ARCADA

A LinkedIn Job Ad Casestudy for a small Recruitment Agency in London

Lisa Vuorelma

EXAMENSARBETE	
Arcada	

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Författare:	Lisa Vuorelma
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Handledare (Arcada):	Susanna Fabricius
Uppdragsgivare:	Clement May

Sammandrag:

Den här studien gjordes i samarbete med Clement May, ett litet rekryterings- företag med kontor i London. Huvud poängen var att ta reda på hur funktionen för arbetsplatsannonser fungerar på LinkedIn och att se ifall denna funktion kunde användas av Clement May för att hitta potentiella kandidater som uppfyller kraven för de lediga tjänster Clement May arbetar på för att fylla för sina kunder. Situationen uppfyllde flera av de kriterier som fallstudie- undersökning definierades enligt. Utöver LinkedIn och plattformen för arbetsplatsannonser användes böcker om fallstudier, bloggar om rekrytering och skribentens sakkunskap som material för att utföra arbetet. Undersökningen begränsades till funktionen för arbetsplatsannonser på LinkedIn, Clement Mays lediga tjänster och en budget på tusen pund. För att göra annonserna på LinkedIn måste man först sätta in namn på tjänsten, företaget och geografisk plats. Sedan fylls det i mera specifikt vad tjänsten handlar om. Arbetsuppgifter, ansvarsområden och specifika kunskaper fylls i med nyckelord. All denna information använder LinkedIns algoritm för att rikta annonserna till rätt målgrupp. Till sist väljer man budget. Budgeten bestämmer hur mycket LinkedIn väljer att lägga fram annonsen framför relevanta människor genom e-post, rekommendationer och notifikationer i deras profil. Med tiden, när öppna tjänster kom in till Clement May fylldes annonserna upp, och när de inte mera behövdes togs de ner. Framgången följdes med i en Excel-fil. Allt som allt publicerades 13 annonser under två månader och en tjänst blev fylld med hjälp av LinkedIn annonsen. Annonserna nådde över 2000 människor och över 300 av dem ansökte. Under tiden som annonserna var i användning växte även Clement Mays företagssida i popularitet på LinkedIn eftersom de fick flera hundra fler "följare". Av budgeten användes cirka £820. Som slutsats kan man dra att annonserna fungerar i och med att de riktas till rätt personer, men till ett ganska högt pris. En annan fördel med att använda dem är att Clement Mays företagssida på LinkedIn fick mera synlighet och personer inom IT-branschens vetskap om företaget förbättrades. I fortsättningen rekommenderas Clement May att använda annonserna bara för positioner som lätt kan specificeras med nyckelord.

Nyckelord:	Rekrytering, Arbetsannons, Clement May, LinkedIn, Fallstudie
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Abstract:

This study was made in collaboration with Clement May, a boutique recruitment agency based in London. The main point of the study was to see how Clement May could use LinkedIn's ruction for Job Ads, and whether or not this would be a good way for them to source candidates for their open positions. The situation met many of the requirements for Case study research, and was thus conducted as one. Books about case studies, blogs about recruitment and the writers own industry expertise and experience was used as material to conduct the research. The Case study was limited to LinkedIn's Job Ads function, Clement Mays vacancies and a budget of a thousand pounds. To create the ads on LinkedIn, the first step is to fill in the title of the position, company and location. The next step is to elaborate on the role in more detail. Skills, requirements and responsibilities are specified with keywords. This information is then used by LinkedIn's algorithm to aim the ads towards the right target audience. The last step in the ad set-up is choosing a budget. The budget determines how much or how little LinkedIn will push your ads on the right people, using e-mail, recommendations and notifications in their profile. New ads were put up as roles came in, and taken down as they got filled. Results were monitored in Excel. In total, 13 ads were posted during a period of 2 months and out of these vacancies, one got filled with the help of LinkedIn Ads. The ads reached over 2000 people and over 300 of them applied. During these two months, when LinkedIn ads were in use, Clement Mays company page grew in popularity due to hundreds more company page followers. £820 was finally spent out of the budget. In conclusion one could determine that the ads work, as they target the right audience, with the help of LinkedIn's keyword algorithm, which however comes at a high cost. Another positive with the campaign was that Clement Mays company page got more visibility by IT professionals and now have many more followers. In the future, Clement May is recommended only to use the ads when the position can be easily specified with keywords.

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1 INTRODUCTION

In todays Global society people can relatively freely work wherever in the world they want, given they find the right job, or the right job finds them, for their skillset and they are eligible to work in that country either by nationality or visa. Although the candidate pool has widened due to the possibilities of international travel, relocation, remote work, freelancing, contract work and project based assignments, companies are finding it harder to find, hire and retain the right talent and companies are fighting over the people with the most niched skills. This has led to the rapid growth of the recruitment industry and new specialized recruitment companies are coming up fast.

With a growth of 9% annually, the recruitment industry in the UK was valued at £35.1 billion in 2016. The industry employs over 100,000 people at 23,980 registered agencies in UK alone of which 9,565 agencies have an annual turnover that exceeds (a quarter of a million pounds. (Morrison, 2016). Even though the numbers are high in recruitment agencies there has been very little research done on recruitment methods and especially so called social recruitment, which means recruitment using Social Media. The statistics change fast and the most relevant information can therefore be found in online articles and blogs by industry experts.

With numbers like these it isn't hard to understand that the whole industry of recruitment has, over the past few years, gotten extremely competitive and time is of the essence when screening, contacting and placing candidates into companies worldwide. In the past, recruitment agencies have had to rely on good old methods like cold calling, personal networking, newspaper ads etcetera. But today in the hyper connected world we live in due to the World Wide Web and social media, the methods have changed.

One of the most crucial platforms recruiters use today is LinkedIn. As the professional social media and online CV platform it is, LinkedIn is helping Corporate HR and Recruiters find talent and fill jobs. Individual professionals connect and build their network to find interesting jobs that fit their skillset so that they can grow and progress in their career. Since it's launch in 2002 LinkedIn has grown into a platform used daily by professionals numbering 500 million users in April 2017 (Darrow, 2017). Darrow also mentions LinkedIn having 10 million active Job posts and 9 million companies with company pages. Users come from 200 countries and as LinkedIn grows, they constantly develop their products to meet the consumer's needs. One of these products is the Job Ads service within LinkedIn Recruiter (Recruiter is a separate platform within LinkedIn used by

recruitment professionals when researching candidates.) For a recruitment Agency one would think that this service would be the most important one. In fact in the company I work for it wasn't used at all until I brought it up. This conversation then started the journey of me managing the whole LinkedIn Job Ad campaign for several positions worldwide and the results of these campaigns have been analyzed for this thesis.

So far there haven't been many studies done (published) on how LinkedIn Job ads work and perform for specifically recruitment agencies. Both HR departments and recruitment agencies are fairly new and only started growing in the late 1980s, in India. Not a lot of studies have been made on people's behavior, attitudes and thoughts on Job Ads and especially how LinkedIn can be used by specifically recruitment agencies and to what level of success. However with 24 000 agencies in UK alone and all of these using LinkedIn at least for research, the numbers are growing as well in usage of the Ads (Morrison, Calum. 14.12.2016. *UK Recruitment Industry Is Bigger Than Ever.* Sonovate, Blog).

