ambassadors of existing employees and ensuring retention of top talent.
- Move away from a transactional approach to hiring by getting proactive and building relevant talent pipelines.

"What are the things that your competitors have done or may plan on doing that would make you most nervous?"
Part 2: Sourcing
Just as a championship sports team is defined by its players and coaches, a successful company is defined by its talent. But where are companies finding talent today?

In 2015, sourcing just isn’t what it used to be. Recruiters’ use of social professional networks was the fastest growing source of quality hires and is now one of the top 3 sources. Passive candidate recruiting is popular not only in the India, but also in economic powerhouse countries like China and US. Wiley Indian small businesses have also figured out how to poach passive talent. For many, it’s central to their recruiting strategy. Passive talent accounts for a whopping 75% of all professionals worldwide.

As candidates become increasingly mobile, companies are also embracing mobile recruiting. The mobile revolution is in full swing in the talent industry, and will continue to be a big theme in 2015.
Top source for quality hires: Social professional networks grow in importance

Rapid adoption of social professional networks as a source of quality hires

Social professional networks close the gap with traditional sourcing channels like internet job boards and employee referrals, while zooming past recruitment agencies.

Indian companies beat global peers at finding quality talent on social professional networks

Employee referral programs continue to be a key source for quality hires. The ability of social professional networks to identify employee connections helps recruiters fast track the hiring process.

“Think about the key quality hires that your organization (placed/made) in the past 12 months. Which of the following were the most important sources for those key positions?”

Employee referral programs

Employee referral programs

Social professional networks

Recruitment agencies

Internet resume databases

India Recruiting Trends
Top source for quantity: Internet job boards

Internet job boards account for major hirers

Internet job boards produce the highest quantity of hires for Indian companies while the usage of internet resume databases remains constant. Social professional networks is the fastest growing channel for quantity of hires for Indian companies.

How Indian channels differ for quantity of hire

Internet resume databases, employee referral programs and recruitment agencies are more popular in India compared to global peers.

How global channels differ for quantity of hire

Indian companies have significantly less internal hires and use the corporate website for recruitment far less than global counterparts.
Sourcing: There are a handful of sources that provide both quality and quantity.

5 sources of hire for quality and quantity

Part 2: Sourcing

Of Indian talent leaders believe they’re not doing enough to track return on investment for channels of hire.

One can’t manage what one does not measure. As hiring requirements and budgets ramp-up, it is time Indian recruiters started tracking key recruiting metrics via online and automated tools, on a regular basis.

“47%”

“How significant were each of the following as a source of white collar professional hires for your organization in the past 12 months?” (>15% quantity of hires)

“Think about the key quality hires that your organization (placed/made) in the past 12 months. Which of the following were the most important sources for those key positions?”
Passive candidate recruiting: India in global top 3

Passive candidate recruiting: The global breakdown

Companies in the US and China are most aggressively recruiting passive candidates. There is an increase in Indian companies reaching out to passive candidates via proactive sourcing.

Why passive candidate recruiting works

Globally, 75% of professionals consider themselves “Passive” yet only 61% of companies consider recruiting passive talent.

Global Candidate Breakdown

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>China</td>
<td>83%</td>
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<tr>
<td>United States</td>
<td>72%</td>
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<tr>
<td><strong>India</strong></td>
<td>69%</td>
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<tr>
<td>Spain</td>
<td>68%</td>
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<tr>
<td>Brazil</td>
<td>67%</td>
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<tr>
<td>Southeast Asia</td>
<td>65%</td>
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<td>Mexico</td>
<td>63%</td>
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<td>Hong Kong</td>
<td>60%</td>
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<td>South Africa</td>
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<td>MENA</td>
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<td>Canada</td>
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<td>United Kingdom</td>
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<td>Germany</td>
<td>54%</td>
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<td>Italy</td>
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<td>Nordics</td>
<td>51%</td>
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<td>France</td>
<td>51%</td>
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<td>Australia</td>
<td>49%</td>
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<tr>
<td>Netherlands</td>
<td>48%</td>
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<tr>
<td>Belgium</td>
<td>41%</td>
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“How would you describe your job search status?”
Source: LinkedIn’s Talent Trends 2014 study

