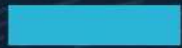# EFFECTIVENESS OF ONLINE JOB PORTALS

With special reference to the Sri Lankan market

Prepared by:
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Prepared for:
**Bigjobs.lk**

Research **20 20**

**Disclaimer**

# Abstract

The purpose of this study is to examine the trends in the Sri Lankan Online Job portal market and to emphasize on the challenges that are being faced by both employers and job seekers. The study aims to identify the need to develop an online recruitment software that would enhance the efficacy of the recruitment process. The study proposes a user-friendly platform that aims to provide easy access to recruiting qualified candidates swiftly and to offer a good deal of suitable vacancies from reputed companies for job seekers. The weaknesses in the prevailing software were evaluated with the opinions of over 40 respondents in terms of performance, cost-effectiveness and reliability. The analysis of the prevailing e-recruitment systems based on key findings of the surveys showed that most of the job recruiting software were not considered exceptional and the most popular widely-preferred portals did have multiple shortcomings and room to develop. The outcomes also highlighted the need for developers of online job sites to provide additional useful functionalities and tools in the sites to help users in their job search. Thus, it was recommended that a futuristic job portal is needed to bridge the gaps in the prevailing recruitment system.


Keywords: Job Portals, Recruitment, E-recruitment, Human Resource Management, Career Portals, Job seekers.

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# 1.   INTRODUCTION

## 1.1. The Recruitment Process

Through social and economic changes and technological breakthroughs, organisations in the world have evolved dramatically in how they function, including the activities of Human Resource Management (HRM).

One of the most significant developments in the field of organizations in recent times is the increasing importance given to human resources. People are vital to organizations as they offer perspectives, expertise and attributes; and when managed well, these human traits can bring great benefits to the organization.

Recruitment and selection in any organization is a serious business as the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises (Ezeali & Esiagu. 2010)[1]

(Walker, Feild, Giles, Armenakis, & Bernerth. 2009) explained that recruitment is the process of attracting a large pool of qualified people for employment. This involves planning for human resource to job design, job description, job analysis, creating awareness among others. Selection on the other hand is the process through which organizations make decisions about who will or will not be allowed to join the organization.[2]

The selection process varies from organization to organization, job to job, and country to country. Some of the processes include screening applications and resumes, testing and reviewing work samples, interviewing, checking references and background. Organizations use these processes to increase the likelihood of hiring individuals who possess the right skills and abilities to be successful at their jobs. Selection is also the process whereby Human Resource management uses techniques to choose qualified and capable employees from a large pool of applicants (Bratton & Gold, 2007).

Sri Lankan companies placed higher weightage to the external labour market in recruitment and use objective criteria in selection. The common ground for the companies is the heavy role that the interview, written examination, psychometric test and assessment centre play as selection methods. Wickramasinghe, V. (2007).

Storey (2007) asserts that it is the nature and calibre of the human resource of an organization that indicates whether an organization will have a competitive edge over its competitors or not. Therefore organisations should make sure the planned strategies of the hiring process are followed.

Recruiting in an increasingly tight talent market, with unemployment hovering around **4.32% (See Figure xx)**, it is more important than ever to have an effective plan to engage with candidates.  With unemployment at a low rate, it is more challenging than ever to reach top talent.

Throughout the entire recruitment process, it's imperative to have a sound Recruitment Management System (RMS) in place. A well-designed and well-maintained talent funnel can expedite the hiring process – allowing recruiters to identify and reach out to top talent quickly. A recruitment funnel is what defines the process through which you identify and eventually hire a select few out of a large number of applicants.

*Figure 1: Five steps of the recruiting funnel*
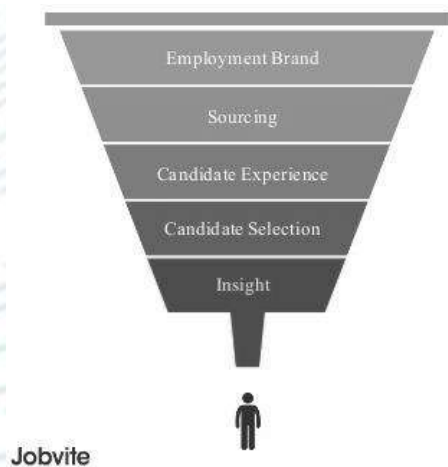
According to JobVite, the five steps of the recruiting funnel are: Employment Brand, Sourcing, Candidate Experience, Candidate Selection, and Insight. (Figure 01) It is a framework for the entire recruiting process to create a never-ending pipeline of candidates so that companies can find the right people for the right jobs.

Organisations are turning to a multi-faceted approach to search and recruit qualified applicants. Job advertisements are displayed through corporate websites, job boards, agencies or even newspaper classified ads.

In accordance with a survey conducted by silkroad in 2017, 46.6 percent of HR professionals use Trade association websites or job boards to post jobs. 80.3% use their company website while 41.1% of respondents use social media outlets like Facebook to post jobs. (Figure 2)

*Figure 2: Share of online outlets used to post jobs*

With the wide scale use of the internet and other online programs, the hiring process continues to change for the better.

**Which online outlets do you use to post jobs?**

| | |
|---|---|
| Your company's website | 80.3% |
| Online resources* | 71.5% |
| Online communities** | 53.4% |
| Trade association websites or job boards | 46.6% |
| Social media outlets like Facebook, Twitter etc. | 41.1% |
| University job boards | 39.2% |
| Others | 7.4% |
| Temps | 5.5% |
| Consultants | 4.1% |
| Freelancers | 2.2% |

0%  10%  20%  30%  40%  50%  60%  70%  80%  90%
Share of respondents

Source
SilkRoad
© Statista 2018

Additional Information:
Worldwide; SilkRoad; January 2017; 413 respondents; HR professionals

# 1.2. E-recruitment

Today cyberspace has become a significant tool for the Human Resource Department especially to attract and recruit talented employees; one of the greatest challenges for organizations.

E-recruitment or Online recruitment is the process of recruiting employees with the use of technology and web-based resources.

The fundamentals of e-recruitment are as follows:

- **Tracking:** It is helpful in tracking the status of candidate with respect to the jobs applied by him/her.
- **Employer's Website:** Provides details of job opportunities and data collection for the same.
- **Job portals:** Like CareerAge, Indeed, Monster, Naukri, timesjobs, etc these carry job advertisements from employers and agencies.
- **Online Testing:** Evaluation of candidates over the internet based on various job profiles to judge them on various factors.
- **Social networking:** Sites like Google +, Twitter, Facebook, and LinkedIn help in building strong networking and finding career opportunities.

(Anand J, 2016)

Based on the 2017 Annual Recruiting Survey by SilkRoad, 79.2 percent of the human resource (HR) practitioners stated that they use online recruiting as part of their overall recruiting strategy. (Figure 3)

Online recruitment recruitment processes have proven to enhance firms' competitive advantage through increased efficiency and lower costs and offers benefits and opportunities to jobseekers.

*Figure 3: Usage of online recruiting as part of the* or E-*overall recruiting strategy*



According to Dhruvakanth B Shenoy, Vice President-Marketing, Asia, Monster.com, India., the growth in the e-recruitment industry has been fuelled with the adoption of technology by prospective employers and Internet penetration. Organizations have cut costs by almost 80 percent over traditional recruitment modes by moving over to the online recruitment process.
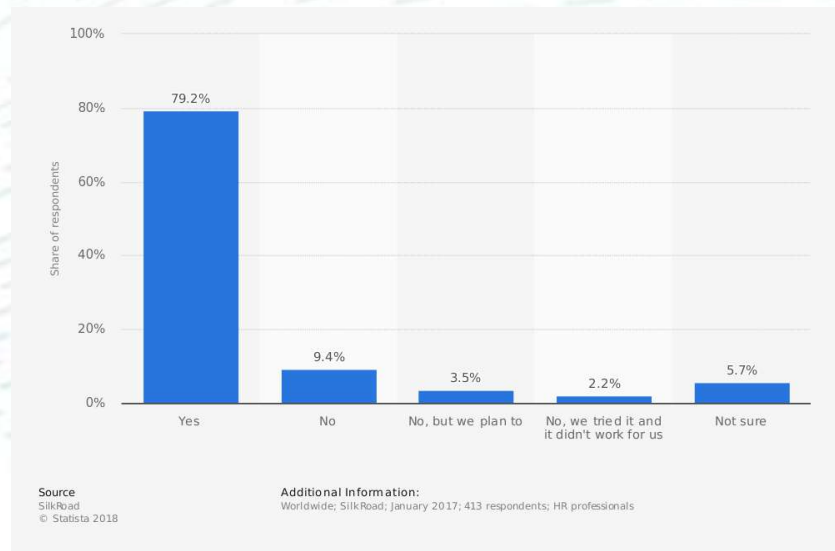
The traditional recruitment process has been undoubtedly revolutionized by the wave of the internet. From online job boards to mobile-friendly applications, there's no doubt recruiting has evolved immensely in recent times – and definitely will continue to do so.

**Importance of recruitment:**

1. Reduced time-to-hire
2. Reduced cost-of-hire
3. Wider reach for employers
4. Wider reach for candidates
5. State-of-the-art filtration tools
6. Branding opportunity for employers
7. Sophisticated management tools
8. Allows for confidentiality

9. Allows for proactivity

**Problems of Job Applicants**

1. Impersonal
2. Outdated Job postings
3. Website Malfunctions
4. No response from the company

Source: R. Ramaabaanu1 & M. Saranya (2014)

Sri Lankan companies have also to a great extent adapted to **online recruiting**, shifting from **labour intensive** traditional ways towards **technology intensive** —more efficient, cost effective means.

# 1.3. Online Job Portals

With the spread of the internet, online job portals have become an important platform for job matching by employers and employees. Online job portals or career portals are job boards that help applicants find jobs and aids employers in their quest to locate real candidates. Online job portals gather vacancies and resumes and serve as important platforms for labour market matching (Mang 2012)

They often collect large amounts of data in the form of job vacancies and resumes and enable an exchange of information to promote the hiring process.

Figure 4: Success of job boards used for

**How successful are job boards for recruiting?***



| Category | |
|---|---|
| We have had some success using them | 34.6% |
| We get quite a few good applicants from them | 27.7% |
| We have not had much success using them | 11.1% |
| Not applicable/ have not used job boards | 7.7% |
| Insufficient return on investment | 6.3% |
| Our best applicants come from the job boards | 4.3% |
| Don't know | 8.3% |

Share of respondents

Source
SilkRoad
© Statista 2018

Additional Information:
Worldwide; SilkRoad; January 2017; 413 respondents; HR professionals

34.6 percent of HR professionals find job boards to be a successful recruitment platform. (Figure 04)

Online Job Search Portals have certainly made job seeking convenient on both sides. Job Portal is the solution where recruiter as well as the job seeker meet aiming at fulfilling their individual requirement. They are a cheap and fast source of communication reaching a wide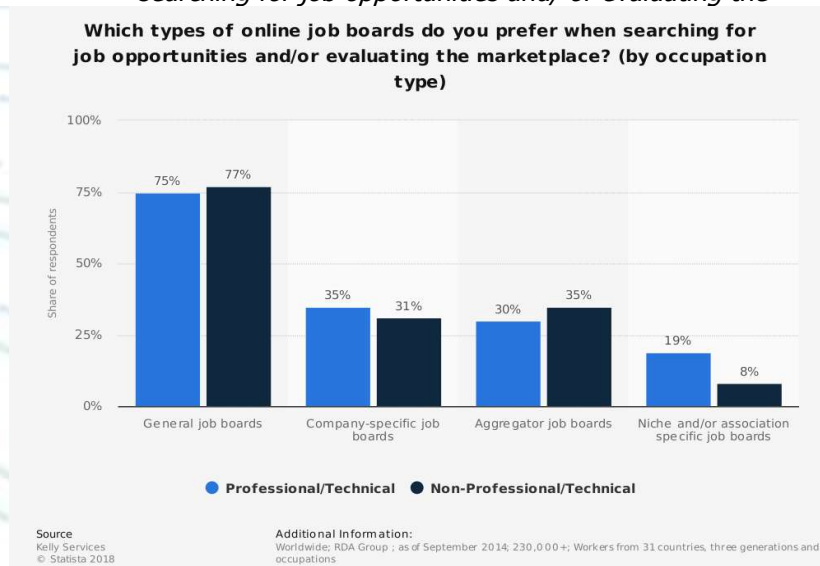 range of audience on just a single click irrespective of their geographical distance. The web application "Job Search Portal" provides an easy and convenient search application for the job seekers to find their desired jobs and for the recruiters to find the right candidate.

Job boards can be of various types—general job boards, niche job boards (eg:reed.co.uk), reverse job boards LinkedIn), company boards etc.

Figure 5: Types of Online Job boards preferred when searching for job opportunities and/ or evaluating the

**Which types of online job boards do you prefer when searching for job opportunities and/or evaluating the marketplace? (by occupation type)**



Staffing Industry Analysts categorizes boards by six different business models: standard job boards, job

(eg: job

job

aggregators, online classifieds, social media job sites, community sites and programmatic job advertising/job distributors.

Source
Kelly Services
© Statista 2018

Additional Information:
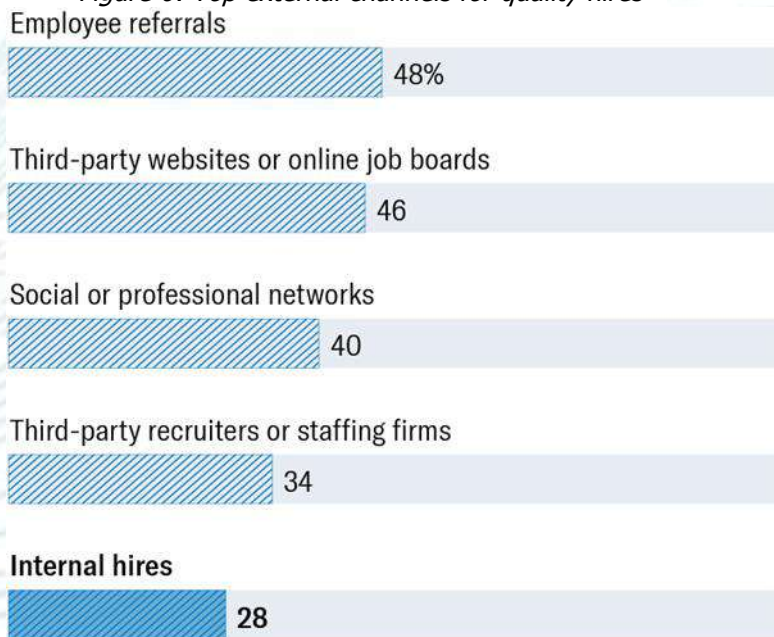Worldwide; RDA Group ; as of September 2014; 230,000+; Workers from 31 countries, three generations and a occupations

The most preferred job board according to a survey conducted in 2014 with respondents who were workers of 31 countries was General Job boards. The preference for company-specific job boards, aggregator job boards and niche/ association specific job boards were comparatively low. (Figure 5)

A 2017 survey of 3973 talent acquisition decision makers portrayed that organizations are much more interested in external talent than in their own employees to fill vacancies. Here are the top channels for quality hires.

Figure 6: Top external channels for quality hires

Employee referrals

48%

Third-party websites or online job boards

46

Social or professional networks

40

Third-party recruiters or staffing firms

34

Internal hires

28

Note: Based on a 2017 survey of 3,973 talent-acquisition decision makers who work in corporate HR departments and are LinkedIn members.
Source: LinkedIn
From: "Your Approach to Hiring Is All Wrong,"
by Peter Cappelli, May–June 2019

▽ HBR

Accordingly, third party websites or online job boards were chosen as a means of hiring by 46% of talent acquisition decision makers. (Figure 6)

With a market cap of over 55 billion U.S. dollars, Recruit Holdings ranks first among the leading online job portals worldwide. According to July 2019 data compiled by GP Bullhound, the Japan-based company ranks ahead of competitors SEEK, 51job, and Info Edge. Second-ranked SEEK's market cap amounted to 5.23 billion U.S. dollars. (Figure 7)

The Global job board revenue rose 9% in constant currency in 2016, reaching $12.4 billion, according to the "Job Board Market Report: 2017 Update," released by Staffing Industry Analysts. The three largest firms — Recruit, LinkedIn, and SEEK — control more than half of the market.

*Figure 7: Market cap of leading online job portals worldwide as of July 2015*
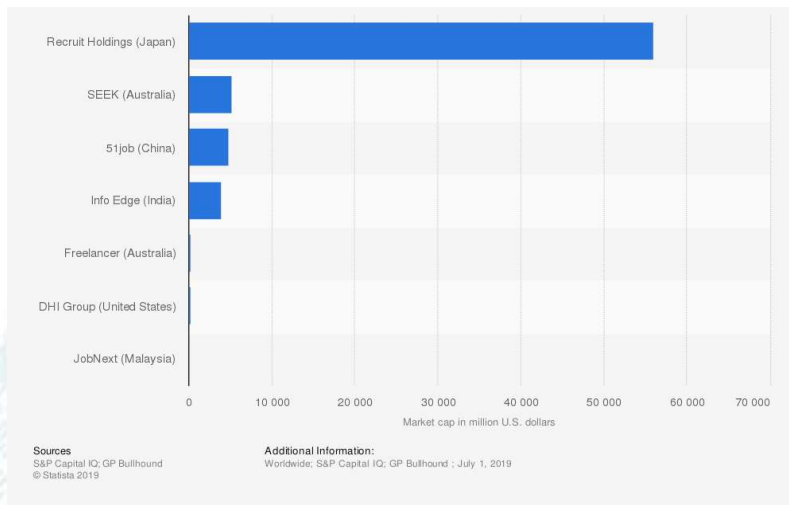


According to staffing industry analysts The top five global Job boards based on SIA's estimates of each firm's 2016 job board revenue (in US dollars) are:

- Recruit (HQ: Japan): $3.31 billion; 26.7% market share; brands include Indeed, Rikunabi, Work in Japan, Hatalike and more.
- LinkedIn (HQ: US): $2.36 billion; 19.1% market share.
- SEEK (HQ: Australia): $695 million; 5.6% market share; brands include Zhaopin, JobsDB, JobStreet, BrasilOnline and OCC.
- CareerBuilder (HQ: US): $669 million; 5.4% market share; brands include JobsCentral, JobScout24, Broadbean, Sologig, Headhunter, CareerRookie, MiracleWorkers, WorkinRetail and JobsInMotion.
- Monster (HQ: US): $591 million; 4.8% market share; brands include CareerOne, Jobpilot, Workania, jobs.cz, profesia and Jobr.

The job portal industry in Sri Lanka was developed with topjobs.lk being the first mover in the market followed by others. Eventually the market which was at a lag in the beginning suddenly started soaring high and took an upturn and started developing. Similarly players in the market increased leading to an increase in competition. (See **Error! Reference source not found.**)

# 1.4. Impact of Social Networking Websites (SNWs) on Recruitment

In 2016, 40% of hiring decision makers thought that social professional networks are a source of quality hires. Out of the social network channels LinkedIn was perceived to be the most effective social network according to US recruiters.
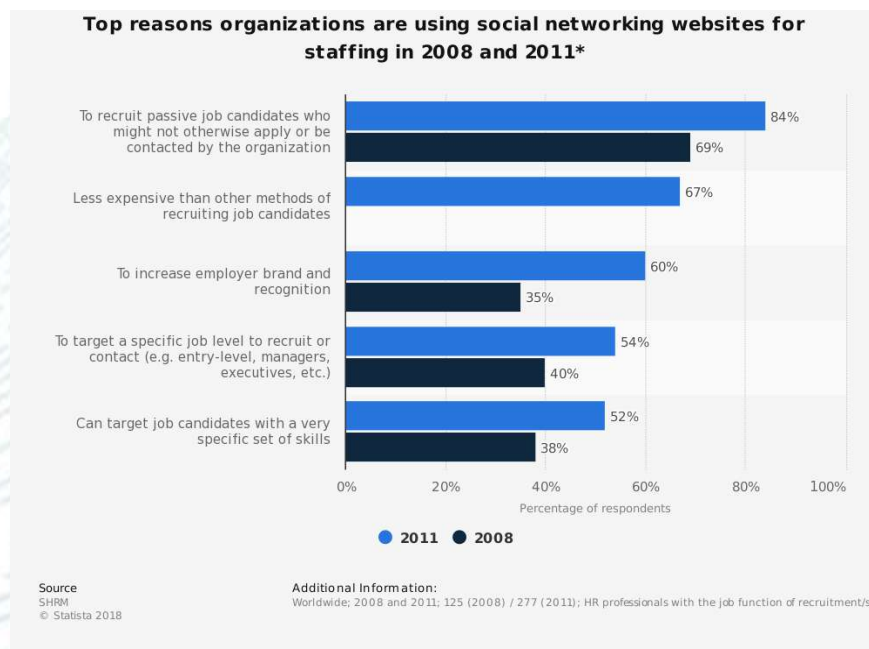
Considering the amount of time people are investing on these platforms, it is not a surprise that this is going to be one of the factors that will revolutionise the Staffing and Recruitment Industry.