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1.1 Background

During my studies at Arcada I did an internship in Digital Marketing for a start-up co-working space in central London as their Marketing coordinator. In the same space there was one recruitment agency with just two employees focusing on the property technology industry in the UK. My interest for creating content for social media and digital marketing as a whole dropped when I was introduced to the world of recruitment. In recruitment one gets to connect with people, talk with them, learn from them, build relationships and ideally help them find their next position and development in their career. After my internship I was headhunted myself to join a program that trains and places graduates into small, specialized recruitment agencies in London. And it was through them that I found the company I currently work for, Clement May, but for the purpose of this thesis I'll use CM when referring to them.

In the beginning of my journey of becoming a recruiter the focus was mainly on proactively contacting relevant people for different positions through LinkedIn by sending them messages. CM also uses other online platforms for posting jobs; JobServe, which is paid for, and Indeed.com as a free Job board. All social media is handled by a third party and none of the social media pages, which include Facebook, twitter and LinkedIn are used to post any of the positions we recruit for. Having studied Digital Marketing I found this extremely strange and brought up the matter with my Managing Director.

I made a presentation where I explained the importance of engaging our potential target audience and proposed to let me start using LinkedIn Job Ads as a part of changing our Social Media Marketing strategy and approach to potential candidates. He agreed to let me try out the LinkedIn ads to see if they could work as a new venue for us to reach people with. I had a budget of 1000 pounds to see how far that would last and ultimately try to target the right people with the end goal of placing someone who applied through this medium to any of our vacancies.

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1.2 Problem statement and Demarcation/Limitations

As a starting point and problem, CM does not use LinkedIn Job Ads and Company profile usage is also at a minimum which means that there's almost no traffic on it. What this research therefore aims to solve or find out is the outcome and optimized usage of LinkedIn Job Ads on a certain budget and timeline. This is the case in a nutshell.

The scope of the research is limited to the Job Ads tool within LinkedIn used by a niche boutique recruitment agency in London. Therefore also the sector will be limited to only recruitment companies and the advantages for recruiters using this tool. Also within recruitment it can be specified that this research only cover the scope of IT industry vacancies, as CM is a specialist IT Recruitment agency. A budget of £1000 was given for the trial of Job Ads, which also limited how many ads were put up and on what daily budget. For the purpose of this research the ads were posted for CM over the time period of 2 months.

A non disclosure agreement was discussed between the author and CM, as the information in the ads can not be disclosed in their full extent to not put CM in a vulnerable position as well as to protect each and everyone who applied to the positions advertised as well as CMs clients. No names of candidates, clients or full Job Descriptions will therefore be shared in the research.
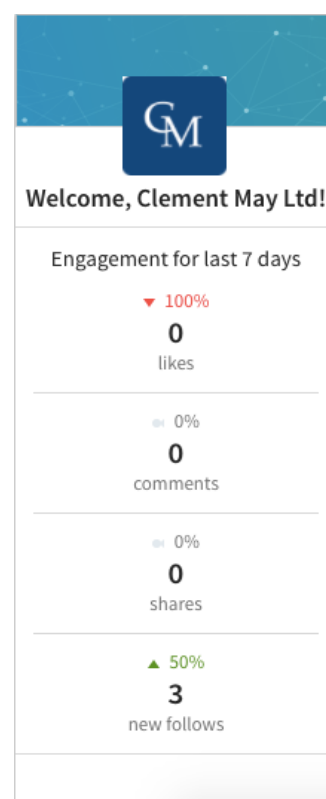
Figure 1. Start point: Clement Mays LinkedIn Company page statistics before Ads campaign (https://www.linkedin.com/company/616969/admin). Screen shot 18.8.2017

1.3 Research aim

The aim of this research is to see how a small sized Recruitment Company like CM can benefit from LinkedIn's new Job Ads tool. Are the Ads cost efficient and do they add value to the business? I want to find out if this would be a useful tool to integrate to CMs paid for platforms that they use to find candidates and how it in that case is to be used. In the research, I am focusing on the benefits and results for the business instead of dwelling into consumers, in this case the applicants' attitudes, feelings and motiva-

tions for using this forum to apply for jobs, although it is inevitable that the subject will be touched upon as well.

1.4 Research questions

The main question to be answered with this research is: How do LinkedIn Ads work? Do they work? Which fundamentally means, do they target the right people, which means that we get quality candidates to represent to our clients, which in turn adds value to the business when utilized. In short: Are LinkedIn Ads a good tool for a small recruitment business to invest in and if so, how is it to be used?

With the results and data from the case study, I will be able to discuss the potential added value of LinkedIn ads and have a concrete suggestion on how to move forward with the platform when potentially integrating it to CMs social recruitment marketing mix.

1.5 Research design and methodological aspects

1.5.1 Choice of method

In order to understand more concerning CM's public initiatives it is important to identify a research technique that matched well with issues I had developed to tackle during the research. Given the nature of the research (based on a real-life company and looking to answer 'how' and 'why' questions) combined with my studies and knowledge on the topic, my first thought was that a Case Study would be most relevant.

The reading I undertook backed up my initial assumption. In Robert K. Yin's book *Case Study Research: Design and Methods*, he states that "…case studies are the preferred method when (a) "how" or "why" questions are being posed, (b) the investigator has little control over events, and (c) the focus is on a contemporary phenomenon within a real-life context." (Yin, 2008, p2). Arch G. Woodside describes a case study as "...an inquiry that focuses on describing, understanding, predicting and/or controlling the individual (i.e. process, animal, person, household, organization, group, industry, culture, or nationality)." (Woodside, *Case Study Research: Theory, Methods, Practice*, 2010, p1). Woodside's description is clearly much broader than Yin's, but given my research is focused on understanding how CM attracts potential candidates and predicting how they could benefit from using Job Ads in the future, it still suggests that a case study would be a fitting approach for my research. I was further reassured having read that, in Business Studies, case studies are a popular approach "…when the phenomenon under investigation is difficult to study outside its natural setting". (Ghauri and Grønhaug, *Research Methods in Business Studies: A Practical Guide*, 2005, p114). Of course, without being in the natural setting of CM, it would have been impossible for me to study how the company could benefit from using LinkedIn Ads. Therefore, this also pointed towards a case study being the optimum research method.

Despite these findings, I could not rule out all other methods without consideration. Interviews can be a very useful research method when the researcher is interested in speaking to a specific individual, or group of individuals, about a certain topic. They are especially useful when "…the interviewer *knows* what he or she wants to find out and the interviewee just has to answer direct questions." (Gillham, *The Research Interview*, 2000, p2). However, given that my research was going to be concerning data collected about specific ads, this could not be completed through an interview.