Active candidate definition:
- Actively looking
- Casually looking a few times a week

Passive candidate definition:
- Reaching out to personal network
- Open to talking to a recruiter
- Completely satisfied; Don’t want to move

“To what extent does your recruiting organization focus on hiring passive talent?”
Sourcing: Small businesses are agile recruiters

Small businesses are agile recruiters

Small businesses are more geared for mobile recruiting

Small businesses display greater agility in new age recruiting by having career websites optimized for mobile when compared to large companies.

Small business do more with less

Small businesses largely use recruiting channels that can be run in-house. They use company career websites and student recruiting programs vs. recruitment agencies like larger companies. With less time and fewer internal people and positions, small business recruiting leaders need to find ways to help talent find them.

To what extent do you agree or disagree with the following statements related to mobile recruiting? We define mobile recruiting as finding job candidates through mobile phone and tablet-optimized career pages, job postings, and recruitment tools.

Part 2: Sourcing

<table>
<thead>
<tr>
<th>Recruiting Channel</th>
<th>Small Businesses</th>
<th>Large Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company career website</td>
<td>26%</td>
<td>15%</td>
</tr>
<tr>
<td>Recruitment agencies</td>
<td>24%</td>
<td>35%</td>
</tr>
<tr>
<td>Student recruiting programs</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td>Our career site is mobile optimized</td>
<td>44%</td>
<td>28%</td>
</tr>
<tr>
<td>Our job postings are mobile optimized</td>
<td>27%</td>
<td>30%</td>
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</table>

“Think about the key quality hires that your organization (placed/made) in the past 12 months. Which of the following were the most important sources for those key positions?”

India Recruiting Trends 16
Sourcing: Quality is the most valuable hiring metric

Quality of hire is most valuable metric

Recruitment metrics remain the same across geographies. Quality of hire is used to gauge hiring success.

Small businesses value quality of hire

Small businesses in India value “Quality of Hire” while large companies value “time to fill” more than small businesses. The cost of hire is of equal importance to both large and small businesses.

“What is the single most valuable metric that you use to track your recruiting team’s performance today?”

India Recruiting Trends
Sourcing: New hire performance indicates quality

New hire performance evaluation is the top way to measure quality of hire

Quality of hire is widely considered the holy grail of recruiting metrics. Indian recruiters place significantly higher emphasis on time to productivity compared to global peers. Time to productivity is almost as important as new hire performance evaluation.

Smaller companies favor Time to productivity

In India, large companies favor new hire performance evaluation as a quality indicator. Small businesses, with need for speed, favor time to productivity.

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“What metrics does your organization use to track quality of hire?”

<table>
<thead>
<tr>
<th>Metric</th>
<th>India</th>
<th>Global</th>
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<tbody>
<tr>
<td>New hire performance evaluation</td>
<td>56%</td>
<td>52%</td>
</tr>
<tr>
<td>Time to productivity</td>
<td>53%</td>
<td>25%</td>
</tr>
<tr>
<td>Turnover/retention</td>
<td>47%</td>
<td>51%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Metric</th>
<th>Large companies</th>
<th>Small businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>New hire performance evaluation</td>
<td>59%</td>
<td>52%</td>
</tr>
<tr>
<td>Time to productivity</td>
<td>51%</td>
<td>56%</td>
</tr>
<tr>
<td>Turnover/retention</td>
<td>48%</td>
<td>47%</td>
</tr>
</tbody>
</table>
Sourcing: The continued rise of mobile

Candidate mobile behaviors rising in India

Indian recruiting leaders agree that candidate mobile job seeking behavior is on the rise. We believe, this will increase further in 2015.

Companies invest in mobile

Companies are up to the challenge and investing in mobile strategies, optimizing their job postings and career sites for mobile.