According to A. Hedenus et. al. online networks not only serve as a resource for recruiters who use Social Networking Service SNS to search for potential candidates or mutual connections who can be referees, but also as a source of information about job candidates. Many recruiters routinely inspect a candidate's SNS contact list to check whether the candidate

is connected with people who are trustworthy or who have compromising interests. Moreover, a jobseeker's publicly displayed interactions with other network members also function as an informal reference.[3]

As everything comes with a price, so does social media. It could turn out to be a boon or a bane, depending on how a company uses it.

*Figure 8: Top reasons organisations use social networking websites for staffing in 2008 and 2011*



Top reasons organizations are using social networking websites for staffing in 2008 and 2011*

| | |
|---|---|
| To recruit passive job candidates who might not otherwise apply or be contacted by the organization | 84% / 69% |
| Less expensive than other methods of recruiting job candidates | 67% |
| To increase employer brand and recognition | 60% / 35% |
| To target a specific job level to recruit or contact (e.g. entry-level, managers, executives, etc.) | 54% / 40% |
| Can target job candidates with a very specific set of skills | 52% / 38% |

● 2011  ● 2008

Source
SHRM
© Statista 2018

Additional Information:
Worldwide; 2008 and 2011; 125 (2008) / 277 (2011); HR professionals with the job function of recruitment/sta

A survey conducted by Society for Human Resource Management in 2011 details the reasons organizations are using social networking websites for staffing in 2008 and 2011. (Figure 8)

67 percent of respondents in 2011 stated that they used this method of recruitment because it is less expensive than other methods.

A study conducted by KPMG portrayed that social networking websites are an excellent source of recruitment. The study revealed that 76 percent of US companies used LinkedIn's 100 million registered users for recruiting. 84 percent of job seekers have a Facebook profile, and 48 percent of them have done at least one job-hunting activity on Facebook in the past year. 61 percent of millennials don't go to the traditional company support groups first; they prefer to turn to the Web and other external resources. 40 percent of companies admit to having no training or governance of social media. Organisations need to understand that social networks are not the replacement for traditional recruitment strategies but considering the high level of engagement they command, social media have become more and more fundamental to the overall recruitment strategy of companies.

*Figure 9: Job levels organisations are filling when using social media networking sites*

Based on a survey conducted by SHRM in 2008 and 2011, most HR professionals believed that Executive positions, management positions and nonmanagerial salaried employees can be hired efficiently with the use of social networking sites. (Figure 9) (Figure 10)

**Job levels organizations are filling when using social networking sites**

| | |
|---|---|
| Executive/upper management (e.g. CEO, CFO) | 39% / 27% |
| Other management (e.g. directors, managers) | 77% / 54% |
| Nonmanagerial salaried employees | 82% / 58% |
| Nonmanagerial hourly employees | 36% / 32% |
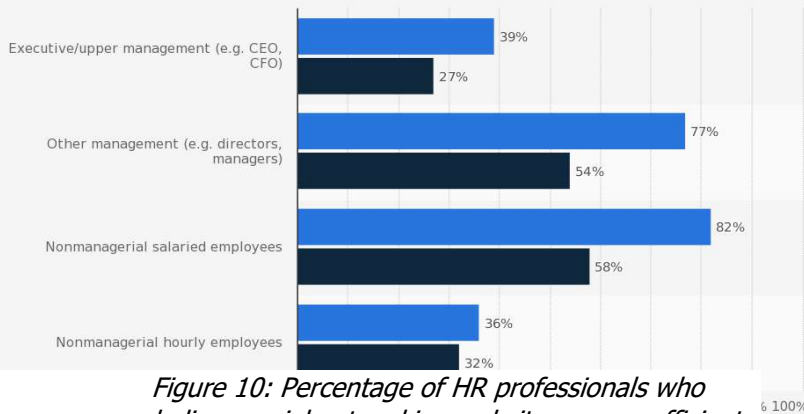
*Figure 10: Percentage of HR professionals who believe social networking websites are an efficient way to recruit candidates at multiple job levels*

**Percentage of HR professionals who believe social networking websites are an efficient way to recruit candidates at multiple job levels**

| | |
|---|---|
| Executive/upper management (e.g. CEO, CFO) | 52% / 22% |
| Other management (e.g. directors, managers) | 58% / 13% |
| Nonmanagerial salaried employees | 58% / 15% |
| Nonmanagerial hourly employees | 41% / 22% |

Percentage of respondents

● 2011  ● 2008

Source
SHRM
© Statista 2018

Additional Information:
Worldwide; 2008 and 2011; 125 (2008) / 277 (2011); HR professionals with the job function of recruitment/sta

According to Ross Slovensky and William H. Ross from the University of Wisconsin, there is an increasing trend of HR professionals using SNWs for hiring. HR professionals in the USA are increasingly looking to SNWs to find information about candidates so the correct hire can be made.
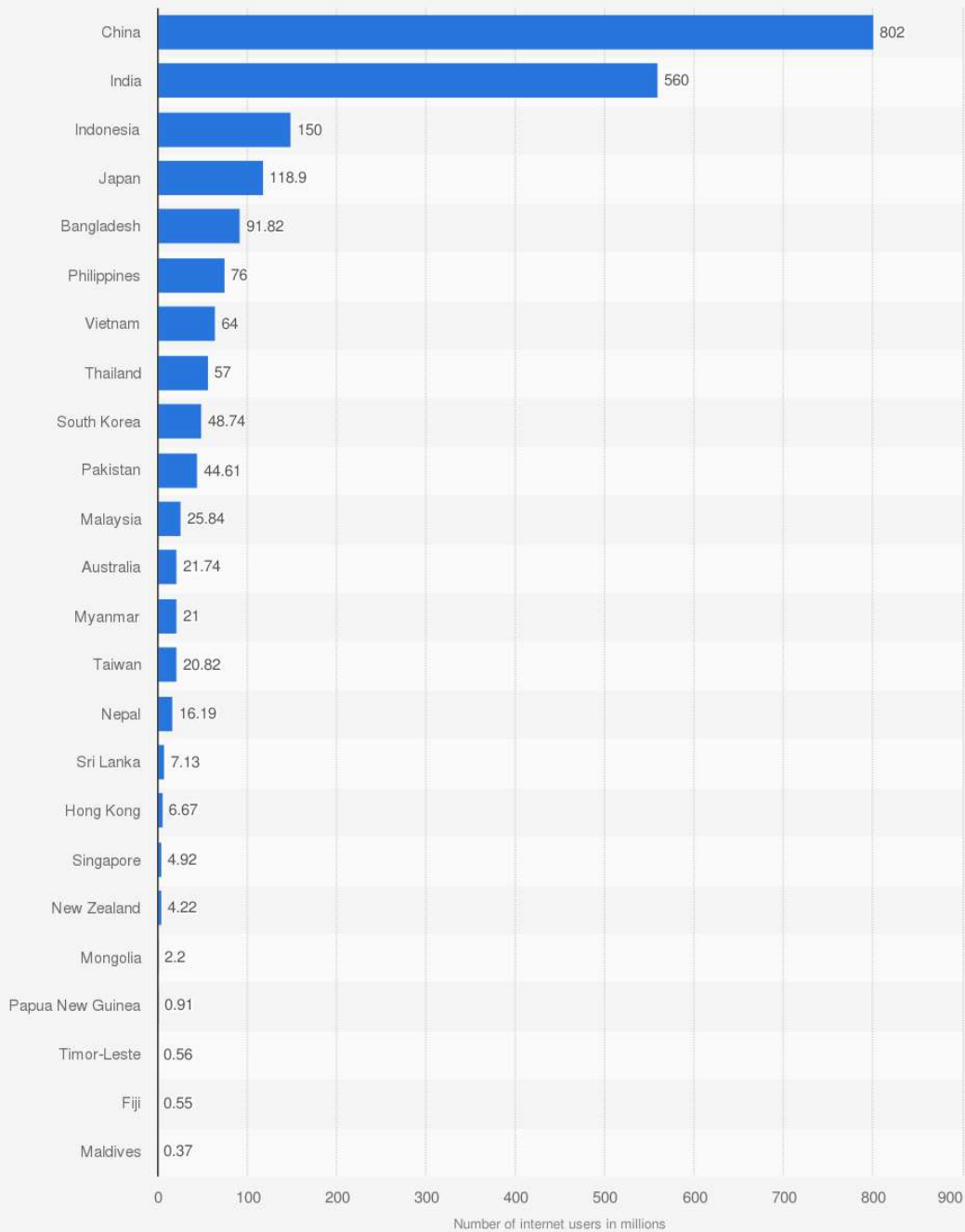
A Careerbuilder.com survey done five years ago revealed, the percentage of 2,600 managers who look at SNW profiles as a way to screen candidates has risen from 22 percent in 2008 to 45 percent in 2009.

Not only are employers frequently reading SNW profiles, they are using them to make hiring decisions. Almost 35 percent of US employers report that they have found content on social networking sites that caused them not to hire an applicant. Rowell (2010) reports that 70 percent of HR managers say they have rejected a job applicant for his or her internet behaviour.

As of January 2019, Sri Lanka had 7.13 million internet users which makes the increasing trend of using the Social media networks for multiple purposes is obvious. (Figure 11)

*Figure 11: No. of internet users in selected Asian countries as of January 2019*

**Number of internet users in selected countries in the Asia-Pacific region as of January 2019, by country (in millions)**

| Country | Number of internet users in millions |
|---|---|
| China | 802 |
| India | 560 |
| Indonesia | 150 |
| Japan | 118.9 |
| Bangladesh | 91.82 |
| Philippines | 76 |
| Vietnam | 64 |
| Thailand | 57 |
| South Korea | 48.74 |
| Pakistan | 44.61 |
| Malaysia | 25.84 |
| Australia | 21.74 |
| Myanmar | 21 |
| Taiwan | 20.82 |
| Nepal | 16.19 |
| Sri Lanka | 7.13 |
| Hong Kong | 6.67 |
| Singapore | 4.92 |
| New Zealand | 4.22 |
| Mongolia | 2.2 |
| Papua New Guinea | 0.91 |
| Timor-Leste | 0.56 |
| Fiji | 0.55 |
| Maldives | 0.37 |

Number of internet users in millions

## 1.5. Challenges

Managers of many organizations around the globe struggle with shortage of talent. • Chart: The Countries Facing The Greatest Skill Shortages Companies battle for talent while trying to figure out what their potential employees really want. According to ManpowerGroup Talent Shortage 2017-2018 research 46 percent of U.S. employers are having difficulty filling jobs –

the highest number since 2007. https://go.manpowergroup.com/talent-shortage-2018#thereport.

"One of our biggest challenges is getting through to potential job candidates when sometimes hundreds of other recruiters are reaching out to them at the same time. The techniques that worked 10 or even 5 years ago just aren't effective anymore. Candidates know they have choices, so it takes a lot of effort to really stand out. One of the ways we've tackled the issue is by highlighting the benefits of working for us beyond the typical salary/benefits (dog-friendly workspace, team happy hours, fully stocked kitchen!). Candidates, especially millennials, need to know you're a company that really cares about its employees if they're even going to consider applying."--says *Harrison Doan, Director of Analytics at* Saatva.

Finding jobs that best suit their interests and skill sets is quite a challenging task for job seekers. The problem arises from not having proper knowledge on the organization's objective, their work culture and mainly current job openings. On the other hand, finding the right candidate with desired qualifications to fill their current job openings is an important task for the recruiters of any organization because more than vision, strategy, creativity, marketing, finance, or even technology, it is ultimately people that determine organizational success. (Mark L. Miller. Talent Magnet. (2018). According to the Jobvite 2019 Job Seeker Nation Survey, 29 percent of workers have at some point left a job within the first 90 days, most often (45percent) because the day-to-day role was not what they expected. https://www.jobvite.com/wp-content/uploads/2019/04/2019_Job_Seeker_Nation.pdf. Only 47 percent of workers believe that job descriptions reflect actual job responsibilities.

Another challenging aspect of hiring is that retention has become tough: Companies hire from their competitors and vice versa, so they have to keep replacing people who leave. Census and Bureau of Labour Statistics data shows that 95 percent of hiring is done to fill existing positions. Most of those vacancies are caused by voluntary turnover. LinkedIn data indicates that the most common reason employees consider a position elsewhere is career advancement—which is surely related to employers' not promoting to fill vacancies.

# 2. OBJECTIVES

The main objectives of this study are as follows:

1. To understand emerging trends within the recruitment industry and measure how recruiters are using online tools and social media when attracting and engaging with talent.

2. To analyze the impact, pros and cons of e-recruitment and how e-recruitment can affect organizational ability to select and retain staff.

3. To evaluate the role of social networking websites on the recruitment process.

4. Recognise the development of job portal industry and reasons most hiring managers prefer job portals than print media advertisements

5. Determine the market size of job search websites and study the growth potential for an online job board business in relation to the labour market trends.

6. To study the competition prevailing in the market, competitive analysis of top job portals.

# 3.  RESEARCH METHODOLOGY

## 3.1. Introduction

The purpose of this chapter is to explain in detail the research methodology implemented for this study. This chapter will reveal the main research approach, the research design, and the sample allocation followed by a discussion on its ability to produce valid results that is expected to be generated tnhrough this research study. This section concludes with a briefing of the ethical considerations and the problems encountered during the process of gathering information.

## 3.2. Research Approach

In order to satisfy the objectives of this study, qualitative research as well as secondary analysis of quantitative data research methods are used. This method helps uncover market related trends, thoughts and opinions to dive deep into the gaps in the prevailing system.

This research project is based upon primary/ original and secondary data and presented in the form of a descriptive analysis. Primary research data is gathered through Opinion Interviews, Telephone Depth Interviews (TDIS), In-depth Interviews (IDIS), service reviews and Survey-based questionnaires with job seekers, Employers and Administrators. A Focused Group Discussion (FGD) with a sample size of seven respondents (job-seekers) is also conducted. Secondary data sources used include internet portals, websites, research articles, journals and papers, business magazines etc.

*Questionnaires*

For the purposes of this research two separate questionnaire scripts and two brief interview scripts were designed. The questionnaire for the management of companies consisted of 45 questions, related to the business performance of their employees. The first part of the questionnaire consisted of demographic questions, related to company, position, and length of their experience in the company. The core questions were divided

into groups for clarity, addressing the main objectives of the research, through the perspective of the managers. The questionnaire for the job seekers consists of 27 questions that combines open ended, multiple choice and closed questions.

*Interviews*

The interview questions for both groups consist of brief but open questions. The questions for the recruiters were designed to discuss their opinions on the prevailing recruitment system in terms of cost, time and returns while the questions for employees were designed so as to reflect their preferences on how existing job boards could improve and what they strongly dislike about a portal.

*Focused Group Discussion (FGD)*

Focus group discussion is a type of qualitative research which helps understand consumers thoroughly. An FGD was held with 5 respondents who were job seekers from different sectors, residencies, and ages. By moderating respondents, hidden viewpoints turned out from debates among these respondents that cannot be obtained from quantitative research studies.

# 3. Data Analysis

The data analysis of the questionnaire outcomes took place through thematic analysis. Due to the small number of respondents, the answer sets of the questions, and the qualitative research approach of the study, statistical softwares (such as SPSS or STRATA) were not used.

The outcomes of the interviews (FGD/ TDIS/ IDIS) were also analysed manually, where we aimed to detect common words, phrases, and group or "cloud" them together, in order to be able to determine trends and tendencies in the answers of the respondents.

The results from the questionnaires were presented in the format of tables and charts. The key findings of the above research approaches will be discussed in detail in the next chapter.

## 3.4. Ethical Considerations

There were few ethical considerations that the researcher had to take into consideration for this project. The most important one was related to the identities of the participants who were recruiters. Thus, their identity has been kept in strict confidentiality. All of the participants (both managers and employees) were informed in advance about the purposes of this project.

Further, all the information collected in the course of this research has been used only for the purposes of the study, and will be kept confidential.

## 3. Limitations

Although many prospective companies accepted and agreed to take part in the research, they were reluctant to return the questionnaire. The interviews that were planned in a timely manner had to be rearranged so as to fit the schedule of the employer and many times the requests of the researcher were turned down, since most of the companies rarely allow the opportunity for external research. Thus access to the participants for the research was a major challenge.

Secondly the information related to the admin perspective of the competitor websites were inaccessible. For instance, the job portal management system, its conveniences and the finance aspect of the company (such as average employee pay rate) are not revealed through the research.

In terms of the methodology chosen, due to the small sample from the vast candidate pool in Sri Lanka, the data collected and the findings made might not be extrapolated on a broader scale. In other words, the generalizability of the results is questionable.

# 4. PRIMARY RESEARCH FINDINGS

## 4.1. JOB SEEKERS

*Sample allocation for the questionnaire designed for job seekers:*

*Figure 12: Age group of respondents*
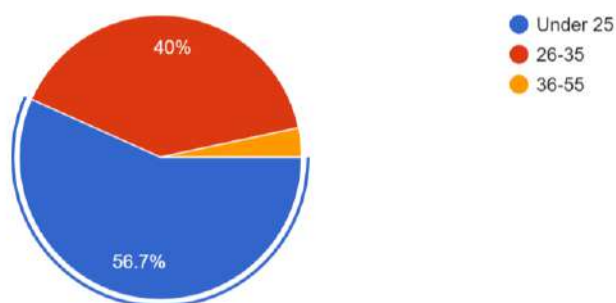


Majority of the respondents who were job seekers belonged to the under 25 year age group.

*Figure 13: Gender of respondents*

Most (60%) respondents of the questionnaire designed for job seekers were females.
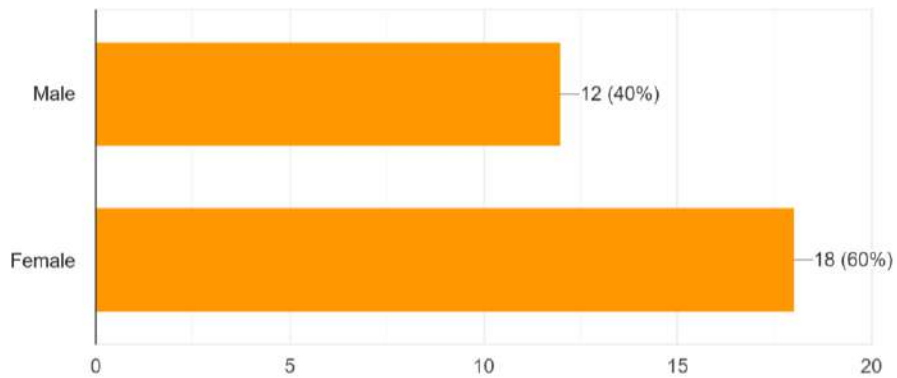
Figure 14: Marital Status of Respondents
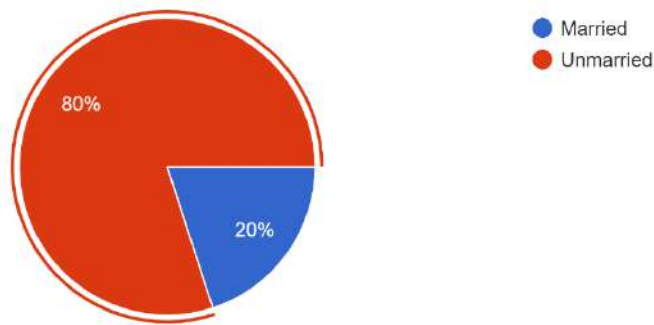


80% of the respondents were unmarried.