A survey is another popular research method which was not relevant for my studies. "Surveys are designed to produce statistics about a target population" and they use a distinct set of questions to gather results from a set of people for further analysis. (Floyd J. Fowler Jr., *Survey Research* Methods, 2014, p8). While my research did involve gathering results, these were to be collected from an online Job Ad over a certain period of time rather than from a combination of different people. This suggests then, that a survey might not be the best method for my research, and this is backed up by Ghauri and Grønhaug, when they state that "If the questions relate to How many? or How much?, survey or archival strategies are favoured. But when 'how' and 'why' questions are asked, a case study method as a research strategy is favoured." (Ghauri and Grønhaug, p115). As a result, a survey had to be ruled out as my main research method.

With respect to the above reasons, a Case Study proved to be the most effective research method to use when studying, understanding, and analysing the reasons behind the activities and results driven by the ads posted for CMs vacancies.

1.5.2 The Case Study

The case study in question is interested to display the period at which CM uses the LinkedIn Job Ad function with a budget of one thousand pounds. Ad's were posted as assignments came in to CM and deleted when they were no longer needed because the positions got filled or other reason. Each ad is a case by it self and cases were added until the full budget had been spent. Due to a Non disclosure agreement between CM and the author, all cases can not be disclosed as they are property of CM and could when

published leave CM in a vulnerable and exposed position to competitors. However some examples were agreed could be displayed as well as the results.

People applied to the positions advertised depending on interest, suitability, location, challenge and many other factors and in the case we wanted to find out if in the end it was profitable for CM to use this forum for advertising their vacancies. Below are the results of the case study.

1.5.3 Data collection

As Primary data for this research, data from the individual cases, LinkedIn Ads posted, was collected in a Spread Sheet to be analyzed. As there hasn't been much research done on LinkedIn ads success among recruitment agencies, there is no literature to refer to when extracting the primary data.

As secondary data, to create a holistic view of the current market situation, I benchmarked competitors and competing platforms to create current data on these matters. Also online articles and blogs by industry experts were used to understand different aspects of recruiting. Other secondary data sources used have been books on LinkedIn marketing, social media marketing in general and online Articles from different sources touching the subject of recruitment, the evolution of sourcing candidates and the rapid growth and change in LinkedIn.

To get an understanding on how LinkedIn planned for the function of LinkedIn ads to work, I read many of their own articles and promotional material, to then be compared to other sites used by CM and other activities used to source candidates. Benchmarking both against other recruitment companies but also other Job Ad sites was conducted to get a comparative view on how the ads performed. As secondary research regarding social media marketing and recruitment, a few books were used to build a theoretical framework for why LinkedIn Ads should or should not work.

The supporting theories, methods and statistics are taken from books, articles and blog posts, but will primarily be focused on online sources as the subject is very

fluid in the sense that it develops fast and printed sources from ten years' back will be outdated in many ways.

To collect data 14 ads were created through CMs LinkedIn company page and managed according to success. I've analyzed the different ads on various points and tried to optimize the time advertised, daily budget, length and detail in text etc.

1.5.4 Data analysis

The data collected in this case study is all very bound to this moment in time since LinkedIn evolves their products constantly and as features change and get updated continuously so would the results of this case study. The results are also bound to the market situation, the season and the jobs posted which are all factors that canät be proved. All data was gathered manually and analyzed on whether or not they were successful on various points. The key elements to be analyzed are whether the ads bring a positive outcome – value, or a negative outcome – funds lost. A positive outcome can mean CV sent, candidate interviewed or position places by an applicant. A negative outcome is when none of the applicants are relevant and the ad hasn't served it's purpose.

It's a fairly subjective matter to determine when a candidate is good enough to interview or forward to the client. As a consultant myself I have during the beginning of my career had a steep learning curve on how to do this. As I have also been the main consultant managing the ads, a lot of the results will be driven from my own experience and intuition. However, in order to get a more valid result, all consultants at CM were also asked about their opinions on how the ads performed. By collecting concrete data on applicants, application rate in comparison to views of the ads and keywords like job titles and skills the aim is to have one to support the other. The industry expert comments will help to understand different aspects of the industry that can be intangible and hard to prove in data.

2 THEORETICAL FRAMEWORK

2.1 Recruitment

Recruitment: The process of finding people to work for a company or become a new member of an organization (As defined by the Cambridge Dictionary)

According to Edwin B. Flippo "Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the orgnisation." (youtube 2013). As companies are finding it harder and harder to find and retain the right talent however, recruitment has had to change more and more towards head hunting, meaning that it's not only Job seekers that recruiters want to attract, but also people in jobs, unknowingly being open for a change were the right opportunity to come in front of them.

A basic Recruitment Sourcing Process or Selection process includes a few steps. These are:

1. Define the role
2. Create a Job Description. This focuses on the job itself, tasks, responsailities etc
3. Imagine a ideal candidate for the role and create a "Personal Specification"
4. Attract candidates using ad on suitable platform
5. Shortlist applicants – Select best matches for interview
6. Interview
   (youtube 2013)

Recruitment as a industry is very different to any other industry where you might use the Marketing Mix. Most companies and industries sell products. Whether the product is a physical item, a software product, a service, an experience or anything else they all share the fact that the consumer/customer pays for. In recruitment different values matter since it is a three way sometimes four way transaction. Although seen as one of the most salesy industries in the world, recruiters don't sell a product with a price, rather an opportunity or chance for a person to evolve in their career and be an asset to a company. Therefore the "consumer" or target candiadte doesn't only have to be

interested in the position and company advertised, but they have to have the right skill sets and attributes desired aswell. Therefore it is more difficult for recruiters to to get the ads in front of the right people.

There are statistics on how much recruitment costs for companies or how much a loss can be when recruiting the wrong person. But in the case of sourcing candiadtes from the recruitment agencies perspective, none of this matter. In the end, if the agency finds and places a candidate with a company the fee is what it is, but until then, the worth of the recruitment itself is undefined. Especially since the final transaction is between the client company and the recruitment agency as well as the candidate being payed by the client company. In no stage does the candidate pay for the recruiters service which makes defining for example "price" as one of the values within the Marketing Mix as meaningless.

2.2 **A Theory**

As the case study is focused on a new form of advertising, exclusively offered by LinkedIn, I needed to find a theory that would support the way I see the ads working on LinkedIn. Surprisingly, after researching the history of advertising I realized that the theory of AIDA , standing for attention, interest, desire and action, developed by Elmo Lewis in 1900 still would be relevant in regards to LinkedIns own Job Ads function and set up as well as analysis(Wardle, J 2002, Developing Advertising with Qualitative Market Research).

As the AIDA model normally refers to products and consumers, I have changed this in the model to positions and candidates to fit in with the context of recruitment.

2.2.1 A – Awareness

The first stage is securing attention. It is the basic and the initial stage in the hierarchy of marketing a product or service (Papargyropoulou, Lozano, Steinberger, Wright and bin, 2014). This step requires the organization to create an advert that secures the inter-

est of the people. Through this stage, the company ensures that it provides information that make the customer aware of the brand or a particular product, or in this case position or contract. The main problem that this stage solves is the unawareness of the product to the customers (Papargyropoulou et al., 2014). When it comes to advertising positions to people looking for a job, this step means that the advertisement first and foremost need to have a clear presentation of what this position is in it's core.