Part 2: Sourcing

Candidates view opportunities on mobile

- 2013: 22%
- 2014: 41%

Candidates apply via mobile

- 2013: 20%
- 2014: 31%

Our job postings are mobile-optimized

- 2013: 25%
- 2014: 28%

Our career site is mobile-optimized

- 2013: 24%
- 2014: 35%

“...the following statements related to mobile recruiting?"
Part 3: Talent brand
Part 3: Talent brand

What’s a talent brand and why does it matter? It’s what talent thinks, feels, and shares about your company as a place to work. A strong talent brand reduces cost per hire by up to 50% and lowers turnover rates by 28%.¹

As recruiting evolves to be more like marketing, recruiting leaders are embracing the idea of talent brand. Their actions are now beginning to catch up to their beliefs. Recruiting leaders can get ahead of the competition by acting quickly to invest and create a proactive talent brand strategy. To learn more, check out LinkedIn’s Employer Brand Playbook.

<table>
<thead>
<tr>
<th>Marketing</th>
<th>Recruiting</th>
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<tbody>
<tr>
<td>Segment</td>
<td>Determine the types of people that fit your open jobs</td>
</tr>
<tr>
<td>Target</td>
<td>Prioritize and pursue high priority candidates</td>
</tr>
<tr>
<td>Position</td>
<td>Create a narrative and message for the company’s talent brand to acquire and retain priority candidates</td>
</tr>
<tr>
<td>Product</td>
<td>The job and work environment</td>
</tr>
<tr>
<td>Price</td>
<td>Employee salary and benefits</td>
</tr>
</tbody>
</table>
| Promotion | Outbound: Job postings, public relations  
 Inbound: Build relationships with talent communities, social, digital, and content marketing |
| Place of distribution | Job boards, social networks, email |

¹Eda Gultekin, *What’s the Value of Your Employment Brand?*, [http://lnkd.in/valueofEB](http://lnkd.in/valueofEB) (December 1, 2011)
Talent brand: Companies understand its impact

Talent brand has impact but needs to be prioritized

Indian recruiting leaders agree that talent brand matters in attracting and hiring top talent. Companies can get ahead of competition by telling a compelling employer story and creating a proactive talent brand strategy.

78%

Of Indian professionals surveyed for the Talent Trends report 2014 say that the company reputation as a great place to work or having great people or being prestigious is important while considering a job.

79%

Of Indian Talent Acquisition leaders say talent brand has a significant impact on their ability to hire great talent.
Indian companies rank high

Indian companies rank high when it comes to prioritizing and managing their talent brand. Creating a great talent brand can help Indian companies immensely since

1. Lack of awareness is a key recruiting obstacle in India. Employer branding will help companies draw quality candidates in a competitive environment, versus a post and pray approach.

2. The biggest competition nightmare for Indian companies is investment in employer brand. A proactive approach will help save the day.

3. Investing in and measuring talent brand is one of the increasingly important priorities for Indian companies. It is a question of “When?” rather than “Why?”.
Talent brand: Top 4 channels of promotion

Fastest growing channel for talent brand

In India, online professional networks are the fastest growing and topmost channel for promoting talent brands.

How small business tell their Talent story

Small business use social media and other online channels to promote their Talent brand while large companies gun for industry awards, ride on PR efforts and print ads to position themselves as an employer of choice.

“Which channels or tools have you found most effective in spreading your employer brand?” Asked leaders who are responsible for employer brand.
Talent brand: What’s the return on investment?

Reasons to invest in a talent brand

Global and Indian companies agree on the top 5 reasons for investing in a talent brand. These reasons form the foundation of a good business case to secure talent brand resources.

3 Reasons to invest in talent brand:

- Planned increase in hiring: 60% India, 41% Global
- Increased competition: 54% India, 42% Global
- Increased belief in the impact of employer brand: 52% India, 49% Global
- Need to raise general awareness: 50% India, 43% Global
- Difficulty recruiting quality candidates: 39% India, 37% Global

How much you can reduce your cost per hire: 50%

How much you can reduce your employee turnover: 28%

% of talent acquisition leaders who say talent brand significantly impacts their ability to hire great talent: 75%

“For what reasons are you spending more on employer brand this year?” Directed to leaders who report spending more on employer brand this year.