Figure 15: Residence of Respondents
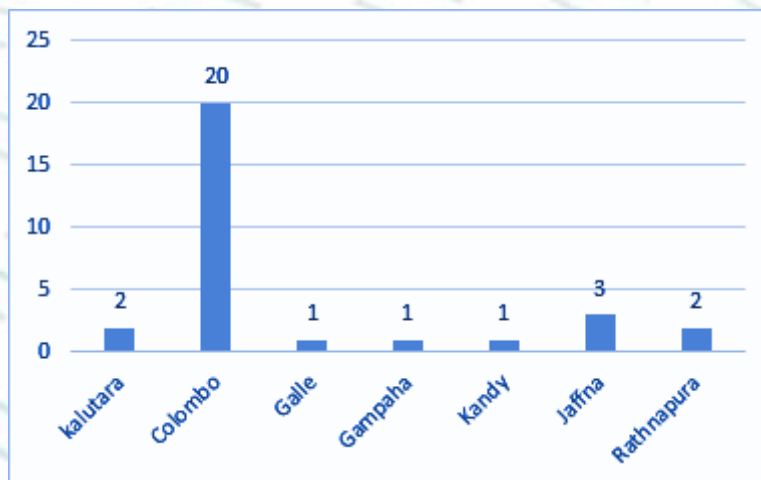


Most of the respondents reside in different parts of Colombo. The rest of them belonged to Kalutara, Galle, Gampaha, Kandy, Jaffna, and Ratnapura district.

**Key Findings:**

Figure 16: Employment status of participants
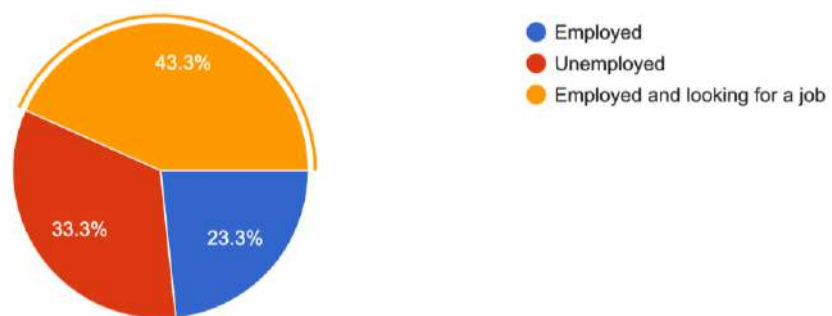


76.6% of the respondents are actively looking for a job. Out of them 43.3% is employed and looking for a job.23.3% is employed and possibly has no intention of looking for a job.

Why an 'employed' option? See 6.1. Market segmentation

Issues with CV, cover letter or|

| h
I am n
Ha

- 0-6 months
- 7-12 months
- 1-1.5 years
- 1.5 years- 2 years

16.7%

10%

66.7%
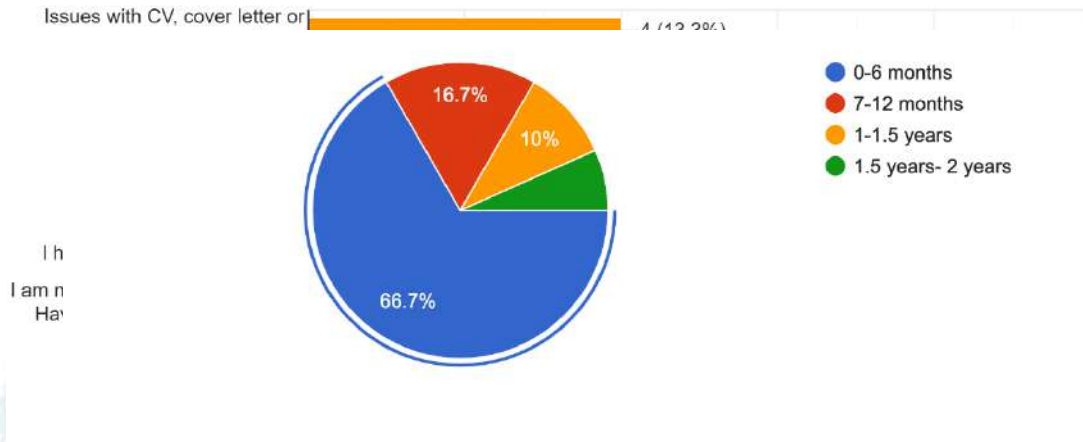
66.7% of the responders have been looking for a job for 0-6 months, while 16.7% of them have been searching for jobs for 7-12 months. The remaining percent have been searching for jobs for nearly 1 to 1.5 years.

Do you think your identity impacts your employment opportunities in the labour market?

30 responses

*Figure 19: Do you meet with discrimination in your job search?*

- Yes
- No

43.3%

56.7%
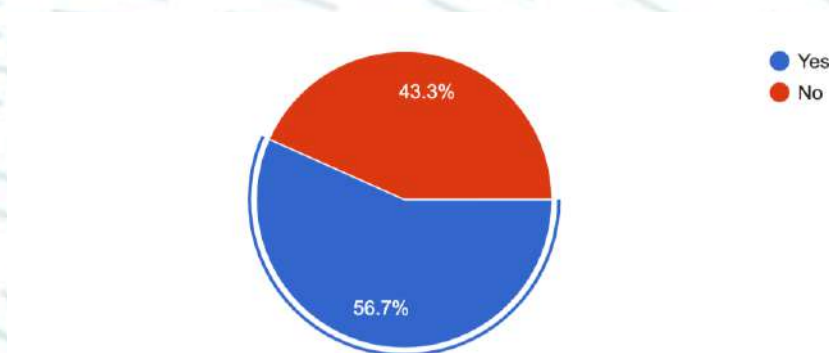
56.7% of the responders think that their identity has an impact in getting employment opportunities in the labour market, whilst the remaining 43.3% thinks that it doesn't.

## What type of work do you prefer?
30 responses



- ● Business, Sales and Marketing
- ● Information Technology
- ● Manufacturing
- ● Health Care
- ● Educational Services
- ● Accounting and Legal
- ● Construction, Repair and Maintenance
- ● Media and Advertising

▲ 1/2 ▼
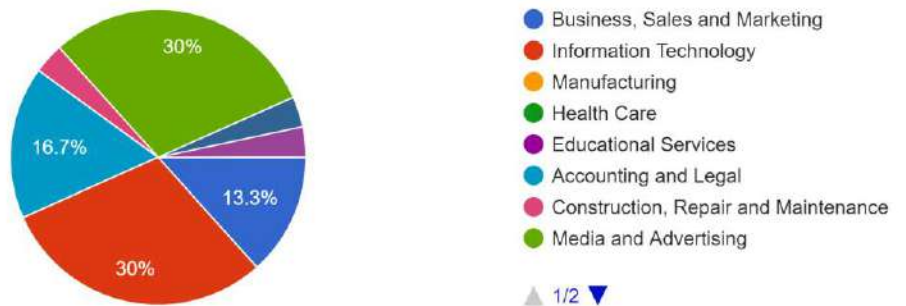
30% of the responders chose media and advertising as their preferred type of work. Another 30% prefers Information technology whilst the remaining percentages demonstrated interest in accounting, legal and business sales and marketing.

## Why is it important for you to find a job?
29 responses



- ● Obtaining new contacts and expand network
- ● Financial independence
- ● Increase social status
- ● Gaining experience, knowledge and qualification
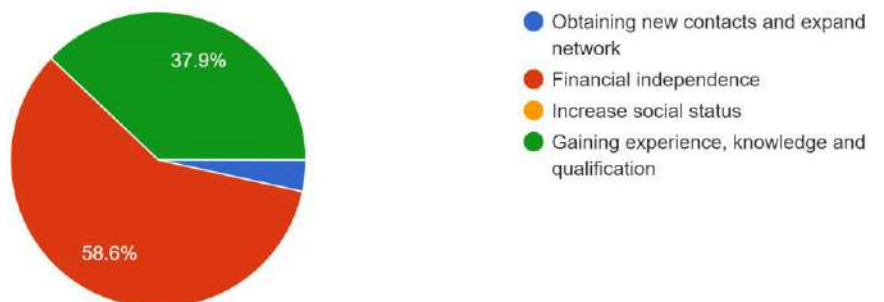
Majority of the responders (58.6%) think finding a job is important for them to become financially independent. While the rest of 37.9% think by finding a job it is more important in gaining experience, knowledge and qualification.

## Which of the following aspect is the most encouraging when choosing a job?
30 responses



- Flexible working hours
- Part time work
- Working form home
- Training
- Challenging tasks
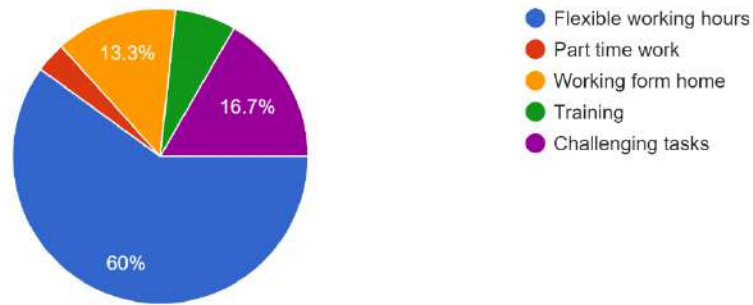
60% of the responders think having flexible working is encouraging when choosing a job. Whereas 16.7% of them believe challenging tasks encourages them in choosing the job. Another 13.3% think working from would encourage them in choosing a job.

## What is your approach in finding a job?
30 responses



- Information from friends, family and neighbours
- Supported Employment Agencies
- Internet Recruitment platforms
- Social Media Adverts (e.g: LinkedIn/ Facebook/ Instagram)
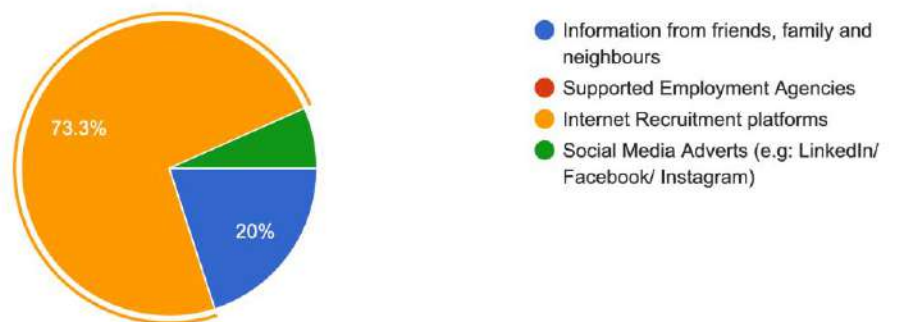
Majority of the responders find internal recruitment platforms as their preferred approach in finding a job. Whilst 20% of them use information from friends, family and neighbours to find a job.

How is the rate of response for the following
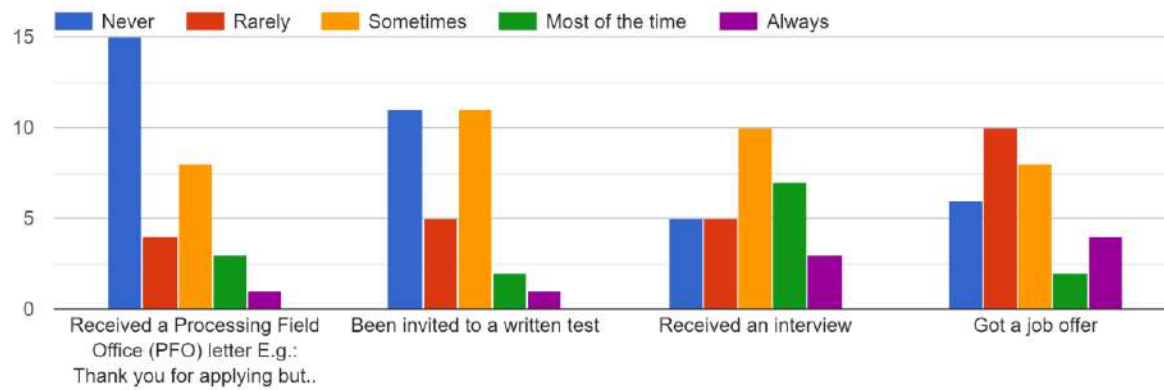


Majority of the respondents agreed that they did not receive a processing field office (PFO) letter, whilst 50% of the respondents agreed that they usually don't get invited to a written test and around another 33.3% responders are neutral about it, where as a very lesser number have been agreed that usually they get invited for written tests.

Nearly 33% of the respondents say they rarely received an interview, whereas around another 33% of them say most of the time they do get called for an interview while the remaining 33% is neutral about it.

A low respondent rate shows that they have got a job offer, whilst around 40% say they rarely got the job offer.

If you are given a four-hour pre-interview screening test for a job you wanted, you would
30 responses



- ● Happily write it
- ● Begrudgingly write it
- ● Not write it, and withdraw from the process
- ● i had 1hour practical exam only
- ● Will request for a test that involves less of my time

Majority of the respondents (43.3%) responded that they would happily write it if they were given a 4 hour pre interview screening test for a job. Whilst a 30% of the responders said that they would not write and they would withdraw from the process.

In your opinion, written tests are
30 responses



- ● A good screening mechanism for the employer
- ● A waste of the applicants' time
- ● Depends on the job. Mostly its not a perfect option because a test cabt measure a lot of other faators like work ethic,professionalism etc

61.3% of the responders believe that written tests is total waste of the applicants time while the rest 35.5% believes it's a good screening mechanism for the employer.

If you have to do a written test as part of the application screening, how long do you think the test should be?

30 responses



- Not more than 30 minutes
- 1-2 hours
- 2-3 hours
- Does not matter

13.3%
16.7%
70%
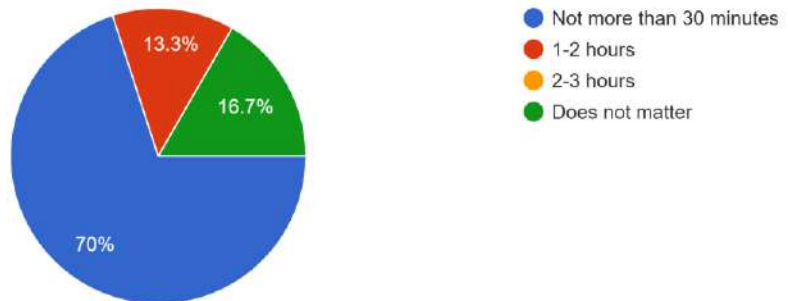
Majority of the respondents (70%) believe that a written test should not exceed 30mins of the application screening process.

Which social network do you believe is the most effective in finding the right candidate?

30 responses



- Facebook
- LinkedIn
- Twitter
- Instagram
- Topjobs, Sunday observer

9.5%
9.5%
52.4%
26.2%
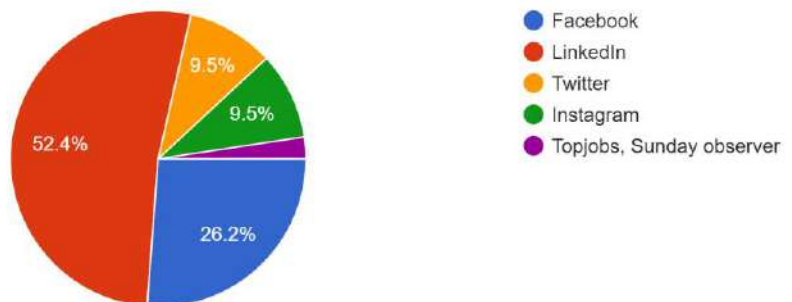
According to the responders. 52.4% of them believes Linkedin is the most effective way in finding the right candiadate whilst 26.2% of them believes facebook as the most effective social network platform.

Almost 90% of the respondents prefer 'Top Jobs' over other sites whilst 'xpess jobs and 'dream jobs' has a vote of 13.3%.

Which recruitment platforms do you prefer the most?
30 responses
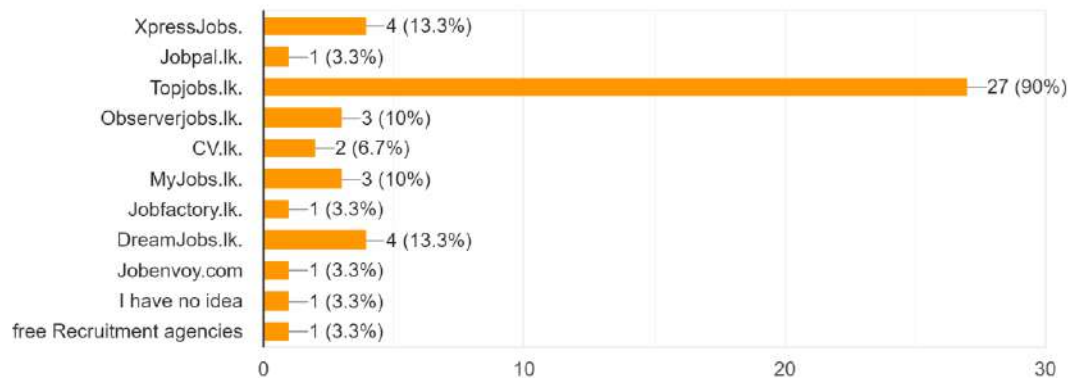


Majority of the respondents (73.3%) believe that they were qualified enough for the most recent job they applied to where as a rate 16.7% believes that they were    uner    qualified    for    the    current    job    role.

For the most recent job offer you applied, you were
30 responses
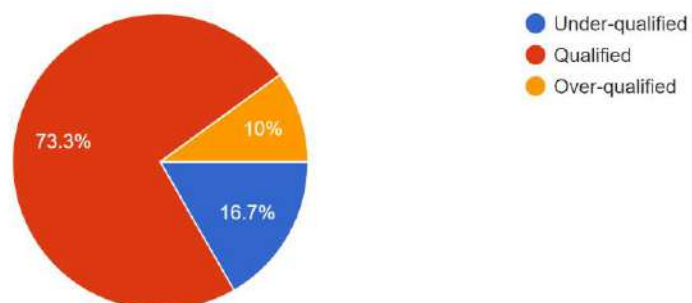


What is the greatest strength you find in the above platform/s?30 responses

Topjobs.lk

many jobs.

Unmatched job openings

Topjobe

Nothing Special

Easy to find the jobs... very user friendly.

More job entrance for finance field.

Marketing

Organized categorically

Number of job updates per day following up with convenience

Idk

Idk

Multiple openings

Jobs suited to what I'm looking for

more vacancies from these two than others.

Convenience, many vacancies

80

User friendly

Honest

filters

Wide range of opportunities and companies

Numerous options

Topjobs has a lot of job options thab others.

I can do it best job

Hej

More Job vacancies. very popular.

popular, easy, many jobs

Which of the following is the fastest mode for applying for jobs?
30 responses
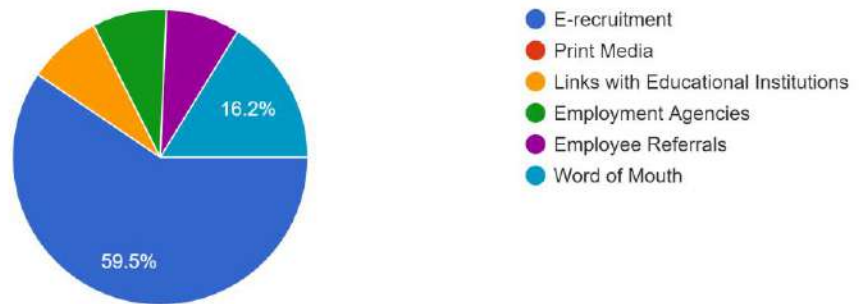


59.5% of respondents believe that E-recruitment is the fastest mode to apply for a job while 16% of them believe word of mouth is the fastest mode for applying for job.