2.2.2 I – Interest

The second stage is holding attention through interest. After the advert has caught the eye of the people, it should be structured in a way that maintains the attention. People should not lose interest of the advert within a short time (Papargyropoulou et al, 2014). Normally a company would do this by using layout, humor, colors or something else visual, informative or interesting. This is however not relevant for recruiters as the main point that will secure the interest of the target audience is the Job itself, how it's presented, what is required from them etc. The evaluation is carried out against the other brands (agencies) with the same or similar products (positions). In other terms, the ad for the position will be facing a competition with the same kind of ads posted by other agencies. In this stage, the company must have sufficient knowledge about the market about the product by making use of online sources like job boards and benchmarks of the market, agency knowledge, and other aspects like the package for the position and what other similar jobs are offering.

2.2.3 D – Desire

The third stage is creating desire. After winning the interest of the people it should awaken a want to apply for the position. It is in this stage that the product is brought to the focus of the consumer (Kotler, Armstrong, Wong, and Saunders, *Principles of Marketing*, 2008, p704). It is also an important stage because it plays a role of connecting the emotions of the consumer with the position and company. Here, the future relationship between the candidate and the possible change in career is predetermined. When the consumers realizes the position to satisfactory, their commitment to the company arises, making them stick to the process. This will make it easy for people

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to do what the advert is advocating. If the advert is not true to the AIDA model, the advert will not serve the purpose as intended. It will also be easy to take into account the possible reasons why the product or position is not preferred by the customers, and it will be easy for the company to get possible solutions to the problem (Kotler et al.. p705).

2.2.4 A - Action

The fifth stage is securing decision and action. At this stage, consumers should have withdrawn all their doubts concerning the opportunity and develop an attitude of possibility and seeing themselves switch jobs. Normally, when marketing products, classic marketing strategies are crucial to be used at this stage which can involve giving out free samples, conducting free product tests to customers and engaging customers in open participation in general product orientation to increase customers assurance (Zhang, Guo, and Liu, 2017). This is of course not possible in recruitment due to the nature of what is needed. Therefore it is a larger need for constant engagement of customers both online and offline to the introduction and presence of the position in the market. This is when recruiters usually tae over by calling or e-mailing the candidates to increase their knowledge about the role and client that the vacancy is with

The last stage is creating satisfaction. Once an advert has been put to the target audience it should create satisfaction. The candidate should feel that the ad has been true to reality of the situation. In other words the target audience should be satisfied with the message in the advert. This will make it easy for people to do what the advert is advocating or potentially gain respect for the agency and keep an eye out for future advertisements and opportunities. The advertisement therefore should be obliged with the entire customers' needs and sanctions and should make the customer persist want to change job and sticking with the decision to apply for the job (Zhang 2017).

The reason why I've chosen to use AIDA when analyzing the LinkedIn ads is because of I's simplicity and straight forwardness. Even if AIDA is dated and focuses on selling products, I believe each step can be translated to recruitment and the steps needed to secure target candidates interest to apply for the positions advertised by CM.

The theoretical framework will include a view of Recruitment as an industry, all current methods used by CM to source candidates for context, a thorough explanation of LinkedIn Job Ads as well as a practical guide to how they work, how they're made and how the statistics are formed. To build an understanding of the context I have benchmarked recruitment companies in the same industry to see if or how they use LinkedIn ads. As a result I shall conduct a review on the Job Ad function within LinkedIn and have suggestions for potential future use

3 CONTEXT - SOCIAL RECRUITMENT AND CMS CURRENT MARKETING MIX

Over the past decade alongside the technical evolution, recruitment strategies have changed and social recruitment has become the new norm. Social recruitment means recruiting using social platforms such as Twitter, Facebook or LinkedIn as talent databases or to advertise on (Clements, 2012).

Like most companies, also recruitment agencies need to have a marketing mix. Marketing mix is a combination of methods used to reach the target audience. For recruitment agencies the target audience is potential candidates with relevant skillsets, experience and an interest for new opportunities, which naturally change depending on the job description. Clement Mays current marketing mix includes two job boards; JobServe and Indeed.com along with their own database and LinkedIn for so called headhunting. As a hypothesis I see LinkedIn ads being a great addition to this marketing mix, as it works in a different way than normal job boards and target a completely different audience.

3.1 Jobserve

JobServe is a British online job board founded in 1993 by Robbie Cowling and John Witney, making it the first Recruitment Service online. With their first service of 'jobs-

by-email' in 1994 which quickly got followed up with their first website- making it the worlds first recruitment website. (Jobserve.com)

Today they focus mostly on IT job vacancies but target both permanent and contract positions. So far, in the history of Clement May, JobServe has served as the only job board service, paid for by CM where all vacancies have been advertised.
With 200,000 job ads published in 2010 and 1million applications processes monthly, JobServe used to be the biggest online Job Ad platform until LinkedIn. They had on average 1.5 million visitors a month, with 8 million page views. (www.jobserve.com/gb/en/content/about/the-company.htm)

3.2 Indeed.com

Indeed.com is another job site that allows anyone to post job ads. You can either pay for the ads to get them pushed, e-mailed and advertised to people, but this is not necessary as they also offer free ads. CM uses this as a free platform in addition to Jobserve.

Founded in 2004, Indeed states on it home page that they have 200 million unique visitors each month from around 60 countries (www.indeed.co.uk/about). They cover jobs within all industries and levels and is therefore different to Jobserve as the audience is wider and not only focused on IT jobs. The only problem with Indeed ads are that people need to look for the job advertised with keywords instead of seeing it as they browse, since the ads CM use aren't paid for. As stated, this site is only used as an addition to Jobserve and is often dropped out of the mix since candidates rarely are relevant that come through this tool.

3.3 Database

As most recruitment agencies, CM has a database that collects all CVs for people we've ever worked with. The service we use is called Recruitive, but there are dozens of platforms like this one. The database allows us to post ads to several sites on the same time, as well as collect all applicants and CVs in one place and store them for future opportunities. As CM mostly work with positions in the IT sector, our database has over time

accumulated to a very strong collection IT specialists. Just as LinkedIn it allows us to search for candidates using Boolean[1] search with certain skillsets, titles, locations etc so that we can research all of our former applicants when new vacancies arise.

3.4 LinkedIn search

LinkedIn search, also often referred to as headhunting, is a bit different than sourcing candidates through Job Advertisements since most of the time the relevant candidates aren't actively looking for a new Job. However, according to LinkedIn Global Talent Trends 2016, 90% of professionals globally are interested in hearing about new opportunities although only a third of them are actively looking. This is stated in Levers' *Recruiting Stats to Know in 2017*. Their own research also shows that sourced (headhunted) candidates are two times more efficient to hire in comparison to actively looking applicants. According to Lever 31% of all hires are proactively sourced (Lever, 2017[2]).