1Eda Gultekin, What’s the Value of Your Employment Brand?, hhtp://lnkd.in/valueofEB (December 1, 2011).
Part 4: The future of recruiting
Part 4: The future of recruiting

Now it’s time to test the wisdom of crowds. Looking in their crystal balls, talent acquisition leaders predict what the future of recruiting will look like. They also attempt to trend spot new, up-and-coming recruitment practices.

Amazingly, both Global and Indian talent acquisition leaders are in sync on the future of recruiting. They believe that social professional networks and better matching of candidates with jobs will be the new norm in 5 to 10 years. Given how rapidly recruiting has evolved in only 4 short years, perhaps change will come sooner than we think.
The future: Professional networks and boosting referral programs top the list

Social and professional networks are here to stay

Global recruiting leaders agree: Social and professional networks are the most essential and long-lasting trend in recruiting.

Trend spotting: Candidate and job matching

Candidate and job matching could reshape the recruiting industry.

Venn diagram with percentages

Utilizing social and professional networks
- India: 39%
- Global: 37%

Boosting referral programs
- India: 31%
- Global: 17%

Upgrading employer branding
- India: 27%
- Global: 33%

Improved candidate and job matching (personality fit, culture fit, etc.)
- India: 58%
- Global: 53%

Focusing on referrals as a primary source of talent
- India: 41%
- Global: 24%

Defining and measuring hire quality
- India: 38%
- Global: 33%

Using 'big data' for predicting future talent needs
- India: 35%
- Global: 27%

“Which do you consider to be the three most essential and long-lasting trends in recruiting for professional roles?”

“Which of the following new and upcoming trends do you think will play a significant role in shaping the recruiting industry for the next 5 to 10 years?”
Top up and coming trend varies by region

Top trend for selected geographies

Australia, India, South Africa: Improved candidate & job matching

USA, Canada, Mexico & Brazil: Improved candidate & job matching

Belgium: Remote Workforce options

Germany, Italy, Netherlands: Recruiting becoming more like marketing

China: Using “big data” to predict future talent needs
Epilogue: More interesting data

1. Student Recruiting
2. Data Driven Recruiting
Student and recent grad recruitment: Most global and Indian companies do it

Most companies globally recruit students

Although student and recent grad recruiting isn’t a top priority globally, most companies recruit students as part of their overall talent acquisition strategy. Don’t miss out on this trend.

Most large and small Indian companies recruit students

The majority of large and small Indian companies also recruit from the student and recent grad talent pool.

Global companies

- Recruit students and young professionals: 79%
- Don't recruit students and young professionals: 21%

Large Indian companies

- Recruit students and young professionals: 88%
- Don't recruit students and young professionals: 12%

Small Indian companies

- Recruit students and young professionals: 84%
- Don't recruit students and young professionals: 16%

“To what extent does your company recruit young professionals? We’re defining ‘young professionals’ as anyone who is 0-3 years out of school.”
Student recruitment: India in global top 5

86% of Indian companies are into student recruitment

Large and small Indian companies recruit students.

Compensation is the main obstacle to recruiting students

Indian companies struggle with compensation when recruiting students. Lack of awareness in the face of competition could add to recruiting woes.