What are the major inefficiencies, difficulties or weaknesses you observed within the existing recruitment platforms as per your experience? 30 responses

Idk

bad user interface, too many details

Only within the country c/w

Loading time

Poor Technology, Time consuming

They won't properly answer the phone calls

Always asking professional experiance

Must be more practical than being conventional in choosing thevright employees

Time management

When you have to creat an account on a particular platform

The delay to reply

Absence of proper communication between the applicant and the agenc

Inability to trace the progress of the process. Most of the time i am not sure if the company received my CV or not. Time consuming.

Take too long to respond. Cannot see if the recruiter has viewed it. They do not have a mechanism where a recruiter would have to be accountable for a job posting which is a false/'untrue'/job posting where they have not even looked at the applications.

not enough vacancies, i dont like registering, simple design, takes more time, dint know if the company

received my cv. i dont get a respobse from most places i apply.

Inefficient, repeatedly applying for the same job, can't track the process, never get a response, waste toomuch time waiting

Application process not view

No requirements mentioned in some job vacancies

Straightforward

Not giving accurate job descriptions

Bad user experience, hard to navigate, ambiguities in the advertisements

Salaries are not specified

Bad design.

Nothing

2 years

Hwwkw

Doesnt have a smart job search. Everything is together. Should be modernised. time consuming.

cant track what we applied for. when we get calls we dont know from which company. In the advertisements they have requirements. we cant refer to those before the interview because its not available by the time we get invited for the interview.

How would you consider the following features/services to be important for an e-recruitment platform? Rate between 1-5, 1 being the lowest and 5 being the
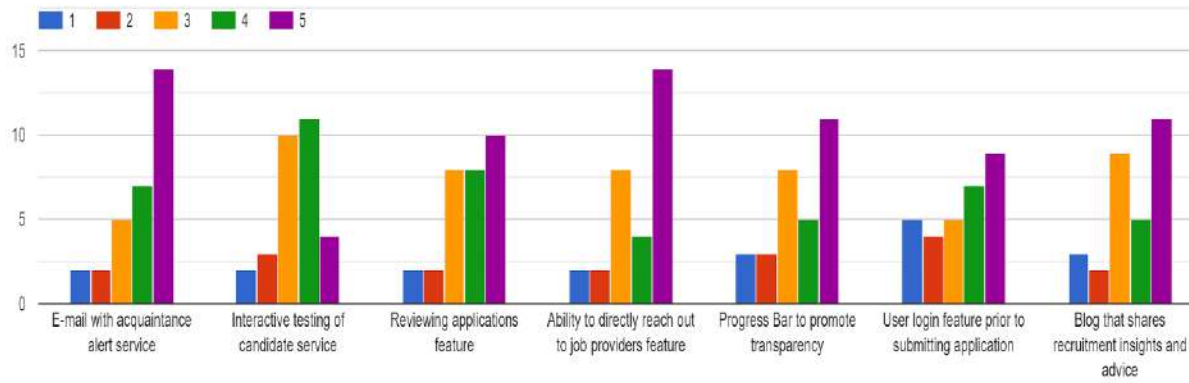


## E-recruitment system should replace traditional approaches
29 responses
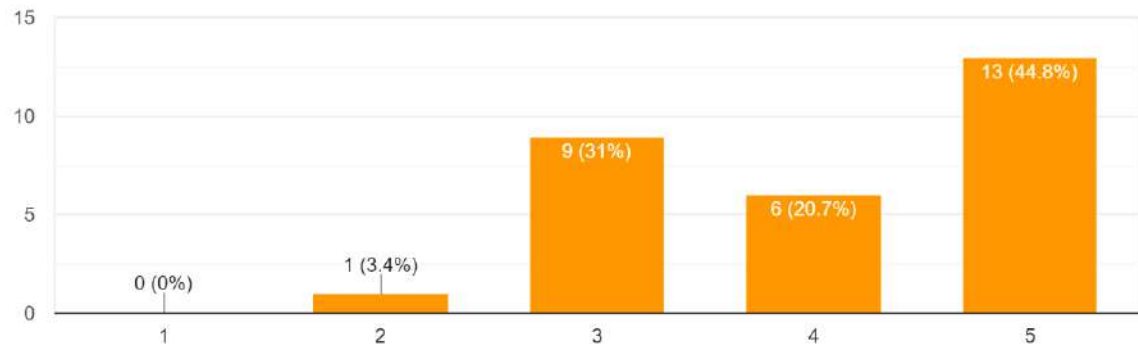
How do you rate the need for a new futuristic job portal?
30 responses
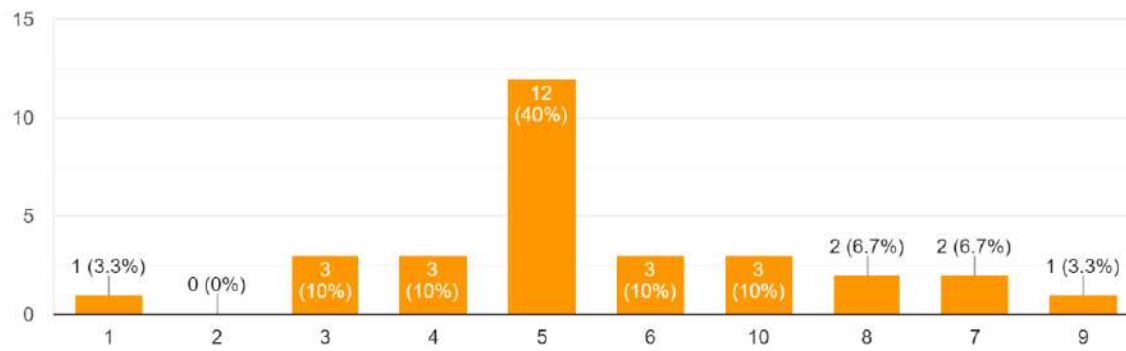
**FGD Key Outcomes:**

The discussion aimed at gaining insight into the job seeker's opinions on recruitment portals they use and to share their thoughts on how such portals can improve.

Number of participants: 08

Age: Average Age- 27 (yrs) Minimum age- 20 (yrs), Maximum age- 36 (yrs)

Posts of respondents- IT Engineer, Draughtsman, Software Manager, Talent Acquisition Leader, Qs, Research Analyst, Web designer, Video Editor.

**The key take-outs from the group are summarised as follows:**

- Job search is mainly done through Top Jobs, Observer Jobs and Linked In. Some inquire from friends, relatives and work colleagues and contacts. A few search vacancies through google and applies through my favorite company sites.
- Top Jobs isn't good enough although it has multiple vacancies. It needs development.
- Time Consuming. Takes a lot of time to search for jobs, apply for them and wait for calls.
- Receive calls from a few companies in relation to the many applications being sent.
- Don't have the time to log in and apply. Providing an email should be fine. "we should be able to apply without signing in because we will be using our email ID."
- There should be a smart search option with proper filters. That can save a lot of time. "If I'm looking for a Quantity surveyor job post when I type it in the search bar, it's much better when the smart search can recommend related jobs."
- Want to know the progress of the application process as to whether it reached the employer, where it dropped and why.
- Better to have a reply session where employers can message the candidate. Eg: Don't like the CV, Goodluck!)

- Back end developers should hide the IP address of the ad already applied to the same person.
- Should be responsive to any device.
- Design wise, Top Jobs specifically can get so much better if they use cooling colors and uniform theme and fonts. "top jobs with the red and bulky yellow, it's really not attractive." "A job portal needs to win the trust of people so they need to use blues or a cold color it'll be better."
- The user interface should be very simple and have a recognizable UI design so that anyone knows if I click this button I can apply for these things. If it is designed for mobile-first, they can achieve these. Every site except for Xpress jobs, design-wise others aren't that good-looking.
- Email alerts and short message system to alert candidates of new job postings so that they won't miss them cuz of the closing date.
- Since the artwork is a picture usually when applying it is better to have the email clickable since we might mistype it if they're long.

- Too much information on the home page.

- The companies who have advertised should are not rated and we can't view their profiles.

- Ability to open more than one job. "The thing I hate about top jobs is the user interface and the fact that two jobs cant be opened at the same time. On the other hand Xpress jobs have a nice interface. For some reason I don't feel like going to Xpressjobs to search."

- Since Topjobs is old people trust it. there is great potential for a new portal to come up if they offer a good service. "Top Jobs is known and everyone uses it. I can't search only graphic design related jobs because its categorised with some other sectors as well. There is no smart search. Cant filter. They could do a better job.

- Advertisements of most companies are badly designed. "I Do not apply to companies with badly designed advertisements."

## Attitude towards a new job portal

"Top Jobs has been in the market for long and its developments are quite sluggish. If a new portal can gain the trust that Top Jobs has gained over the years, it can succeed."

"There is a need for something innovative.  Maybe provide resume help, academic advice, and I may want to use those services and explore the site. If nothing is new, I might not want to try."

"The new job portal can take time to establish but with advanced and user friendly features, it can help a lot of job seekers. "

"Something is so off about all of these portals. Maybe because finding a job is a stressful thing to do. A new portal with a positive looking interface may help. But it should be way better than the existing ones for me to choose it."

"There is no special need for a new portal, except that the recruitment process is quite slow. If it can provide something more than what is now offered, then yes it can help."

## 4.2. RECRUITERS

*Sample allocation for the questionnaire designed for recruiters:*

*Figure 20: Years of Experience of respondents*
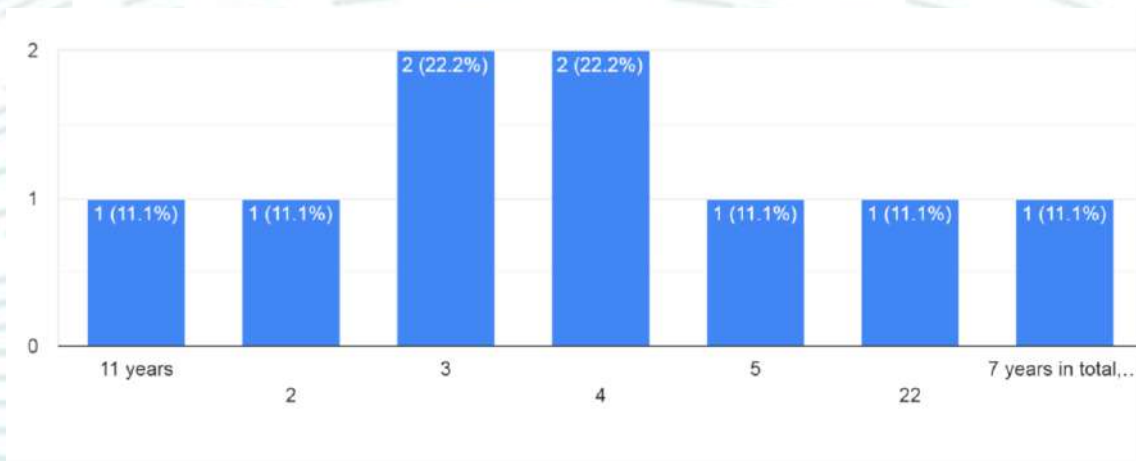


The respondents had an average of 6 years of experience, spanning from 22 years to 2 years.
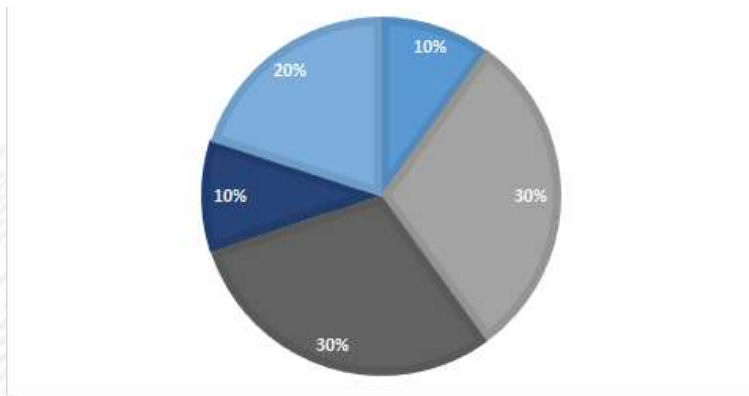
Survey respondents belonged to recruitment, software, design, education, and real estate sectors.

Figure 22: Approach to finding suitable candidates
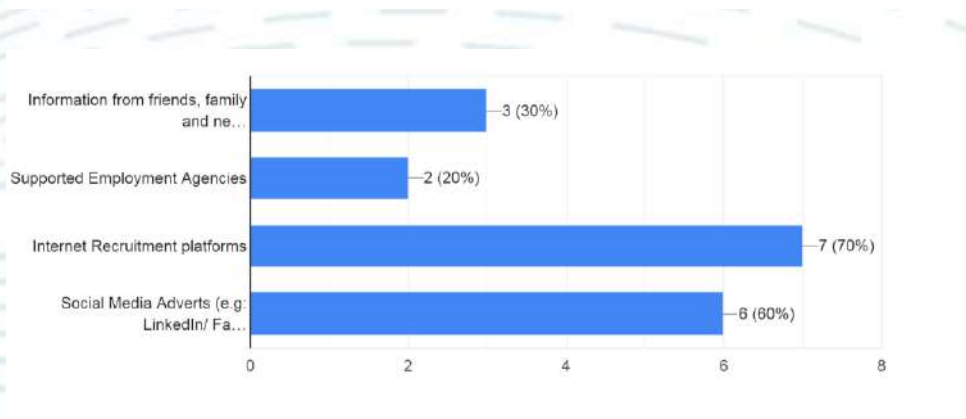
**Key Findings:**



70 of the representatives of hiring managers use internet recruitment platforms as the main approach to finding suitable candidates. 60% of respondents use social media adverts while only 20% of them use supported employment agencies for recruiting.

41

Figure 23: Sources of recruitment used by organisations
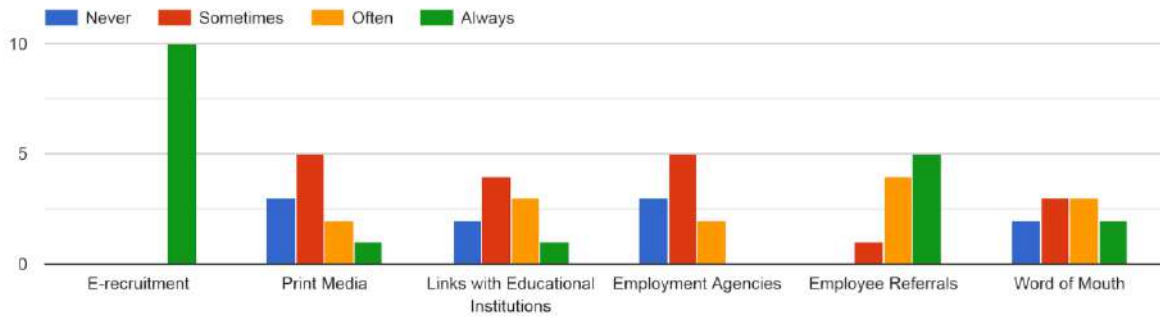
100% of employers always use e-recruitment as a source of recruitment. 50% of them sometimes use print media and employment agencies. 50% of respondents always use employee referrals while a few never use Print media, links with educational institutions, employment agencies word of mouth for recruiting.

Figure 24: Most efficient social network to reach the right candidates
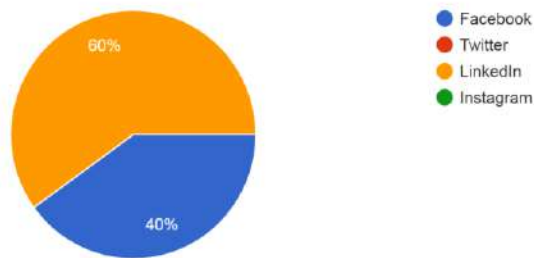


60% of recruiters chose LinkedIn as the most efficient social network out of the options Facebook, Twitter, LinkedIn and Instagram.  40% of them believes Facebook to be most efficient to be the

Topjobs is the most preferred recruitment platform for 80% of the respondents. Second most preferred (40%) platform is XpressJobs.com.  A recruiter also commented, "Tops jobs seems

Figure 25: Most preferred recruitment platforms
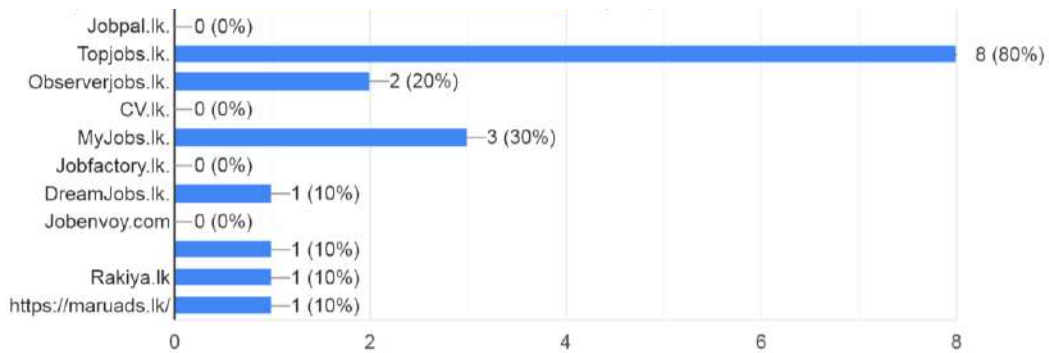


to direct more traffic than Xpress. Whereas Xpress Jobs supports in customising as per one's recruitment journey."

What is the greatest strength you find in the above platform?

"It's know to everyone"
"Easy to use, wider reach"
"Lots of users. Widely known"
"Easy access to candidates"
"Known by many"
"Simple and clear instructions on next next"
"Easy to work with (Organisation's pointing view )"
"A lot of people have access to this"
"Lots of people use those platforms to search jobs"
"Popularity, friendly communication"
"Name recognition, popularity, cost-effective"
"Our target audience is covered"

Greatest strengths they recognised in the preferred job job portals were, **Popularity, Wider reach, user-friendliness, many users, easy access to candidates, Simplicity, easy to work with, friendly communication, brand name, cost effectiveness and ability to reach target audience.**

90% picked **e-recruitment** as the **most effective mode for finding the right candidate**.The rest of the 10% believed employee referrals to be the most effective for them.

What are the major inefficiencies, difficulties or weaknesses you observed within the existing e-recruitment systems as per your experience?

"Many candidates' LinkedIn are inactive ad they don't update their profile"

"Cost"

"Sometimes the details we can get are too vague to make a decision even when it comes to shortlisting"

"Calling the candidates continuously which makes the company brand deteriorate"

"Worked with them for a short period as we started our own recruitment platform on our website."

"The data we get might not be liable enough."

NA

"Costly, time-consuming, need to see more Cvs"

"Time-consuming"

"We receive many CVs, which makes it harder to choose the most suitable candidates."