LinkedIn search follows very much the same guidelines as CMs own data base search, with the difference of having LinkedIn users as the database of candidates. The search is conducted using Boolean terms like AND or NOT to specify what location, title, skills, experience etc the required candidates should have. There are many filters one can use to try and find relevant candidates but here is a massive problem Recruiters face – the width of your search only reach the extent of your network plus 1st and 2nd degree network, meaning that many people are left outside your reach who might be relevant. This can be avoided to a certain extent by connecting to industry experts, other recruiters and your potential candidates. This however requires for these people to accept your contact requests. One can also join LinkedIn groups, which connect you to relevant candidates, but there will always be a good amount of talent left unexplored. This is where LinkedIn Job Ads come in.

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[1] Boolean search allows you to search online directories like Google combining or excluding words and phrases using AND, OR, NOT and NEAR (also referred to as Boolean operators). Bolean is used to specify, widen or limit your result. (www.lifewire.com/what-does-boolean-search-3481475)

[2] Levers report *The Ultimate Collection of Recruiting Stats to Know in 2017* in PDF can be found on: https://cdn2.hubspot.net/hubfs/463671/The-Ultimate-Collection-of-Recruiting-Stats-2017.pdf?t=1484358735222

4 LINKEDIN

LinkedIn is a social networking platform meant for professionals to connect, network, share professional advice, blogs, work related insight and tips and allows for companies to follow companies they find interesting.

The site was officially launched in May 2003 and has since grown into a platform with 500 million users in 200 countries.

4.1 Recruiter Lite and Recruiter Professional Services

LinkedIn Recruiter Lite in talent solutions is a premium subscription within LinkedIn aimed at recruiters and big organizations that continuously are looking for new employees. The subscription takes you to a platform within, or parallel, to the "normal" LinkedIn used by recruitment companies and in-house recruiters to find, approach, manage and communicate with potential candidates. This subscription costs on a monthly basis, about £70 per user, but offers a lot of useful tools for recruiters that holders of the free account do not access. Some of the benefits that Recruiter offer are: Access to full profiles without having to connect, Advanced search features, InMails[3] The layout is slightly different in recruiter and LinkedIn profiles can be seen in a different layout to make the skills, work descriptions and experience more clearly.

In a post on LinkedIn by Parker Barille (2013) it is written that the Talent Solutions that were the first steps to start helping recruiters find niched talent on Linkedin was launched in 2012. First came Recruiter Jobslots in 2008, but even they have changed several times in how they function, who can use them , how much they cost etc. Slowly LinkedIn started producing more products aimed at Hiring Managers, Recruiters and HR departments to start using as a tool to headhunt. And the more LinkedIn grew it's network, the more recruiters started to use the talent solutions.

One step further to Recruiter Lite and with more tools you have Recruiter Professional Services (RPS). RPS, just as Recruiter Lite, is a platform within LinkedIn aimed at recruitment professionals to use for sourcing candidates, advertise, build con-

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[3] LinkedIns own trademarked word for e-mails that can be sent within LinkedIn without having to connect

nections and essentially hire talent. The difference to Recruiter Lite is even more tools that will help recruiters and whole teams to collaborate and organize their work. One can create projects so share with colleagues, send messages in bulk, specify searches even further and organise candiadtes into differet categories depending on what stage in a process they're at. What LinkedIn seemingly is trying to achieve with RPS is replace the need of any external recruitment software like for example Recruitive, which is the software CM currently uses. RPS is three times more expensive that recruiter Lite.
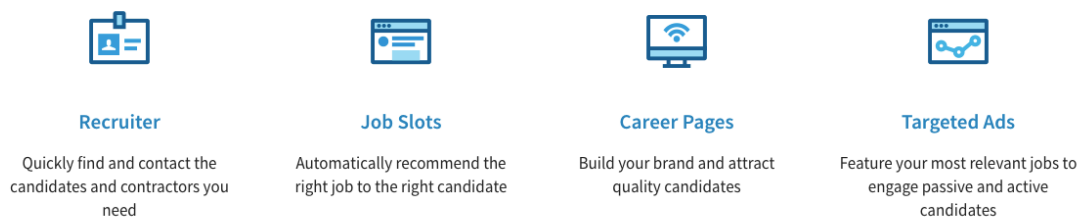
Recruiter	Job Slots	Career Pages	Targeted Ads
Quickly find and contact the candidates and contractors you need	Automatically recommend the right job to the right candidate	Build your brand and attract quality candidates	Feature your most relevant jobs to engage passive and active candidates

Figure 2. What LinkedIn recruiter Talent Solutions offer. Image can be found on https://business.linkedin.com/talent-solutions/staffing-agencies# Screenshot taken 20.9.2017

4.2 LinkedIn Job Ads

LinkedIn's Job Ads are an extra feature that companies can decide to pay for if they need them. They are simple to use and one can choose the budget for them depending on resources and what budget you have to use. Job Ads can be used by anyone who is in need of hiring and is not a subscription product nor a product aimed at companies, but a one off pay product. Anyone can use this feature and LinkedIn has made it very user friendly with only a few steps to follow. The main steps to creating an ad are as follows:

1. Create Ad
2. Target Ad -
3. Set budget
4. Measure and Optimize your campaign

4.2.1 How to set up Job Ads

There are three main steps to creating an ad on LinkedIn. First one needs to define what the title of the role is and where it's located. This function is also going to be used by LinkedIns algorithm to target the ad to the right people with similar titles who live or are looking in the designated location.

The second step is to build up the ad itself. LinkedIn allows you to choose three 'functions', which are words indicating the main purpose of the job e.g: managing, writing, administrative, consulting, research, marketing etc., and three industries that relate to the job. These also make a difference to whom the ad is targeted. You set the type of work- weather its contract, permanent part time etc and also the seniority of the position. All of these factors also make a ifference in who LinkedIn eventually target the ads to

After this you have a chance to write a more in-depth description of the job, responsibilities and accountabilities, expected skills and experience and so on. For the simplicity of it and to be able to compare the LinkedIn ads I used the same exact text for the Ads on LinkedIn as we did on other platforms for the same vacancies.

The last very important step in creating the ad is the skills. Every person on LinkedIn can choose skills that they've gained during their career. These can be soft skills like *Team Management* or more concrete skills like certain technologies or similar. When putting in what skills the applicants ideally would have, LinkedIn's algorithm also know who to target the ad to.