“Epilogue: Student Recruiting”

<table>
<thead>
<tr>
<th>Country</th>
<th>India (%)</th>
<th>Global (%)</th>
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<tbody>
<tr>
<td>Italy</td>
<td>90%</td>
<td>43%</td>
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<tr>
<td>Spain</td>
<td>87%</td>
<td>79%</td>
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<tr>
<td>Mexico</td>
<td>87%</td>
<td>72%</td>
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<tr>
<td>Brazil</td>
<td>87%</td>
<td>64%</td>
</tr>
<tr>
<td><strong>India</strong></td>
<td><strong>86%</strong></td>
<td><strong>36%</strong></td>
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<tr>
<td>France</td>
<td>85%</td>
<td>30%</td>
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<tr>
<td>Belgium</td>
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<td>South Africa</td>
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<td>Southeast Asia</td>
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<td>Canada</td>
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<tr>
<td>United States</td>
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<td>Germany</td>
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<td>China</td>
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<td>Hong Kong</td>
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<td>United Kingdom</td>
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<td>MENA</td>
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<tr>
<td>Netherlands</td>
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<tr>
<td>Australia</td>
<td>64%</td>
<td>32%</td>
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“Compensation is the main obstacle to recruiting students.”

“Ireland Recruiting Trends”

“To what extent does your company recruit young professionals? We’re defining ‘young professionals’ as anyone who is 0-3 years out of school.”
Recruiting leaders are fairly aligned with what young professionals want in a job

Young Professionals value more than what recruiting leaders think

Young Professionals value as much as what recruiting leaders think

Young Professionals value less than what recruiting leaders think

What talent acquisition leaders think young professionals want in a job

- Excellent compensation & benefits
- Strong career path
- Challenging work
- Good employee development
- Good work/life balance
- Good relationship with your colleagues
- A place I would be proud to work
- Ability to make an impact
- Good relationship with your superiors
- Culture that fits my personality
- Flexible work arrangements
- A Co. with a long-term strategic vision
- Internal transfer opportunities
Talent analytics: India leads data driven recruiting

Indian talent leaders believe they use data effectively

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>53%</td>
</tr>
<tr>
<td>MENA</td>
<td>43%</td>
</tr>
<tr>
<td>Southeast Asia</td>
<td>39%</td>
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<tr>
<td>Brazil</td>
<td>32%</td>
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<tr>
<td>Mexico</td>
<td>30%</td>
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<tr>
<td>United States</td>
<td>29%</td>
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<tr>
<td>South Africa</td>
<td>25%</td>
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<tr>
<td>Canada</td>
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<td>China</td>
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<tr>
<td>Spain</td>
<td>17%</td>
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<td>United Kingdom</td>
<td>17%</td>
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<td>Italy</td>
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<td>Hong Kong</td>
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<tr>
<td>France</td>
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<tr>
<td>Nordics</td>
<td>9%</td>
</tr>
<tr>
<td>Germany</td>
<td>9%</td>
</tr>
</tbody>
</table>

Global Average: 24%

Indian companies use data mainly for long-term workforce planning

- Long-term workforce planning: 67%
- Urgent need of a specific type of talent: 58%
- Leadership development, succession planning: 54%

“In general, which of the following areas do you believe your organization uses data effectively to better understand talent acquisition effectiveness and opportunities?”

“How well do you think your organization uses data to understand (talent acquisition/recuiting) effectiveness and opportunities?”
Survey sampling and methodology

Survey Sample

- Survey respondents are talent acquisition professionals who:
  - Work in a corporate HR department
  - Have at least some authority in determining their company’s recruitment solutions budget
  - Focus exclusively on recruiting, manage a recruiting team, or are HR generalists who spend more than 25% of their time recruiting.
- Survey respondents are members of LinkedIn who have opted to participate in research studies. They were selected based on information in their LinkedIn profile and contacted via email.

Data Comparisons

- Global comparisons are reported as un-weighted averages from the noted countries
- Historical data comparisons are taken from 2011, 2012 and 2013 Recruiting Trends research, which had similar sampling criteria and methodology to 2014:
  - 2014 survey fielded August-September 2014 with 304 Indian respondents
  - 2013 survey fielded April-May 2013 with 274 Indian respondents
  - 2012 survey fielded May-July 2012 with 255 Indian respondents
  - 2011 survey fielded April-June 2011 with 269 Indian respondents

India Recruiting Trends
LinkedIn Talent Solutions offers a full range of recruiting solutions to help organizations of all sizes find, engage, and attract the best talent.

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