The major inefficiencies, difficulties or weaknesses they observed within the existing e-recruitment systems include: **Inactive LinkedIn accounts of candidates, Costly, insufficient details of candidates, Following up on candidates deteriorates brand, starting up own recruitment platform on website, data not liable enough, time-consuming, insufficient CVs, too many Cvs makes it harder to decide the most suitable candidates**

Figure 27: Reasons prevented HR professionals from choosing a particular candidate
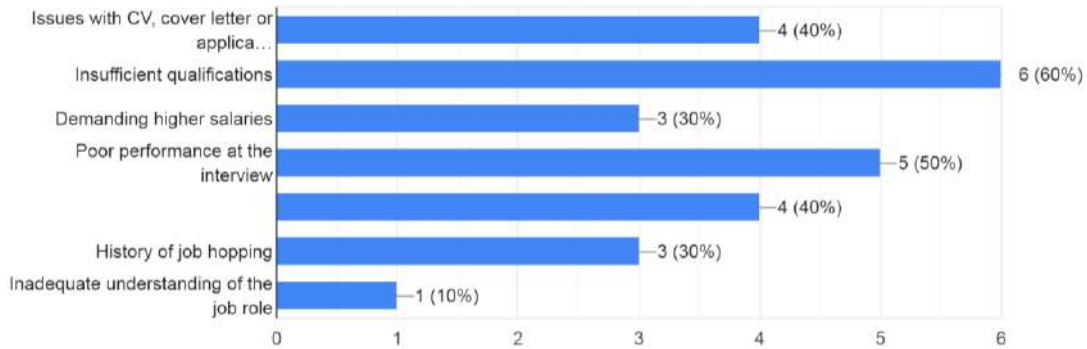


reasons not to choose a particular candidate, insufficient qualifications of the candidate was rated by 60% of  the recruiters while the second main reason that prevented them from hiring a
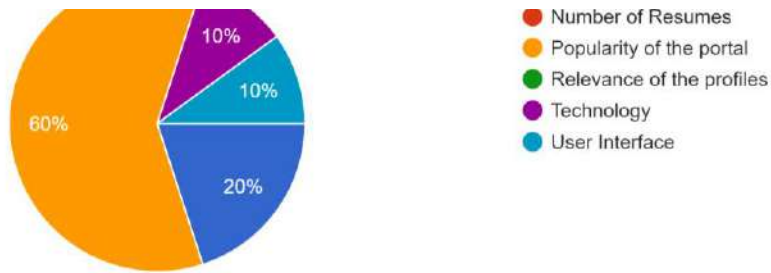
Figure 28: The primary drivers behind the decision to pursue a recruitment channel were, (Rate between 1-5, 1 being the lowest and five being the highest)

candidate was Poor performance at the interview.
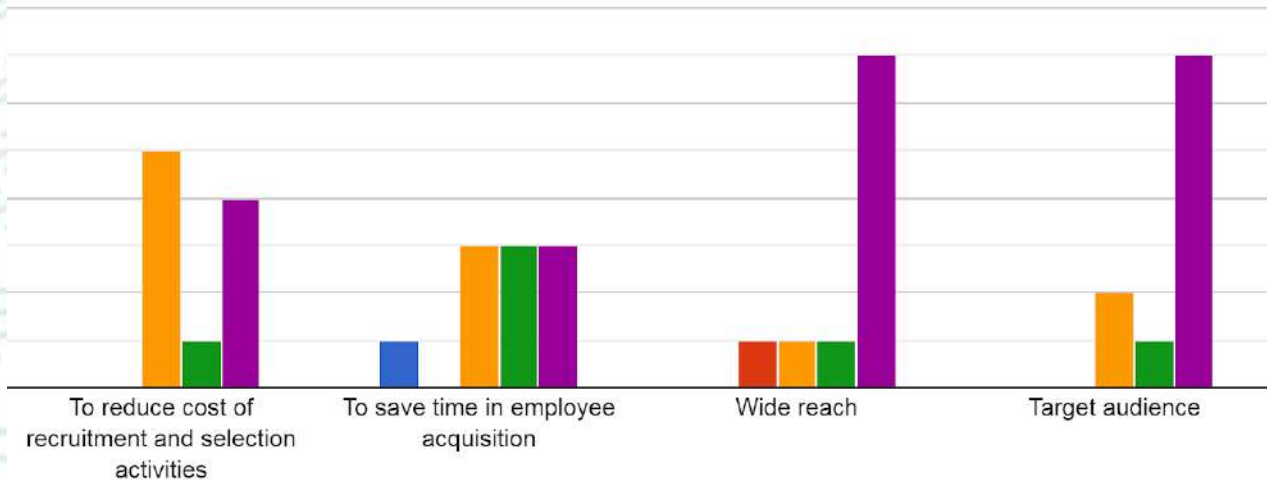


60 percent of recruiters mostly consider the popularity when selecting a job portal while 20 percent of them consider the cost. 10% of them consider technology and User Interface the most.

60 percent of the respondents consider the popularity of the portal the most when selecting a Job Portal while 20 percent of them consider the cost involved the most.

*Figure 30: Primary drivers behind the decision not to pursue a recruitment channel*
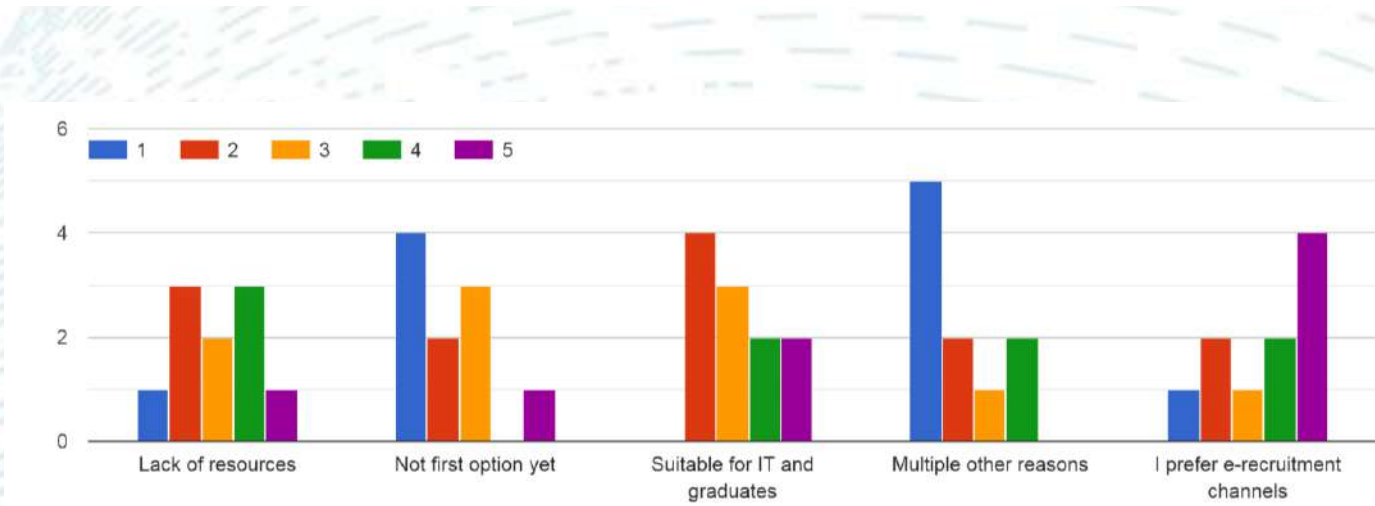


40% prefer e-recruitment channels. The primary drivers behind the decision not to pursue a recruitment channel were mainly because they (20%) of the respondents think that it is more suitable for the IT sector and graduates. A 10% decided not to pursue recruitment channels because of the lack of resources while another 10% does not find it as their first option yet.

*For the following statements, respondents were asked to tick the right choice where a scale from 1, 2, 3, 4, and 5 represents, Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree respectively.*

70 percent of recruiters **strongly agree** that e-recruitment helps in improving the efficiency of the recruitment process while 30 percent of them **agree** to the statement.

Figure 32:E-recruitment helps in maximizing the job match to ensure a good fit of employees with your company
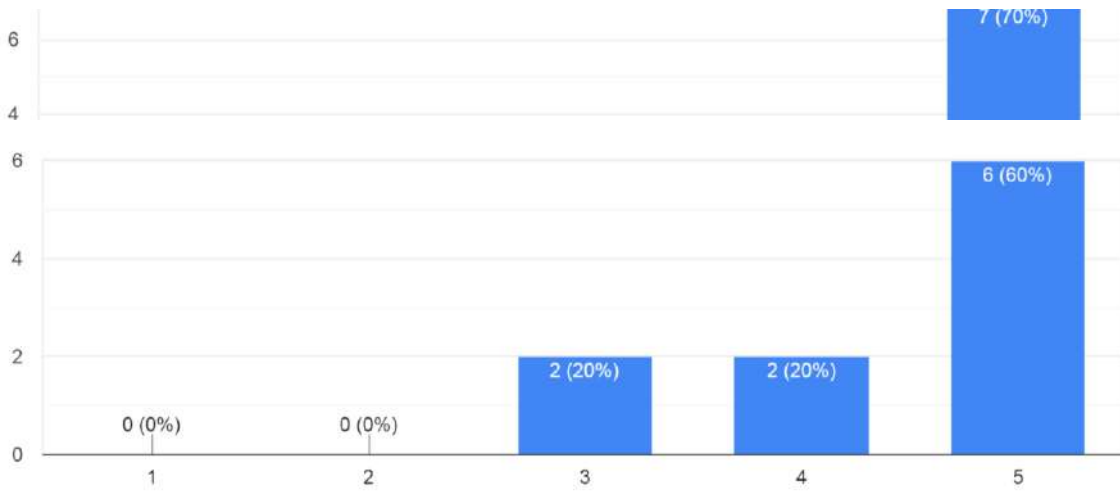


Most (60 percent) of the recruiters strongly agree that e-recruitment helps in maximising the job match to ensure a good fit of employees to their company.

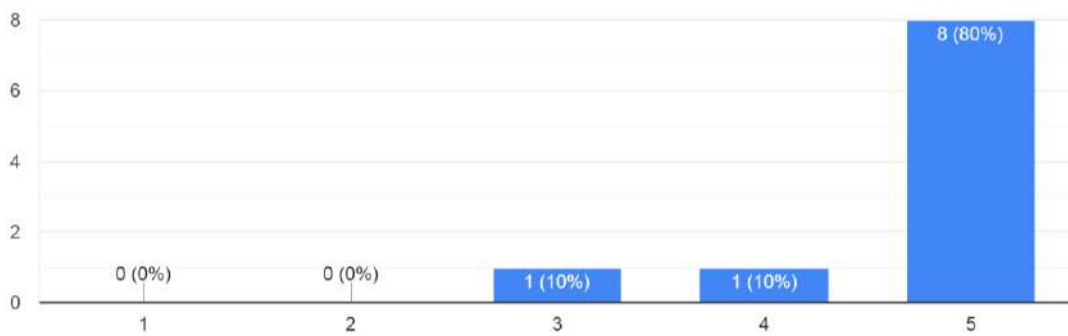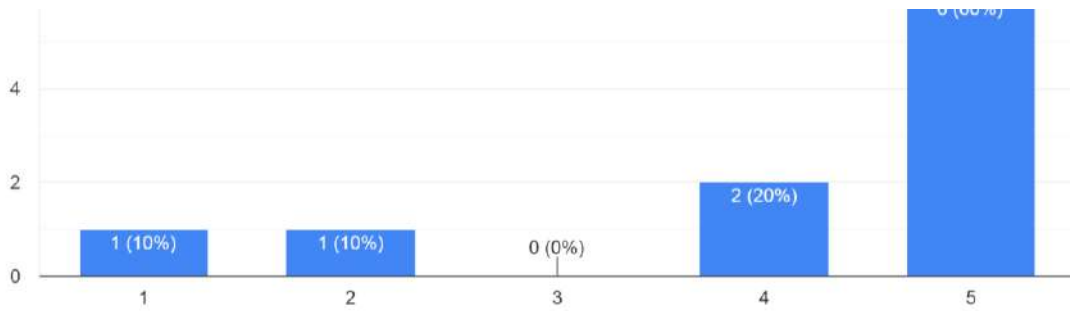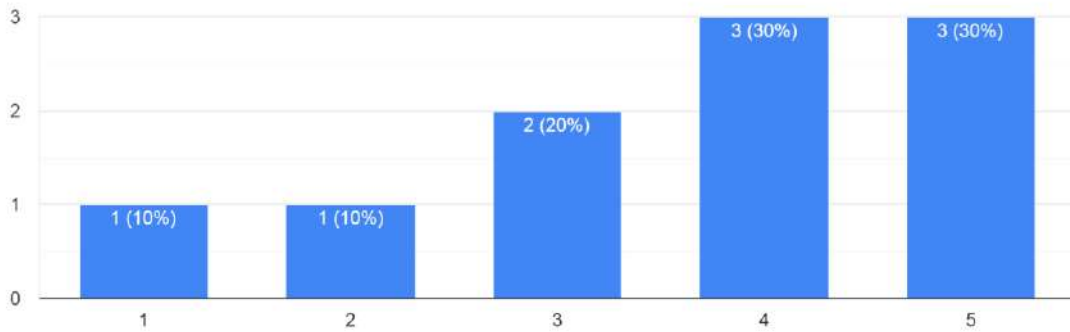Figure 33: E-recruitment restructures the process of recruitment

80% of recruiters agree that e-recruitment helps build and manage database of received

applications while 20 percent disagree with this statement.



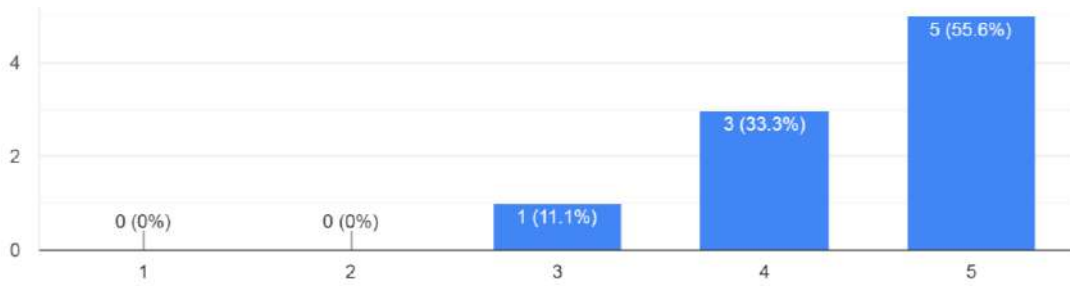Most (60 percent) of the recruiters do think that e-recruitment platforms provide better exposure as recruiters can request additional information on candidates while 20 percent of them think otherwise.

Figure 36: E-recruitment helps in locating better candidates



Most of the respondents agree that e-recruitment helps in locating better candidates.

Figure 37:E-recruitment leads to placing the right people to the right job
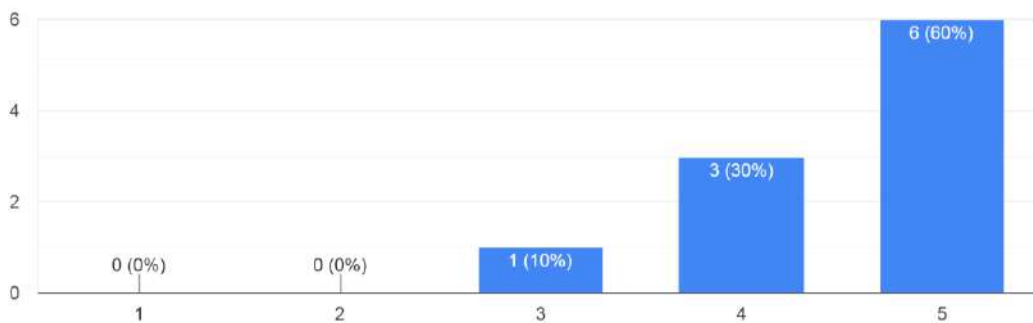


90 percent of recruiters agree that e-recruitment leads to placing the right people to the right job. 10 percent of them have a neutral opinion.

90 percent of respondents agree that e-recruitment attracts job seekers who are otherwise inaccessible.

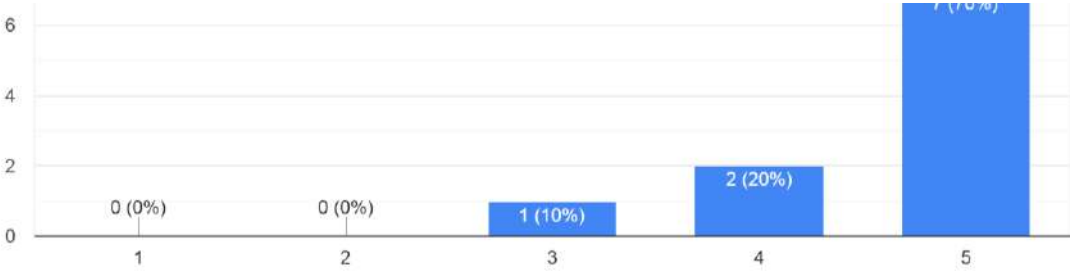Figure 38: E-recruitment attracts job seekers who are otherwise inaccessible.
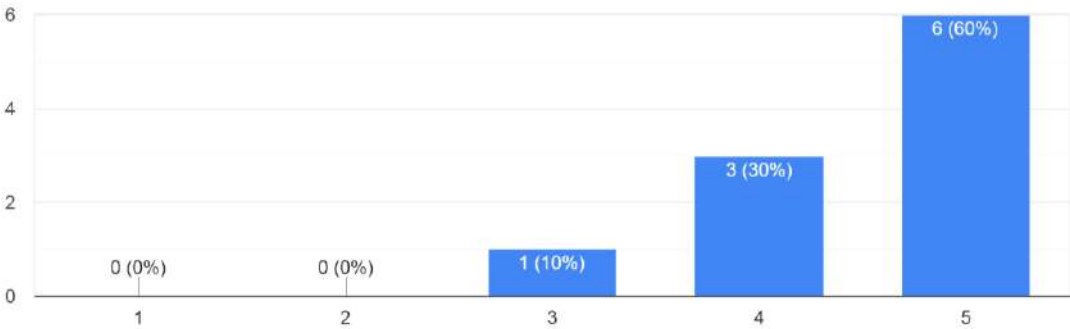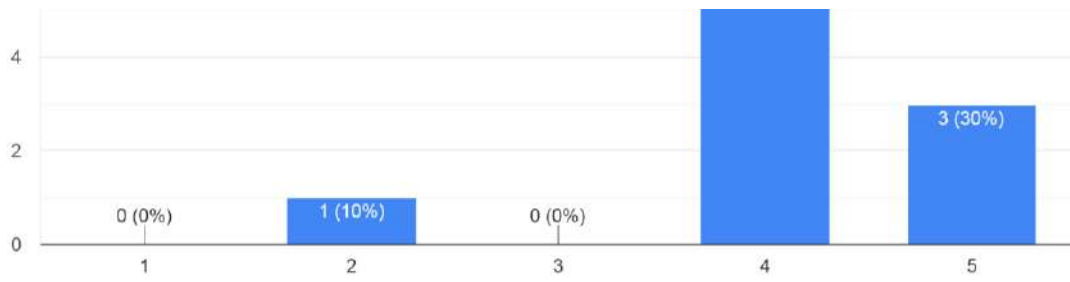


Figure 39: E-recruitment is useful for organizations whose social network is incomplete



90 percent agree that e-recruitment is useful for organisations whose social network is incomplete.

*Figure 41: Your Company posts jobs on multiple job portals at a time*



90 percent agrees that they posts jobs on multiple job portals at a time. 10% disagrees.

*Figure 40: E-recruitment is useful for organizations that require recruiting for*
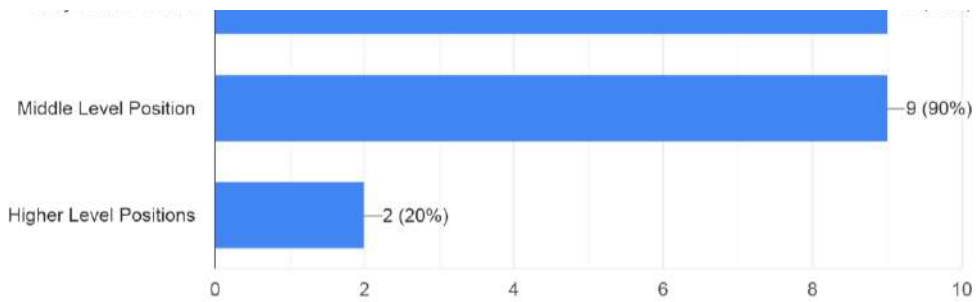


90 percent of the respondents believe E- recruitment is useful for organizations that require recruiting for Entry level and middle level positions. Only a 20% rated for higher level positions.