When the ad is done, one needs to choose a budget. Depending on how much money you're willing to spend on the ad the ad gets more or less visibility and will be pushed more or less by LinkedIn on the right people. Then the ad is ready to be published. LinkedIn will the depending on your budget, send out the ad to relevant people by e-mail, show it on their linkedIn side bar, recommend the jobs to relevant people and make sure that the ad becomes visible to people whos profiles correspond to what the ad is expressing is needed for the position. Below are pictures of each step
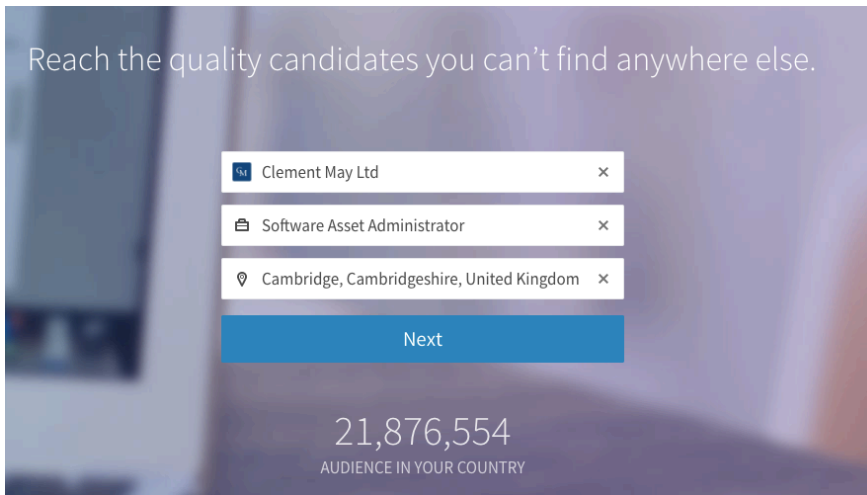
25

Figure 3. Step 1: Choose company, Title and Location

Figure 4. Step 2: Add Job Function, Industry, Seniority, Employment type and write a description

Figure 5. Step 3: Select appropriate skills that relevant candidates might have. Screenshot 8.10.2017

Figure 6. Step 4: Select a daily maximum budget. Screenshot . 8.10.2017

4.2.2 Reporting and Budgeting

To follow how much money we were spending on our ads, I would keep a spread sheet with budget and total cost when I closed the ad down. In the beginning I had calculated that we'd be able to have 5 ads up simultaneously at 5 pounds a day, to keep the budget simple and maximize our potential to have ad's out. LinkedIn has a strange way of calculating the budgets, and they would allow the budget to be exceeded by 30% of the budget instead of taking it down for people to see. I contacted LinkedIns several different functions to get more information on how the budget was calculated furthermore, but no one was able to explain how this was calculated.

The daily budget effected how much LinkedIn would push our ad in front of candidates through side board ads, e-mails etc. Essentially, with a higher budget, one

would get more applicants because more people would see it. After a while of having the budget at 5 pounds for each job, I realized, it didn't matter much for the result. So I tried out a few higher daily budgets and a few lower budgets.

To get the optimal visibility according to LinkedIn, they would always also suggest a budget that would get the highest visibility. In a few cases, I tried this because the position was urgent.

Position	Applications	Views	Budget	Aug Bill	Sept Bill	Linkedin Bill	Total		Days posted	Appl. Rate	Outcome
Software Asset Administrator - 12 month FTC	1	23	£5,00		£37,00	£37,00	£37,00	correct		4%	
Python Developer	14	154	£5,00		£52,00	£52,00	£52,00	correct		9%	
Senior Java Developer	29	162	£5,00	£70,82	£36,38	£107,20	£107,20	correct		18%	
Communications Advisor	22	137	£5,00		£44,34	£44,34	£44,34	correct		16%	
Business Analyst	123	915	£7,00	£18,20	£100,10	£118,30	£118,30	correct		13%	
Financial Data Analyst	17	147	£7,00	£18,20	£63,70	£81,90	£81,90	correct		12%	
German Speaking Test Lead OSS/BSS - Telecoms	11	109	£7,00		£54,60	£54,60	£54,60	correct		10%	
Solutions Architect - Azure and Marketing	19	70	£5,00	£39,75	£66,00	£105,75	£105,75	correct		27%	
IT Administrator/Global Organisation	5	93	£13,64		£61,14	£61,14	£61,14	correct		5%	one CV sent
Change & Release Analyst	8	34	£5,00			£12,58	£12,58	correct		24%	one CV sent - f2f interview- 1 HIRE
HR Analyst/Change Governance/Organisational Design	22	71	£8,96			£70,49	£70,49	correct		31%	
Global Sourcing Manager Utilities, Energy	51	256	£5,00			£26,00	£26,00	correct		20%	
PMO Manager, Integration, Quality, ISO, Global Organisation	17	42	£5,00			£19,50	£19,50	ongoing		40%	
Service Delivery Director - Leading Global partner			£5,00					ongoing			

Table 1. An example of how the Ads were tracked and budget was control. Screenshot 8.10.2017

Budget calculated for 5 job ads/week

£1000/30= £33.3333 (daily budget)

£33.333333/5= £6.66666

£6.6666/1.3 = £5.1 is the highest daily budget for any given job whilst having 5 job ads up and running since the daily budget can me exceeded with 30%

If the budget has been set over £5 or £7, it means that we've chosen the suggested budget as it has been an urgent position

Figure 7. An example of how the Ads were tracked and budget was control. Screenshot 8.10.2017

5 RESULTS

5.1 Background

When this research began, CM had never used LinkedIn Job Ads. This was the first attempt at utilizing the service provided by LinkedIn, which meant that there was no prior intel or data to go from when building a marketing strategy on LinkedIn. Therefore it was decided that all ads would be identical to those posted on other platforms in regards to title and content.

5.2 Ad performance and response rate

To determine how the ads were doing I calculated a response rate for each ad which was the applicants divided by how many people had seen the ad. This was information that LinkedIn provised you with and is public for anyone to see. Another factor that needed to be taken into consideration was the relevance on the applicants. This was determined by the consultants. Unfortunately none of the other consultants had any luck using the ads, but neither did they with any other ad platform. Most position were filled with head hunting and LinkedIn search.

As seen from the SpreadSheet some ads worked better than others.. All in all 13 ads were posted over the time period of 2 months. These ads attracted 2208 views or "clicks" and 332 applications. Naturally some ads attracted more applications than others, which is why each ad was monitored separately. The response rate varied between 4 and 37%. One of the Ads led to a placements which means financially that the investment of £1000 was returned tenfold.

Position	Applications	Views	Budget	Aug Bill	Sept Bill	Linkedin Bill	Total		Days posted	Appl. Rate	Outcome	
Software Asset Administrator - 12 month FTC	1	23	£5,00		£37,00	£37,00	£37,00	correct		4%		1 non UK
Python Developer	14	154	£5,00		£52,00	£52,00	£52,00	correct		9%		all over
Senior Java Developer	29	162	£5,00	£70,82	£36,38	£107,20	£107,20	correct		18%		all over
Communications Advisor	22	137	£5,00		£44,34	£44,34	£44,34	correct		16%		17 UK, 5 non UK
Business Analyst	122	915	£7,00	£18,20	£100,10	£118,30	£118,30	correct		13%		all over
Financial Data Analyst	17	147	£7,00	£18,20	£63,70	£81,90	£81,90	correct		12%		12 UK, 5 non UK
German Speaking Test Lead OSS/BSS - Telecoms	11	111	£7,00		£54,60	£54,60	£54,60	correct		10%		3 DE, 8 non DE
Solutions Architect - Azure and Marketing	19	70	£5,00	£39,75	£66,00	£105,75	£105,75	correct		27%		7 UK, 12 non UK
IT Administrator/Global Organisation	5	98	£13,64		£61,14	£61,14	£61,14	correct		5%	one CV sent	1 UK, 4 non UK
Change & Release Analyst	8	34	£5,00			£12,58	£12,58	correct		24%	one CV sent - f2f interview	4 UK, 4 non UK
HR Analyst/Change Governance/Organisational Design	21	71	£8,96			£70,49	£70,49	correct		30%		16 UK, 5 non UK
Global Sourcing Manager Utilities, Energy	51	256	£5,00			£26,00	£26,00	correct		20%		21 UK, 30 non UK
PMO Manager, Integration, Quality, ISO, Global Organisation	22	59	£5,00			£32,50	£32,50	correct		37%		12 UK, 10 non UK
Service Delivery Director - Leading Global partner	18	145	£5,00			£13,00	£13,00	correct	1	12%		all over