*Figure 42: E-recruitment should replace traditional approaches*
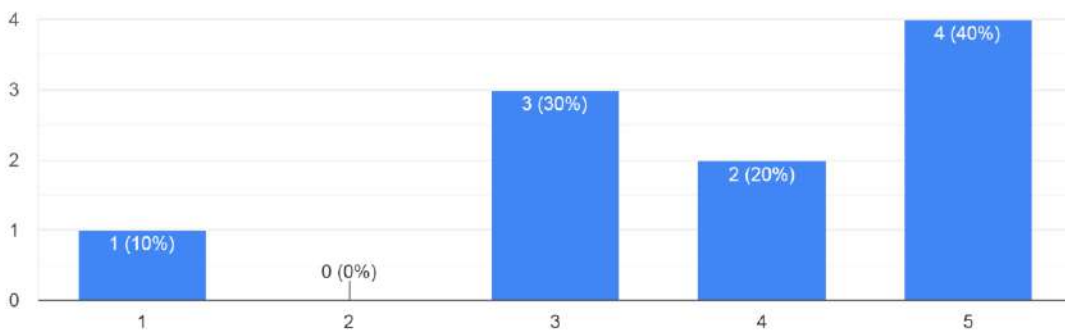


60 percent agrees that E-recruitment should be replaced by traditional approaches while only a 10 percent of the respondents strongly disagree. A 30 percent has a neutral opinion.

*Figure 43: There is a need for a new futuristic job portal*
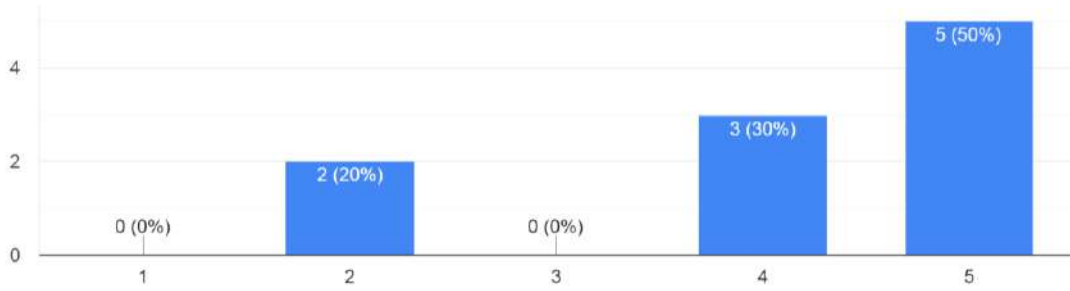
80 percent agrees that there is a need for a new futuristic job portal while 20 percent disagrees with that statement.



*Figure 44: Your selected job portals provide training to use their online services*
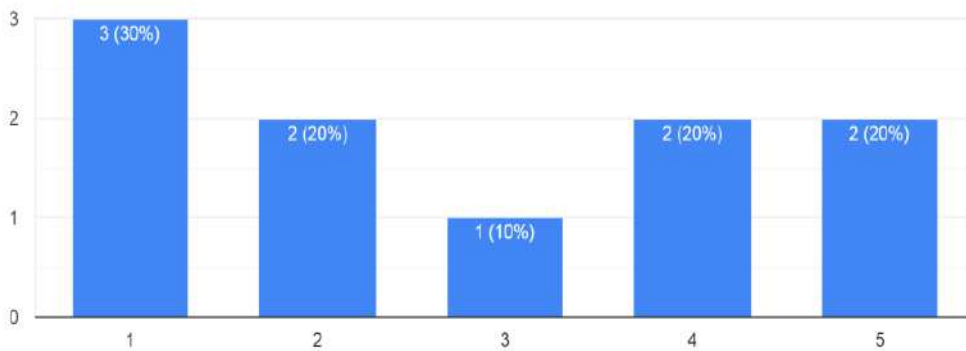
50 percent of the respondents disagree that their selected job portals provide training to use their online services where 30 percent of them strongly disagree. 40 percent agrees that their job portals provide training.

Figure 45: The features important for a job portal
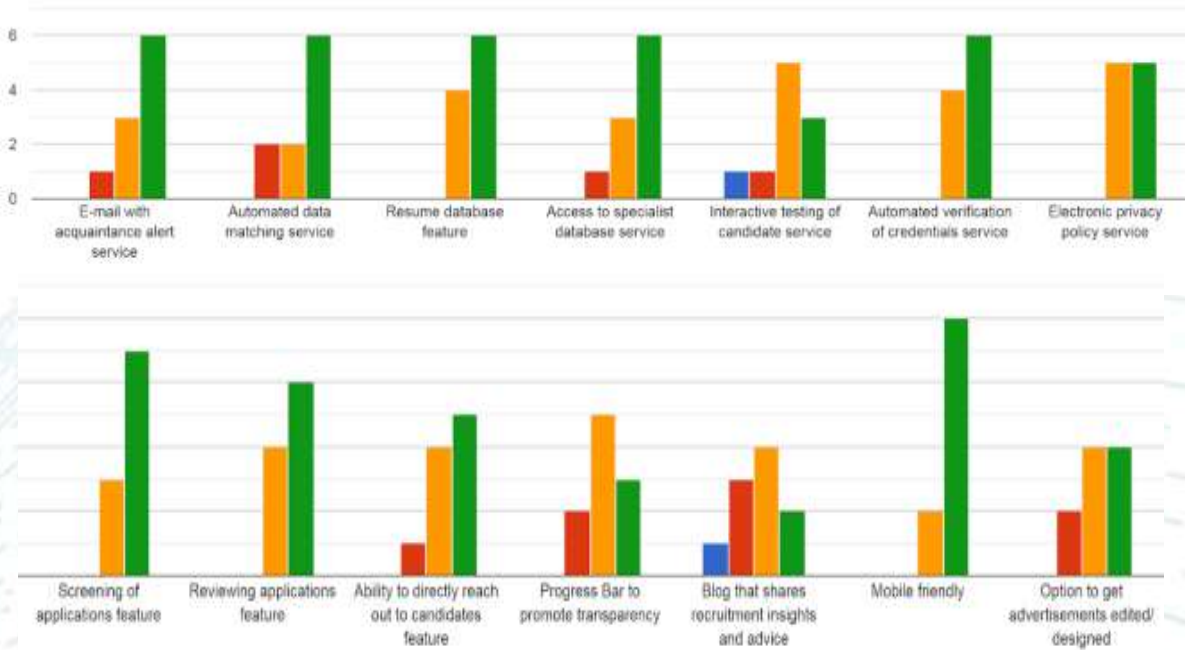


Out of all features, mobile friendliness and screening of applications feature were rated to be the most important for a job portal. All (100%) of the respondents agree that Resume database feature, automated verification of credentials service, electronic privacy policy feature, and reviewing of applications feature to be important for a job portal while 10 percent of the respondents found interactive testing of candidates feature and blog that shares recruitment insights and advice to be unimportant for a job portal.

Figure 46: Your selected job portals are able to maximize the effectiveness of your recruitment process
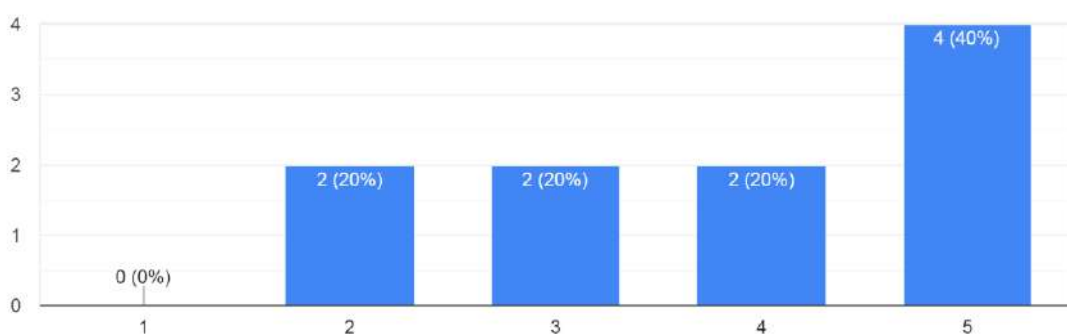


percent agrees that job portals they use maximize the effectiveness of their recruitment process while a 20 percent disagreed with that.

Figure 47: Your selected job portals provide measures to spread awareness of your vacancy to target groups
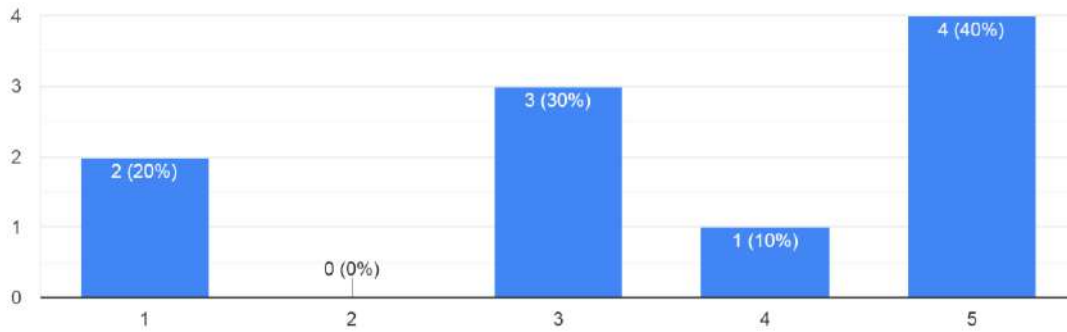
50 percent agrees that their selected job portal provides measures to spread awareness of your vacancy to target groups while a 20% disagrees with that.

*The respondents were asked to rate between 1-5, 1 being the lowest and 5 being the highest of importance.*

Figure 48: The cost involved in posting a job on a job board website
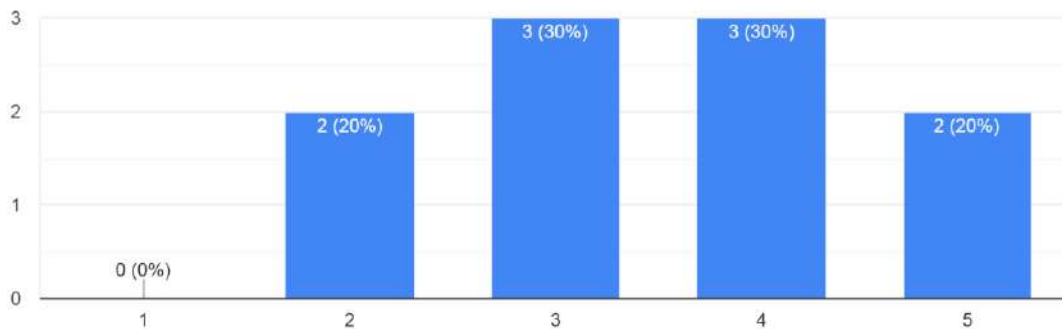


50 percent of respondents thought the cost of posting a job to be high. 30 percent thought it be reasonable while 20 percent found it low.

Figure 49: Cost of package deals offered by e-recruitment
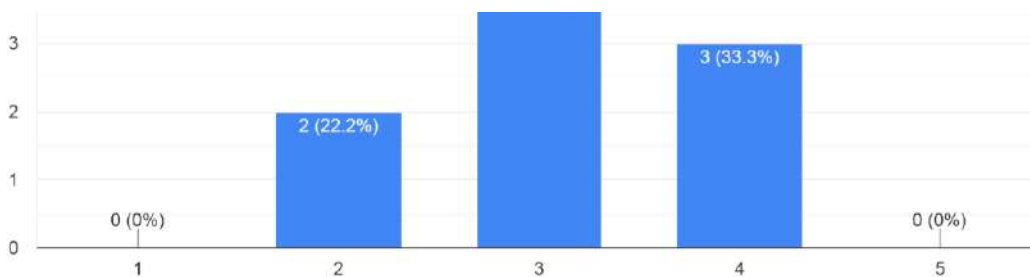


The cost of

package deals offered was rated high by 34% percent of the respondents while 22% was considered low. 45% of the respondents thought it to be reasonable.

Figure 50: Cost of additional advertising services such as banners or link to your corporate website provided by e-recruitment
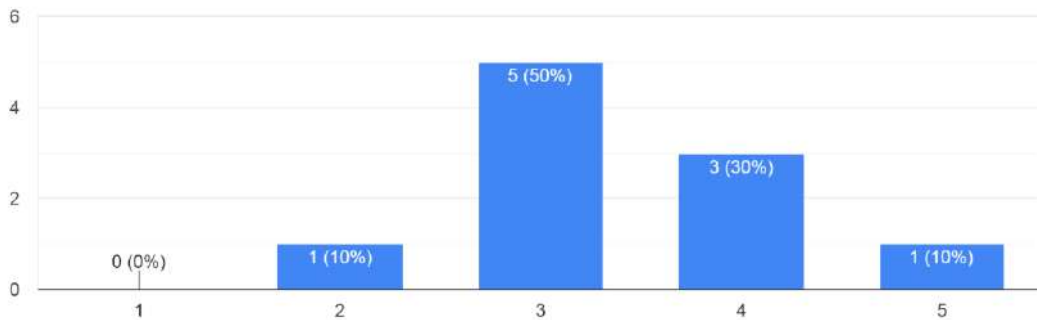


50 percent of recruiters thought the cost of additional advertising services were reasonable.

Figure 51: Finder's fee* for e-recruitment (Finder's fee: Financial incentives given to job portals for referring candidates
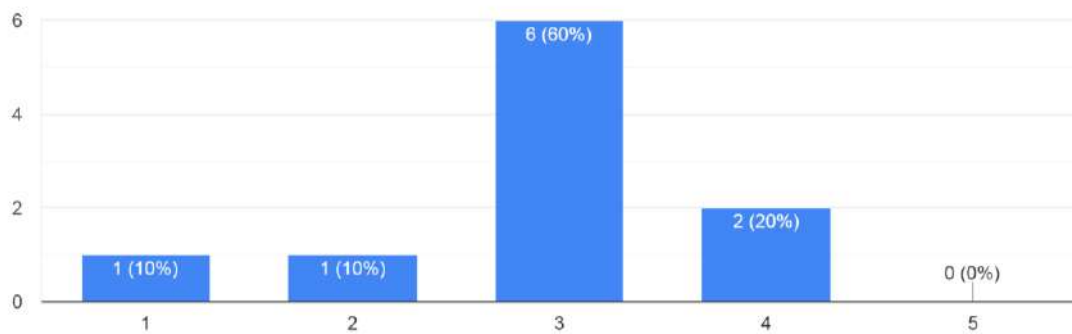


40 percent thought it to be high while 10% found it low.

20% rated the finder's fee to be low while 60% thought it to be moderate. 20% finds it high.

Figure 52: Return on investment through e-recruitment
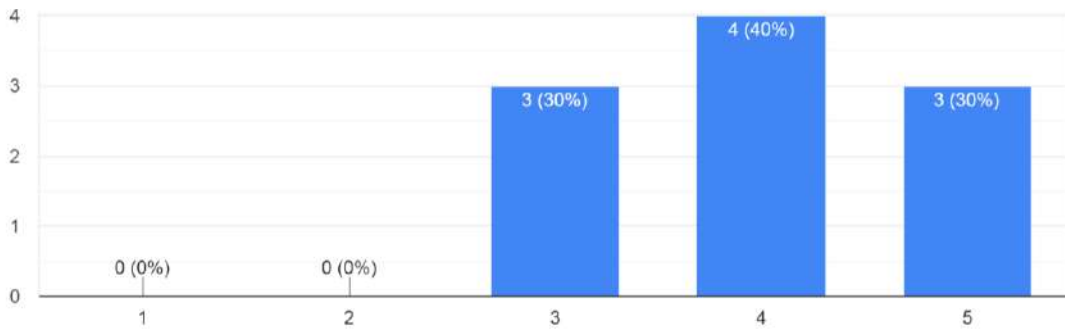
70% of the respondents found the return on investment through e-recruitment to be

Figure 53: Ongoing promotional cost of vacancies through e-recruitment

high while the rest of the 30% thought it to be reasonable.
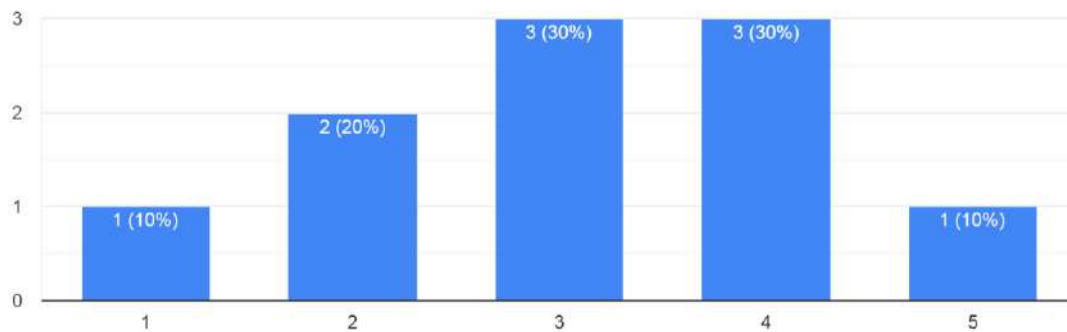


40 percent of the respondents find the promotional cost to be high while 30 percent finds it reasonable and another 30 percent finds it low.

Figure 54: Figure 50: The cost involved in maintaining databases through e-recruitment
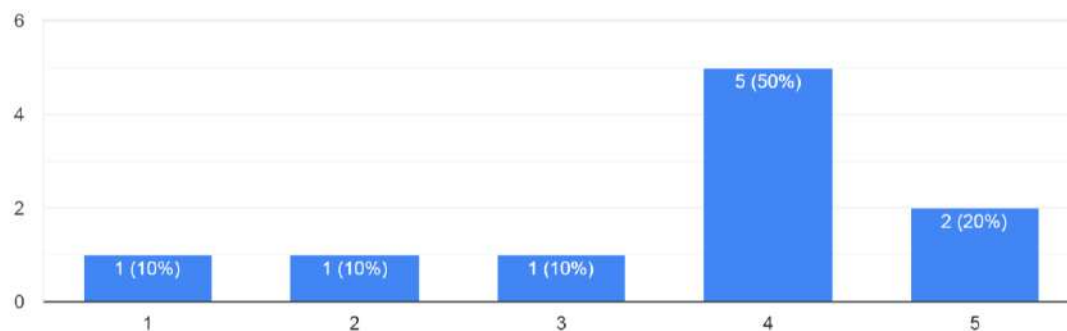
The cost involved in maintaining databases through e-recruitment is high according to 70% of the respondents. 10 percent think it to be reasonable while 20% finds it low.

*Figure 55: The time involved in advertising a job on a job board website*
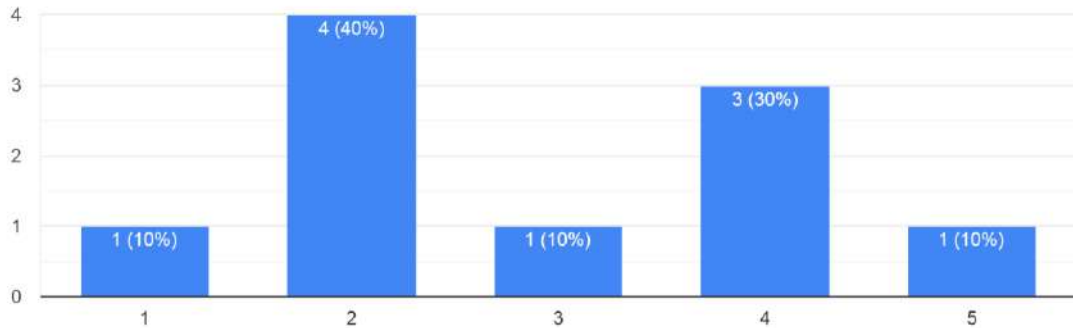


The time involved in advertising a job on a job board website was found to be low by 50 percent of the respondents while a few (10 percent) thought it to be reasonable. 40% had rated it to be high.