Figure 8. SpreadSheet of how Ads performed- Budget, Application rate and Success. Information manually taken from LinkedIn. Screenshot taken 6.3.2018

Job Analytics Beta

Summary | Views | Applies

Total ▾ | Last 90 days ▾

JOBS	VIEWS	APPLIES
13	2,208	332

APPLIES PER VIEW

0.15

Job Detail - Last 90 days (13 Jobs)

Download Data

Job Title	Status	Poster	Views	Applies
Business Analyst	Closed	Lisa Vuorelma	914	123
Global Sourcing Manager Utilities, Energy – Global Organisation	Closed	Lisa Vuorelma	256	51
Senior Java Developer	Closed	Lisa Vuorelma	162	29
Python Developer	Closed	Lisa Vuorelma	154	14
Financial Data Analyst	Closed	Lisa Vuorelma	147	17
Communications Advisor	Closed	Lisa Vuorelma	137	22
German speaking Test Lead OSS/BSS - Telecoms	Closed	Lisa Vuorelma	112	11
IT Administrator/ Global Organisation	Closed	Lisa Vuorelma	98	5
Solutions Architect - Azure and Marketing	Closed	Lisa Vuorelma	70	19
HR Analyst/Change Governance/Organisational Design/Global Organisation	Closed	Lisa Vuorelma	68	21

1 | 2 | Next

Figure 9. An overview of Ad performance as presented by LinkedIn Job Ad Analytics. Screenshot 8.10.2017

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5.3 Company visibility

One of the most surprising and positive outcomes was the following CMs LinkedIn company page gained over the time the ads were posted. In the beginning CM had 372 followers, which had been gained over the past 4 years that CM has had a LinkedIn company page. During the time LinkedIn ads were posted for this case study, the following grew to 460 in 3 weeks and further to 862 followers in 6 months. This is a growth of 230% over the duration of 6 months.

5.4 Benchmarking

In the beginning, before it was decided that CM was going to try out the Job Ad function LinkedIn offers, the author was asked to benchmark CMs biggest competitors to see weather or not these companies were using LinkedIn Job Ads. As the free and open platform LinkedIn is to anyone who has a profile on LinkedIn, it was easy to see on each of CMs competitor's company profile pages if they posted any Job Ads. It's public knowledge how many views the ads had and how many application each ad had received up until that day. I could also see how long the ad had been posted for. The results of my benchmarking made it clear that this is a platform worth giving a shot as all but one of the benchmarked companies were using Job Ads.

Another point of benchmarking was to compare how CMs ads eventually did in comparison to the competitors' ads. The difficult thing to determine here however was the factor on why CMs or a competitor's ad was doing better or worse, as I couldn't know what the competitor's budget was for the ad, the quality of candidates or if they in the end even had been successful in filling the position. The results of the benchmarking can be seen below

Company Name	Followers	Jobposts	Positions	Views	Applications	Time Advertised	Application rate
Templeton	2340	5					
			Agile Coach - Dusseldorf	23	6	1 day	26%
			iOS Entwickler - Frankfurt	31	7	2 weeks	23%
			Recruitment Consultant - Amsterdam	128	15	3 weeks	12%
			Consultant IAM (French Speaker ou consulant GDI	218	10	2 weeks	5%
			Big Data/Cloudera Administrator - Barcelona	77	14	3 weeks	18%
La Fosse	3814	8					
			Head of product - Mobile - London	125	29	4 days	23%
			Senior .Net Developer - London	97	27	1 week	28%
			Interim Recruitment Consultant - Financial Services	243	21	3 weeks	9%
			Head of Data Science - London	106	15	1 week	14%
			Head of Security Operations (SOC) and Engineerir	93	3	2 weeks	3%
			Advisor - CISO - London	243	41	2 weeks	17%
			Security Solutions Consultant - Blomley	37	8	1 week	22%
			Senior Enterprise Architect - Lincoln	33	7	4 days	21%
Montash	19772	45					
			QA Engineer - London	81	33	5 days	41%
Picked 10 job posts at random or with similar titles that we've had			Senior Java Hadoop Developer - Munich	136	43	3h	32%
			Senior Business Analyst - London	92	31	5 days	34%
			Senior Java Developer - Munich	277	71	4h	26%
			Product Owner - Munich	724	167	4h	23%
			Agile Coach (SAFe) - 6+ Month Contract - Brussels	38	11	6 days	29%
			Chief Technology Officer - London	2003	300	3 weeks	15%
			IOT Architect - Stuttgart	383	49	1 week	13%
			Android Developer - Amsterdam	482	165	3 weeks	34%
			Technical Architect - London	40	9	2 weeks	23%
NBS	34444	1					
			Tedarik Planlama Müdürü - Turkey	492	103	5 days	21%
TEK systems	170685	144					
			konsultmäklare/Rekryterare (med Account Manag	1319	115	2 weeks	9%
Picked 15 job posts at random or with similar titles that we've had			Service Delivery Manager - India	991	289	5 days	29%
			DevOps Engineer - Tokyo	128	14	1 week	11%
			Project Manager (IT) - Tokyo	205	20	1 week	10%
			Contracts Manager (Senior) - Stockholm	494	55	3 weeks	11%
			Recruitment - Agency (HR) - Hong Kong	149	18	3 weeks	12%
			Desktop Engineer - Sydney	213	38	2 weeks	18%
			Technical Writer	143	19	2 weeks	13%
			Technical Lead - Sydney	145	11	2 weeks	8%
			Senior Project Coordinator - Wellington, NZ	28	5	6 days	18%
			Wintel Desktop Support - Hong Kong	11	3	3 weeks	27%
			Cloud Engineer - Hong Kong	29	3	3 weeks	10%
			Senior .NET Developer - Sydney	52	13	1 week	25%

Table 2. Benchmarking competitors. Excel spreadsheet on competitors Job Ad situation. Data extracted manually from LinkedIn. Screenshot of a excel spread sheet. 24.10.2017

6   DISCUSSION

6.1 Candidate interest and response rate - AIDA

Candidate interest was measured by the amount of views of the ad versus how many people applied. Most of CM's ads reached a response rate of 18%, which means that 18 out of 100 people looking at the ad were interested and applied. In comparison to the benchmarked companies ads this result is about the same as CMs competition. Even without knowing what other companies spend on their ads, this can be explained by the fact that everyone is using the same tool and essentially it is LinkedIn who determines who the ads go in front of. . The more generic the ad and was, the more applicants it got, but the less relevant they were to the position. Therefore the ads that were more

specific worked better as the skills put in, specific title, function, seniority and Job description resonated with the right target audience. This is where AIDA comes in and makes sense.

According to AIDA, we needed to awaken attention, interest, desire and action. As it turns out –LinkedIn does all of this for us. Attention is caught by putting a Job Title that resonates with people who have the same job title or who are looking for jobs with that title. One of the reasons LinkedIn knows who to target the ads to is that they know who are looking and what they're looking for, because they've told LinkedIn. Therefor the Ads automatically get the attention of the right people because LinkedIn knows that these people want to apply for Jobs with this title.

Interest wasn't created, but rather answered to, as LinkedIn already had mapped candidate interest. When this is established, all one needs to do is to be truthful and informative with the ad to awaken desire. Here of course the client/ company also had an impact, but this wasn't information disclosed in the ad, so it couldn't affect the candidate decision to apply for the position.

Finally action is made simple by LinkedIn as one can apply with the click of a button. This means that a lot of people who might not be actively looking but who come across the ad, still apply. However this also means that some irrelevant people will apply if they've come across the ad.

In the end, LinkedIn does a lot of the work for you using methods that are very close to hundred year old AIDA, and recruiters only need to weed out the good ones for further discussions and potential hires, which during this case study happened once.

6.2 Company Visibility

As the ads on LinkedIn are automatically targeted to people with the right skillsets, industry experience, key words etcetera, using the LinkedIn ads will always broaden the visibility of Clement May as a companyto our right audience. If a person sees an ad for an interesting job, they will not only apply, but also most likely follow the company page, so that next time we post a similar job, they'll be among the first ones to know.

Figure 10. Clement Mays Company page follower insights from LinkedIn before and after LinkedIn Ads were taken in to use. 1st Screenshot taken 16.8.2017. 2nd Screenshot taken 25.2.2018
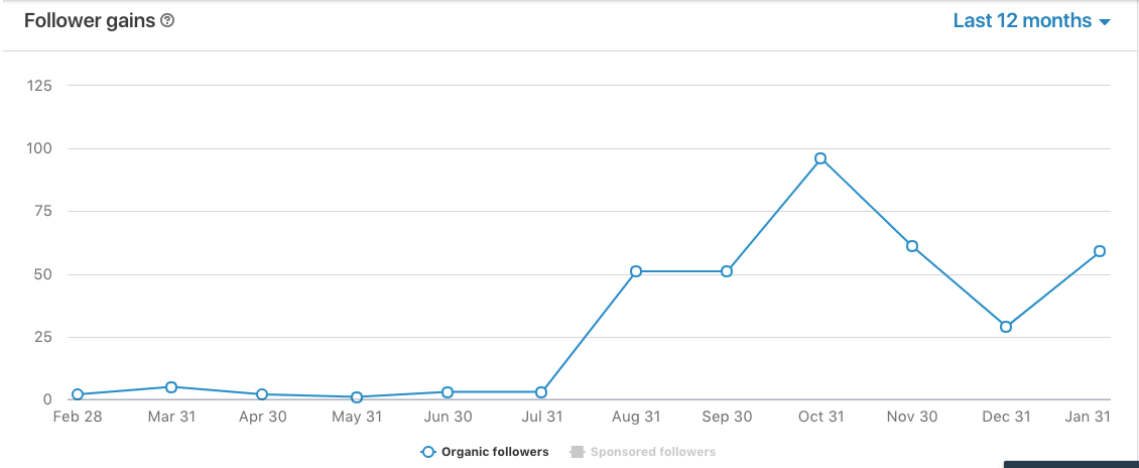

Figure 11. Follower gains over the past 12 months showing rapid growth the moment LinkedIn Job ads were taken in to use. Screenshot taken 25.2.2018

It is important to remember that the 375 followers that CMs company page had in the beginning of the case study were acquired over a time period of 4 years, The time Clement May has had a company page on LinkedIn. Seeing the following grow by over 200% since we started using the Job Ads shows that the Ads not only help us source relevant candidates for current available positions, but also attract relevant industry professionals who are interested in the positions Clement May work on and our clients. These people will in the future see our ads and posts faster because they follow our company page. This improved the relationship Clement May has with industry professionals and will keep building CMs network on LinkedIn for the future.

6.3 Case limitations and improvements

As for any study, there are many things that could have been done differently and that would have improved the clarity and results of this case study. First and foremost, there were too many ads put up in the end to be able to analyze each and every one on their own as well as in comparison to one another and as a group. The amount of factors impacting the success of the ads and things that could've changed the outcome got far too extensive to be able to study in further detail. Therefore only 2-5 ads could've been enough to see how different budgets worked in comparison or different Job Description affected candidates choice to apply.

The positions differed a lot from each other on many levels, which made it difficult to compare them at all, and because they were created on the go in accordance to demand and assignments coming in, there was never a proper, systematic and organized template or plan on how to monitor them. Also, because this was the first time Clement May used this service, the author was un aware of all the data LinkedIn was able to generate and could therefor not plan on what data to collect herself and what to get from LinkedIn.

To improve the case study as a whole   this study was done during an extended period of time than what was originally planned, too many factors had time to change during the time period for the research to be relevant in the end. By the end of the two months when almost the whole budget was up, CM decided to change from Recruiter Lite to RPS, which meant that the way ads were paid for changed from being budgeted individually to a bulksum per slot per month. This also meant that all ads posted during the 2 month this case study was done, disappeared. The candidates could however be saved in to projects so that CM has access to them in the future as well.

The fact is that CM is a real company and real money was spent to do real work. This means that money couldn't be wasted for the sake of the research and the aim was always to make the outcome successful. Therefor the same ad wasn't posted twice, with different budgets or other different factors.

6.4 Proposals for future actions

As the case study has proved, although with a minimal margin, with one completely successful ad out of 13, it is profitable for CM to use LinkedIn ads even if only 1 in 13 produces profit. After the case study was finished, CM decided to move from Recruiter Lite to RPS however, which meant that the way in which the Job Ads are included in the subscription changed and it is now easier to budget the ads as they are paid for per month per slot. One slot costs £80/month. During the study, ads were paid for separately and one could choose a budget for each and every ad. With RPS companies can buy slots to have continuously throughout the month and pay a bulk sum of £80/month per slot. This is a great thing for CM since during the case study £80 could be used on just one ad that was live for a week.

As the case showed, the ads work and they do target relevant candidates in some degree, but other platforms are also needed. Also, each consultant should manage his or her own ads as knowledge transfer was difficult during the duration of the case study. Luckily that has also changed with the change to RPS, as LinkedIn now treats all employees for a company as a team and projects, ads and candidates can be shared.

6.5 Conclusions

As a conclusion drawn from this study, it can be stated that LinkedIn job ads definitely can benefit a business like Clement May, when being used for specific positions. Due to the platforms ability to target ads to specific groups of candidates with unique skills, it can be useful when knowing these key words. However, it must be notified that LinkedIn is a business earning profit for each tool you use, which will make it difficult to measure what your investment in their tool is worth. But in the end, as with any recruitment platform, it is very fluid and dependent on circumstances.

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