*Figure 56: The time involved in the recruitment process through e-recruitment*
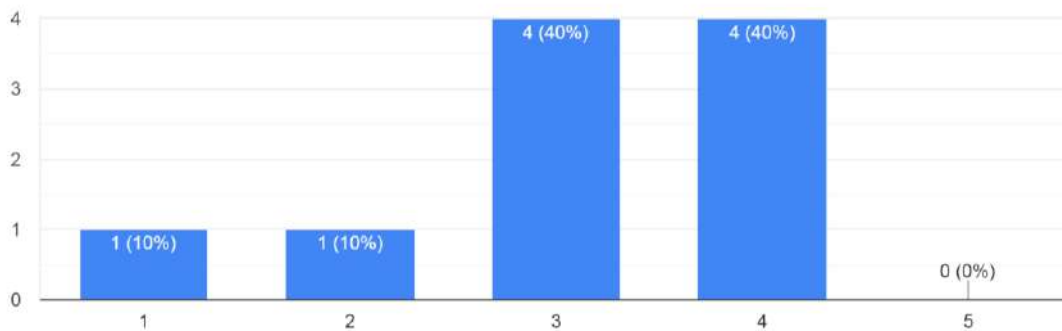
The time involved in the recruitment process through e-recruitment is low according

Figure 57: Time taken for communication between a job seeker and provider through e-recruitment
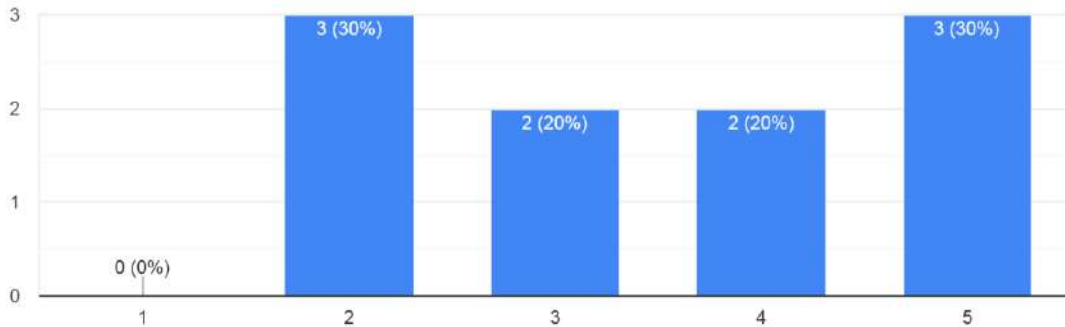


to 20% of the respondents. 40% rated it to be moderate while another 40% rated it to be high.

Time taken for communication between a job seeker and provider through e-recruitment was high according to 50% of respondents. 30% finds it to be low.

Figure 58: Time taken to fill a vacancy through e-recruitment
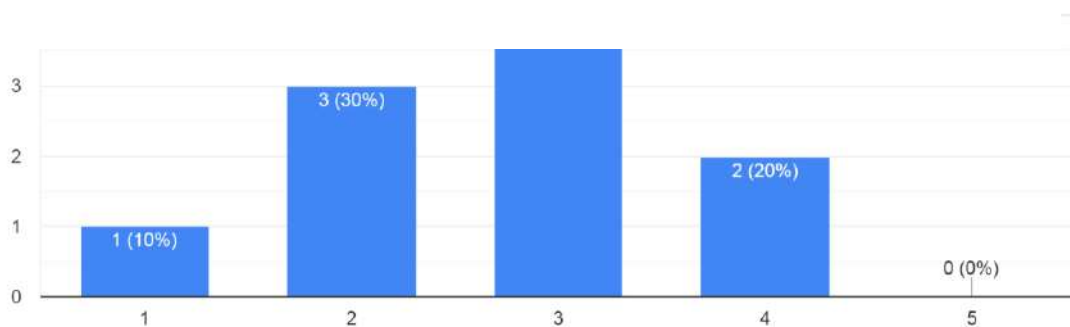
percent of the respondents find the time taken to fill a vacancy through e-recruitment to be low while only a 20 percent thinks it to be high. 40 percent finds it reasonable.

**Interview Key Outcomes:**

The interviews aimed at gaining insight into the recruiter's opinions on recruitment portals they use and to share their thoughts on how such portals can improve.

Number of participants: 05

Years of experience: Average YOE- 11 (yrs) Minimum YOE- 5 (yrs), Maximum YOE- 22 (yrs)

**The key take-outs from the Interviews are summarised as follows:**

- Mostly use top jobs/ express jobs since the cost is low and results are effective. "When we advertise in the Sunday observer there'll be certain restrictions" "Job boards have bridged the between employers and applicants/employees."

- If it's a senior post, we usually go for Top Jobs or Linked In, since that's the best way. For headhunting, normally we use LinkedIn because all the details are available, straightaway we can approach their profile."

- The candidates that can't be reached out through top jobs are covered through Newspaper advertisements. (Sunday Times/ Sunday Observer, Lanka Deepa)  Labor, artisans and security posts etc.

- Newspapers are traditional, inefficient and not read by many nowadays. Lasts just for few days or a week. "Sunday observer only (Displayed for 7 days/ expensive compared to other means)"

- Use Social media for hiring purposes. "quick response/ easy to handle
  Social media is free so it's easy to hire at no cost."
- Technical institutes and campuses through known lecturers. Can train graduates based on company requirement.

- Reasons to use Top Jobs
    - Many Views
    - Speed
    - Young talents can be accessible.

  "Top Jobs' cost is fine compared to newspaper adverts. We can manage the candidates well. There are easy ways to see if they are qualified for the job. Three stars- one of which indicates experience (red), higher education (green) and school education (yellow)"

- Choose the portal based on its popularity.

- Keeping in touch with educational institutes to find candidates for entry level positions. I'd rather go to educational institutes to find candidates.

- Job portals should have an app and a mobile friendly website.

- SMS, Email alert system and an applicant tracking system should be available.

- Automatic chat system should also be there. "If in case a job isn't available the candidate can instantly message requesting for notification when a suitable job is available."

- Technology should be advanced.

- Option to create the artworks will make it easy. Ready to even spend for it. Advertisements carry the image of the company, and therefore it should be prepared in an attractive way.

- Introduce a new category for school leavers and students so that job seekers who are school leavers and students can easily apply.

- Time consuming. "We have to wait for long till they forward CVs but that's after all the best option."

- Drawbacks of using job boards include, so many types of vacancies- drowns ours, Need to register to apply/ post jobs/ vacancies, Cost is more compared to Xpress Jobs.

- No negatives in Top jobs. But the Interface should be user-friendly. It'll take time for any other competitor to get to where top jobs is unless they offer something really impressive. -with many job postings and easy use. Of all gaining the trust is hard. Like the option of getting ad artworks designed. Ready to even pay for it.

# 5. LABOUR MARKET

## 5.1. Overview

Differences in the **labour demand by province** is a good indicator of this survey. The highest labour demand is reported in western province (350,160) of which the highest demand is reported for jobs in the services sector (153,762). Among the professional categories Mechanical Engineering Technicians, Assistant Accounting professionals and Nursing professionals have reported high demands numbering 4,048, 3,642 and 3,142 respectively.

Department of Census and Statistics.2017.Labour_Demand_Survey_Report.pdf.retrieved by http://www.statistics.gov.lk/industry/Labour_Demand_Survey_2017_Report.pdf

Almost 40% of the employers mentioned that 'Team working' is the most **needed skill to be improved**. 'Oral communication' was the second when ranking the skill needs identified by the employers (30%) followed by 'Taking initiative' (26%), and 'literacy' (20%).

The estimated total **number of employees** in the private **sector** was approximately five million. Among them, highest number of employment were in services sector. The leading categories are the 'Service and Sales workers' (28.8%); 'Elementary Occupations' (16.9%); 'Plant and machine operators and assemblers' (14.6%); 'Clerical support workers' (10.5%). These are skilled or semi-skilled worker categories. Shares reported for 'Managers', 'Professionals' and 'Associated Professionals' were smaller, 7.8%, 8.6% and 6.2% respectively.

**Labour participation rate?………………………………**

The **age** profile of current employees with respect to their **occupation** group. Majority of employees were between 25 to 44 years of age. The proportion of Managers less than 25 years were very low compared to other groups. Comparatively larger percentages of employees of age 60 years and over are recorded in Manager and Elementary occupations groups.

## 5.2. LABOUR DEMAND

Considering the total hiring during 2015 to mid-2017, the highest number of hiring was recorded from 'Sewing Machine Operators'. Out of the total number of hiring in top 20 occupations, 'Sewing Machine Operators' were 32.7 percent in 2015, 27.3 percent in 2016 and

28.4 percent up to June 2017. The next large number of hiring were recorded from 'Security Guards', 'Other Manufacturing Labourers', 'Commercial & sales representative' and 'Shop sales Assistance' were ranked as top five occupations with respect to the number of hiring.

Employees who without proper educational background have not performed at their first job to satisfy employers. The reasons for the poor preparedness were Lack of job specific required skills or competencies Eg. Technical or job specific skills, IT skills, problem solving skills, team working skills), Limited basic education (literacy & numeracy), Poor attitude / personality or lack of motivation Eg. Poor work ethic, punctuality, appearance, manners), and Lack of work /life experience or maturity : This includes including general knowledge & common sense

Around 44 percent of firms mentioned that lack of job specific required skills or competencies as a reason for showing poor preparedness by employees with only secondary school educational background and which is the highest percentage. First job seekers coming from university or other higher education institutions have been reported having poor attitude / personality or lack of motivation by 17.1 percent of firms.

More than 55 percent of females quit their jobs from 2015 to 2017. The total number of resignations were approximately the same during 2015 and 2016. But more females have quit the job in 2016 than 2015. For males, the recorded number of quitting in 2016 was less than that of 2015.

statistics show that the proportion of female resignations was slightly low in 2015. In 2016, about 15 percent of more females have resigned from jobs than males.

Considering the total number of resignations from 2015 to mid-2017, the highest number was recorded from 'Sewing Machine Operators'. Out of the top 20 occupations with respect to the number of quitting, 'Sewing Machine Operators' were 47.1 percent in 2015, 41.4 percent in 2016 and 44.4 percent up to June 2017. The next highest resignation was recorded from 'Other Manufacturing Labourers'. (12.5%, 14.8% and 15.0% in 2015, 2016 and up to June 2017 respectively)

The estimated labour demand was 497,302. Considering the labour demand of formal sector enterprises/establishments, 'Service' sector reported the highest demand (152,906) and followed by the industry sector marginally (152,189) and the 'Trade' sector (84,380). Highest labour demand in informal sector was reported from the Industry sector. (43,285) Labour demand of construction and tourism sub sectors under industry and services sectors were 20,224 and 10,207 respectively. Total labour demand for plantation sector was estimated as 3,037 and all of them belong to the formal sector.

In 2017 estimated labour demand was 497,302. The Industry sector reported the highest demand (195,474) and followed by the services sector (188,020) and the Trade sector (110,770).

The reported top three difficult-to-fill occupations in the formal sector were 'Sewing machine operators', 'security guards' and 'other manufacturing labours'. The number of vacancies that they have not been able to fill were 46,576, 45,316 and 36,277 respectively. In the informal sector the top three occupations difficult to fill, were 'sewing machine operators', 'other manufacturing labours' and 'creative and presenting artists'. Numbers reported were 14,667, 7,800 and 3,347 respectively.

Department of Census and Statistics.2017.Labour_Demand_Survey_Report.pdf.retrieved by http://www.statistics.gov.lk/industry/Labour_Demand_Survey_2017_Report.pdf

Considering the table 4.12, five main shortages of occupations were reported for: 'Sewing Machine Operators', 'Security Guards', 'Other Manufacturing Labourers', 'Shop Sales Assistants' and 'Advertising and Marketing Professionals'. Reported demand for these occupations were approximately 77,189, 57,008, 39,397, 28,180 and 21,067 respectively

Western province has the highest labour demand and Eastern province has the lowest. Among the sectors, the highest percentage of labour demand for the Industry sector was recorded and by province the highest demand from North-Western. More details of labor demand by province can be obtained from the appendices.

Building Construction Labourers and Other Manufacturing Labourers have more demand than others. Each of those occupations contributed by 24.9 percent and 21 percent to the total labour demand in the sector.

Demand for Shop Sales Assistants and Advertising and Marketing Professionals were remarkably high. Relevant values are 23.8 percent and 18.7 percent respectively.

The 'Service' has been expanding widely in the economy of Sri Lanka. This sector reported the highest labour demand. In this section, results were analyzed the total labour demand combining formal/informal sector together and separately. It covers the labour demand in the services sector excluding the tourism sector.

The reported main three difficult-to-fill occupations in the formal sector were 'Sewing machine operators',(46,576) 'security guards' (45,316)and 'other manufacturing labours'(31,277).

In the informal sector the top four occupations difficult to fill, were 'sewing machine operators', 'other manufacturing labours' and 'creative and presenting artists'. Numbers reported were 14,667, 7,800 and 3,347 respectively.

Reasons to hard to fill in vacancies—One-fourth of the enterprises reported that people were not willing to do the kind of jobs offered to them. Little more than one fifth (21.3%) reported the reason as competition from other employers. Other reasons given were 'Salaries/payments

demanded for this occupation are too high' (13.5%), 'Low number of applicants qualified for the job'(13.5%), 'Poor terms and conditions offered for post'(9.5%), 'Job entails shift work/ unsociable hours'(5.2%), 'Remote location/Poor no. of transport'(5.1%), 'Seasonal or time-limited work'(3.4%).

## 5.3. Future Hiring

To get a sense of future demand for workers, the enterprises/establishments were asked about their future hiring by occupations. Informal sector expectation for future recruitment was high for Tailors, Dressmakers, Furriers and Hatters (74,079). In the informal sector building, construction laborer ranked top with 22,400 job hiring for the next 12 months. While Hairdressers ranked 40th with 359 future hirings in the next 12 months

At present, some jobs need more training than they used to, and most of the new jobs that will be created over the next few years will be higher-skilled. Over 37.3 percent of employers surveyed identify Team working is a highly rewarded skill while 29.2 percent of employers identify oral communication. Contrary to common belief only 14.6% of employers surveyed identify IT literacy as a skill needed to be improved on underperforming employees.

According to the Labour Demand Survey (2017), the first survey on labour demand of the country, reveals that nearly half a million vacancies (labour demand) exist in the private sector enterprises (excluding the micro-enterprises). However, the Sri Lanka Labour Force Survey, 2016 has shown that there are 360,000 unemployed persons seeking employment. It further states that there is a potential labour force of 200,000 who are not actively seeking employment but ready to work if an opportunity comes. The unemployed can be absorbed into the private sector immediately by matching their skills and capacities and the potential labour force also could be made as employed by appropriate training career counselling programmes.

# COMPETITIVE ANALYSIS

30%

EXPRESS JOBS

15%

BIG JOBS

TOPJOBS

DREAM JOBS

45%

50%
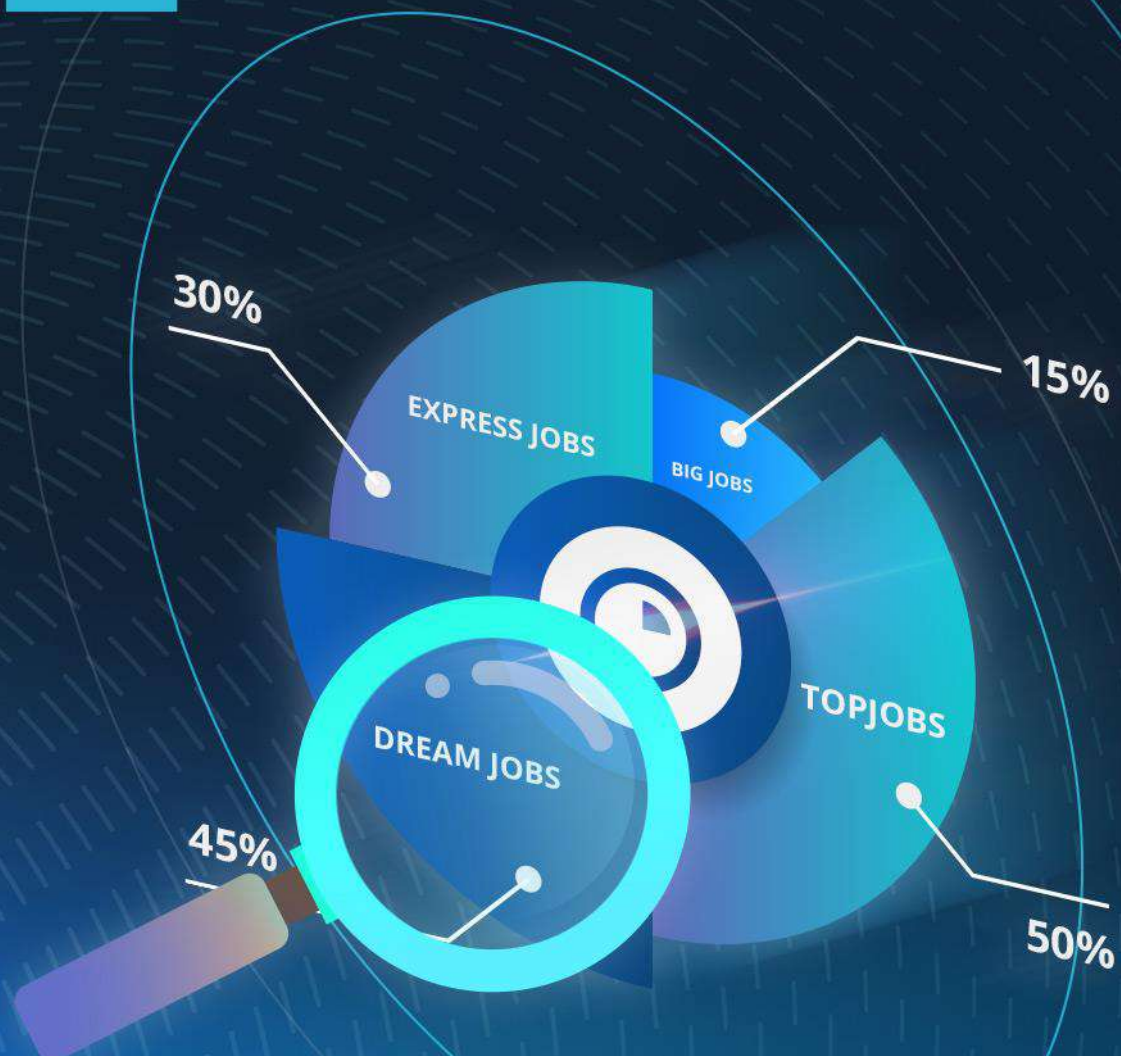
# 6. COMPETITIVE ANALYSIS

As a start-up job portal, it is imperative to have exposure to the industry dynamics so that the competitive landscape can be understood and the performance of your competitors, meaning job boards can be tracked for the company's advantage.

Understand that the field is full of unforeseen challenges and preparing for it in advance is crucial since there is a stiff competition going on within the recruitment industry.

Entering this tech-driven industry, you have got to keep a bird's eye view on the latest marketing trends within the recruiting industry; your competitor's activities over the internet, how your competitors use social media for their gains, and what services do they provide to give value to their customers. That is to say, all the relevant information about your industry and business needs must be on your fingertips.

A competitor analysis will help discover why potential audiences choose other job boards.

Market Size: The number of individuals in a certain market who are potential buyers and/or sellers of a product or service. The job portal industry in Sri Lanka was developed with topjobs.lk being the first mover in the market followed by others. Eventually, the market which was at a lag in the beginning suddenly started soaring high and saw an upsurge. Similarly, players in the market increased leading to a growth in competition. (See 6.3. Players in the market)

## 6.1. Market segmentation

Successful recruitment marketing involves communicating with the right person at the right time in the right way. The right person is the right segment. To attract suitable applicants to your vacancies, there is a need to understand the different types of candidates and target each group appropriately.

Job seekers can be passive or active. Passive job seekers are currently employed but can be interested in moving while active job seekers are actively looking for new opportunities. Passive candidates are not necessarily better than active candidates, but they make up a massive 75% of the available market. (https://business.linkedin.com/talent-solutions/blog/2013/12/recruiting-active-vs-passive-candidates) Therefore it's vital to have some kind of strategy to recruit passives. If not you'll be fishing from a very small pool since the bulk of the market is passive. For example, market educative content through social media.

Understand the key components to job seeker behaviour and how to take that knowledge to help build your online job portal brand and marketing strategy.

- **Who is your target market?** Job Seekers than Companies. Job seekers are no longer just unemployed. They can be passive, active or future candidates.
- **What are job seekers searching for?** They are now searching for an expansive spectrum of positions. They want something more.
- **Where are they online?** They are on search engines and everywhere on the Internet. They are no longer simply on destination sites.
- **When do they search?** Employed people peak search period is 7-10 pm Monday through Wednesday while unemployed do their searching during the afternoon and take the evening off.
- **What encourages job seekers to look for another opportunity?** Better salaries, better opportunities than they currently have, looking for something more fulfilling, career development, lack of job satisfaction, etc.
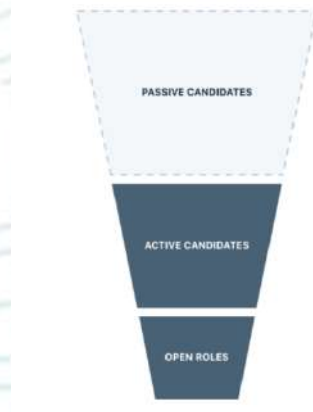


About 85% of the entire workforce is passively looking for another job and they would gladly accept a change in their work environment.

Job boards should make sure that the marketing mix includes channels and messages specific to each group (Passive, active and future job seekers). According to recent surveys, less than 15% all job candidates are considered active which means that meaning traditional job board advertisements misses more than 80% of the candidate pool. This is why market segmentation is so important.

## Include buyer persona image

The following are the top 10 key takeaways from Talent Board's 2017 North American Candidate Experience Research Report:

1. **Take a Customer-Centric Approach:** Corporate marketing and customer service aren't the only teams today using social media channels and websites to serve "customers." Savvy employers are making their recruiting teams available to answer questions during live chats on career sites and social media, as well as experimenting with chat bots to answer general employment questions. The latter frees up the recruiting teams to have more hands-on time with potential candidates already in play.

2. **Think and Act Like a Marketer:** Recruitment marketing isn't new to talent acquisition but, in 2017, 74 percent of CandE-winning employers have a candidate relationship management (CRM) system in place, and the remaining 26 percent of them are planning on investing in CRM technology in 2018. Communicating and educating potential candidates while nurturing future-fit candidates and silver medalists are key differentiators in today's competitive talent market.

3. **Greater Expectations**: Candidates want to understand their progress and know how much of an application is left. When customers shop online, they have insight into how many steps are left before they complete their purchase. Candidates deserve a similar experience and are getting it more often with CandE Award winners. This includes an option to save applications as drafts and complete later, a progress indicator showing percentage completed or being advised how long it should take to finish the application before even starting.

4. **Acknowledge Skills and Experience**: Candidates want an opportunity to showcase skills and experience. They want their information to reflect a specific job rather than simply completing a basic form or general background screen. The more candidates are able to showcase, the higher their overall application satisfaction is, as the CandE Award winners demonstrate.

5. **Walk in the Candidate's Shoes**: Employers must be willing to admit that their existing apply process may not be working. In order to think about the application process from the candidates' perspective, more and more organizations are thankfully applying for their own jobs, especially the CandE Award winners, and are reaping the benefits of incrementally improving their application process.

6. **Prepare Your Candidates**: CandE Award winners recognize that no candidate should go into an interview without some information about whom they will meet with and what they can expect. It's one thing to not be able to communicate personally with every single candidate during the application and early screening phases, but at the finalist stage it's critical for companies to add the human touch.

7. **Next Steps and Follow-up**: After the screening and/or interview, nearly two-thirds of the CandE Award winner candidates were told about next steps and were followed up on when necessary, just above all other participating companies. For candidates dispositioned, more than a quarter of those from CandE Award winners received an email or phone call from a recruiter or hiring manager, and nearly two-thirds of those from

CandE Award winners were encouraged to apply for another job. Although most employers invest more in communicating with candidates at this stage, all of these are slightly higher for CandE Award winners than for all other participating employers. Even a small percentage of going above and beyond can improve overall candidate sentiment and, ultimately, impact on the bottom line.

(Source: 2017-Talent-Board-NAM-Research-Report)

## 6.2. Candidate Journey Mapping

Although e-recruitment has seen a huge development in the past decade, there are a lot of headaches and inefficiencies in the job market: the average open position receives more than 150 resumes, more than 45% of candidates never hear anything back from the employer, 83% of candidates rate their job search experience poor, and employers still say that a part of their candidates don't turn out to be a good long term fit.

More than 1/3 of all job seekers spend 2 or more hours researching a single job, it often then takes them an hour to complete the job application, and more than half rate the search process poor or mediocre. We are creating a lot of pain, effort, and complexity for job seekers everywhere.

**(Include graphic image) prepare grid** **Journey**

# 6.3. Players in the market

Competitor analysis

· TopJobs.lk
1. Company Description -
2. Key Competitive Advantage - Strong brand image
Vast range of job postings and applications
3. Brand Awareness - Very popular in the recruitment sector since it has been established for a long time and has
built a successful image.
4. Pricing - Rs. 4800 per vacancy, discount deals for multiple postings.
5. Services - SMS job alerts, Application status update. Registered employers get the special privilege to have their own
top jobs Home Page to update about the job listings and organizational benefits. Job seekers can directly submit their
job application to employers.
6. Customer Experience - The categorization of job fields and filtered search option is a customer friendly feature,
but it is not as advanced as it doesn't have specific filters such as location.
The maroon and yellow web color scheme is eye straining. Ability to reach out a vast range of applicants and recruiters which increases the possibility to land a job/employee posting from leading companies - top jobs is registered with multiple leading companies
7. Marketing - Reasonable follower base on social media (Facebook and Twitter)
8. Strengths - Popularity, longevity &amp; foreign recruitment. Postings for differently abled. Partnered with Naita and
AIESEC covering an apprentice and student audience. Vacancies from a vast range of job fields. Good outreach of jobs
in the well developing business sector .Mobile application available for Google. Labor Market Information (LMI) provided on site, which benefits job seekers and employers to understand the market. Job seekers can directly submit
their job application to employers.
9. Weaknesses - Crowded Interface - Not attractive and user friendly making it tough to browse through. The job filtration is not maximized. Search option needs to be improved. Notifications without reference of advertisement, hence applicant has no reference of the job description and such. Pricing is comparatively higher. Recruiters are not
provided with any support regarding the artwork of the advertisement. Social media is averagely active, attractive and
engaging. Certain web content is not up to date
10. Opportunities - The growing Industries &amp; the preference for digital recruitment.
11. Threats - The increased competition in the digital recruitment industry
12. Company Culture - Customer friendly &amp; Professional approach.
13. Target Market - The local audience in urban areas. The foreign market is concentrated in the middle east.
· Xpress Jobs
1. Company Description - 2nd November 2015
2. Key Competitive Advantage - Reasonable price packages. User friendly and insightful web interface
3. Brand Awareness - Has only earned an average customer base as it has lately established.
4. Pricing - Attractive discount packages with unlimited job postings starting from 1.5K to 25K including exclusive features. Fairly priced advertisement promotion ranging from 300 to 1200
5. Services - SMS job alerts, Special application system for cv less recruitment. Application tracking system. Target
based social media marketing for an effective reach out to target audience. Special consultation calls to effectively

meet recruitment targets. Video job advertisement . Online test to filter the selection process. CV formats can be purchased based on requirements and preference. Guidance provided to applicants on recruitment proceedings.

6. Customer Experience - Highly user friendly and insightful web interface which ensures efficient browser experience. Filtered search bar with specific filters for location, job category and key words. Job categorization also

includes qualification (school leavers, interns, undergraduates etc.). Career guidance provided on CV writing and Interviews

7. Marketing - Effectively functioning and user-friendly social media channels (LinkedIn, Twitter, Facebook, Pinterest

and Instagram)

8. Strengths - Availability of mobile applications for Google and Android. Partnered with SLIM and HRMI providing

students career opportunities. Provides Differently Abled friendly employment opportunities. Offering career guidance for job seekers. Providing unique and convenient price packages for the recruiters. Easy and convenient search options.

9. Weaknesses - Lack of popularity in the industry. Comparatively a smaller number of job postings. Job seekers can't

directly send the CV to the because of the privacy and filtering purpose of the companies.

10. Opportunities - The growing Industries &amp; The preference for digital recruitment.

11. Threats - The increased competition in the digital recruitment industry.

12. Company Culture - Responsive, helpful and professional approach

13. Target Market - Foreign audience mainly in countries across Asia and Middle East. Island wide local candidates and

remote candidates.

· Jobpal.lk

1. Company Description –

2. Key Competitive Advantage - Employers can post job vacancies for free. User friendly and insightful web interface. Ability to directly share job postings via social media.

3. Brand Awareness - Not widely used due to lack of popularity

4. Pricing - Free job postings.

5. Services - Job pal Recruitments - an exclusive service offered to employers by engaging and supporting in steps of the recruitment process. MS and Email subscription for job alerts. CV Templates. Video guidance on application for jobs and employer for guidance on posting job vacancies.

6. Customer Experience - User friendly and well-organized web interface providing a highly efficient browser experience. Resources for customer information and guidance. Provides wider exposure to job vacancies through social media. Job vacancies shown on world map when filtered by location; local or foreign. Search filter including region, job category, keywords, employment type and salary.

7. Marketing- Social media marketing via Facebook and LinkedIn

8. Strengths - Gold Winner – Best Website (Professional Services Sector) SLT ZEROONE Awards (2018)

Gold Winner – Best Website (Information Services Sector) SLT ZEROONE Awards (2018) Availability of mobile application for Google. A vast range of foreign job postings.

9. Weaknesses - Lack of popularity in the industry. Comparatively a smaller number of job postings. Social media being limited to Facebook and LinkedIn. Lack of opportunities for the differently abled and student job seekers through partnerships with relevant institutions. Needs multilingual languages implementation.

10. Opportunities - The growing Industries &amp; The preference for digital recruitment.

11. Threats - The increased competition in the digital recruitment industry.

12. Company Culture –

13. Target Market - Island wide local candidates &amp; Foreign recruitment extending to multiple countries

· Observerjobs.lk

1. Company Description –

2. Key Competitive Advantage - The e-recruitment web goes in parallel with the print media.

3. Brand Awareness - Popular as a job browser but mostly popular for the print media.

4. Pricing –

5. Services - Automated CV creation after details are provided. The &quot;Quiche Apply&quot; feature allowing job seekers to apply for jobs in a shorter procedure. Different types of premium packages for employers to structure their whole recruitment process

6. Customer Experience - A newspaper appearance which is not user attractive for a web interface. Filtered search bar and job categorization. Font size adjustment within web.
7. Strengths - Partnered with VTA, NYSC and NAITA. A special &quot;Green Jobs&quot; field for jobs in the environmental sector. The website going on par with the popular newspaper.
8. Weaknesses - Only SLASSCOM members can directly post vacancies after obtaining a package.
Poorly constructed web interface. Pricing not mentioned on site. No customer guidance or support provided
9. Opportunities - The growing Industries. The preference for digital recruitment as well as the print media reach out.
10. Threats - The increased competition in the digital recruitment industry.
11. Company Culture –
12. Target Market - Local audience.

· CV.lk
1. Company Description –
2. Key Competitive Advantage –
3. Brand Awareness - Not very popular
4. Pricing - Rs.2500 for a vacancy and significant discounts for more than 2 vacancies
5. Services - SMS job alert
6. Customer Experience - Crowded web interface which is not user friendly. Filtered search bar. jobs categorized
7. Marketing- TV Advertisement. Bus branding. Social media marketing. Poster campaign
8. Strengths –
9. Weaknesses - Lack of a wide range of job vacancies. search filter limited to Ref. Number and key words.
10. Opportunities - The growing Industries &amp; The preference for digital recruitment.
11. Threats - The increased competition in the digital recruitment industry.
12. Company Culture –
13. Target Market - Local and Foreign audience.

· MyJobs.lk
1. Company Description –
2. Key Competitive Advantage – Job postings available in Sinhala language.
3. Brand Awareness - Not very commonly used.
4. Pricing - 2600 per advertisement only on My job's website. If it is advertised on Facebook, 3800/-. They'll boost it. There are packages.
5. Services - SMS job alerts with option to choose job categories. &quot;Find my transport&quot; facility of finding transport to and from work will be coming soon.
6. Customer Experience - Simple web interface. Filtered search bar for location, job type, salary range and Industry.
7. Marketing- Social media marketing via LinkedIn, Facebook and Twitter.
8. Strengths – Have job listings from all over the nation
9. Weaknesses - Lack of wide range of job postings. Lack of customer support Pricing not posted on the web browser. Delay responses to the customers.
10. Opportunities - The growing Industries &amp; The preference for digital recruitment.

11. Threats - The increased competition in the digital recruitment industry.
12. Company Culture – Responsive customer service
13. Target Market - Local and Foreign audience
· Jobfactory.lk
1. Company Description –
2. Key Competitive Advantage –
3. Brand Awareness - Not widely used.
4. Pricing - basic salary and the fixed allowance of the employee. If the employee resigns within three months, they give a free candidate
5. Services –
6. Customer Experience - Simple web interface &amp; Filtered search bar
7. Marketing- Social media marketing via LinkedIn, Facebook and Twitter.
8. Strengths - Offering services like Recruitment Process Outsourcing, HR Outsourcing, Non-HR Outsourcing, HR Consultancy, and more
9. Weaknesses - No job vacancies shown on site unless and even if searched. The browser is not insightful Information regarding application or vacancy posting is not provided on site. Job

seekers need to sign up to apply for jobs

10. Opportunities - The growing Industries &amp; The preference for digital recruitment.

11. Threats - The increased competition in the digital recruitment industry.

12. Company Culture – Friendly customer service.

13. Target Market - Local and Foreign audience

· Dreamjobs.lk

1. Company Description –

2. Key Competitive Advantage – Provide support with ad design.

3. Brand Awareness - Has an average customer base.

4. Pricing - Price packages starting from Rs.4500 per ad and bulk posting discounts.

5. Services - Free applicant tracking system. Email and online advertising. Complimentary ad design and video promotion for selected clients. Advertisement is promoted on social media targeting prospective candidates.

6. Customer Experience - 100% satisfaction guarantee- 30 days free extension to fill the position

Direct access to account managers. User friendly web interface. smart search option to browse job vacancies.

7. Marketing- Social media marketing via Facebook, Twitter, LinkedIn, Instagram and YouTube.

8. Strengths – Mobile app available on Appstore and Google Play. Partnered with educational institutes such as EDEX, University of Kelaniya, NYSCS, IPM and NSBM. Job listings from all business industries. Job seekers can receive job alerts from their interesting job vacancies. Partner with the companies and their HR departments to connect the best talent to the right role.

9. Weaknesses - The website doesn't provide information to the job seeker or employer unless contacted. Job seekers need to sign up to apply for jobs

10. Opportunities - The growing Industries &amp; The preference for digital recruitment.

11. Threats - The increased competition in the digital recruitment industry.

12. Company Culture – Very responsive and professional approach

13. Target Market- Local and Foreign audience

· Jobenvoy.com

1. Company Description –

2. Key Competitive Advantage –

3. Brand Awareness - Not very popular.

4. Pricing - Promo Pack - Trailer 1.00 Single Standard Post - Trial Pack + VASLKR 3,500.00

Single Standard Post - VASLKR 5,000.00

Single Standard Posted 35.001 Job Posts1

Month Annual Plan USD 1,220.00 http://jobenvoy.com/pricing

5. Services - CV search Employee services with cover letters and CVs

6. Customer Experience - Smart search with filters and job categorization

Guidance on how to apply for jobs User friendly web interface.

7. Marketing- Social media marketing via Facebook, LinkedIn, Twitter and Instagram

8. Strengths – Mobile application available on Appstore and Google Play.

9. Weaknesses - Social media profiles are not publicly accessible. Cannot apply for jobs without signing up. (job seekers and recruiters)

10. Opportunities - The growing Industries &amp; The preference for digital recruitment

11. Threats - The increased competition in the digital recruitment industry.

12. Company Culture –

13. Target Market- Local and Foreign audience

· Ikman.lk

1. Company Description –

2. Key Competitive Advantage – Web content available in Sinhala, English and Tamil Popular website

3. Brand Awareness - A well-known website

4. Pricing - Every month you can post a few ads for free in most categories on ikman.lk, except categories that require payment of a listing fee. Once you have used up your posting allowance for the month, you can either set up a Membership in order to post more ads or wait until the first day of the next month when your allowance gets reset.

5. Services - Urgent, Spotlight, Daily Bump and Top Add for efficiency in any ad posted.

6. Customer Experience - Chat services along with marking ads for later reference.

7. Marketing- Social Media Marketing via Facebook

8. Strengths – Mobile application available on Appstore and Google Play, they support

multilingual languages (English, Tamil, Sinhala) Job seekers can reach employers directly without signing up

9. Weaknesses - Website is not informative. No smart search option Complicates customers due to multiple other services being part of the same website. There no defined framework for the job vacancies as some jobs have proper job descriptions and some lacking in it.

10. Opportunities - The increased competition in the digital recruitment industry.

11. Threats –

12. Company Culture –

13. Target Market- Only local audience

·  Jobsnet.lk

1. Company Description –

2. Key Competitive Advantage –

3. Brand Awareness - Not very popular

4. Pricing - Free 100 Regular Jobs Validity: 30 Days and 0 Feature Jobs and other Packages for $5 - $135

https://www.jobsnet.lk/pricing/

5. Services - Free resume templates and Cover letters, and resume modifications and other job search tools

6. Customer Experience - Highly user-friendly web interface, Smart search and industry categorization.

7. Marketing- Social media marketing via Facebook, Twitter, LinkedIn, Pinterest, YouTube and Behance

8. Strengths –

9. Weaknesses - No mobile application

10. Opportunities - The growing Industries &amp; The preference for digital recruitment

11. Threats – The increased competition in the digital recruitment industry.

12. Company Culture –

13. Target Market- Local and foreign audience.

## 6.4. Feature Comparison Matrix

Plotting and comparing solutions in a competitive matrix allows you to gain perspective and

# Feature Comparison

*Table 1: Feature Comparison Matrix*

| | TOP JOBS | EXPRESS JOBS | DREAM JOBS |
|---|---|---|---|
| JOBS MANAGEMENT | ✓ | | ✓ |
| RESUME MANAGEMENT | ✓ | | ✓ |
| AN EASILY ACCESSIBLE, DYNAMIC DESIGN | | ✓ | ✓ |
| OPTION TO GET ADVERTISEMENTS EDITED/ DESIGNED | ✓ | | ✓ |
| ATTRACTIVE PROMINENCE USER-FRIENDLYLY | | ✓ | |
| ONLINE CAREER GUIDANCE FROM EXPERTS. | | | |
| CANDIDATE SCREENING TEST | | ✓ | |
| BETTER CHAT EXPERIENCE | | | |
| ABILITY TO DIRECTLY REACH JOB PROVIDERS FEATURE | | ✓ | ✓ |
| SMART SEARCH/ AUTOCOMPLETE SEARCH | | | ✓ |
| ABILITY TO USE THE PORTAL WITHOUT SIGNING UP | ✓ | | |

| | | | |
|---|---|---|---|
| ABILITY TO DIRECTLY REACH OUT TO JOB PROVIDERS FEATURE | ✓ | | |
| ABILITY TO VIEW COMPANY PROFILES | | | ✓ |
| TARGET BASED SOCIAL MEDIA MARKETING | ✓ | ✓ | ✓ |

## 6.5. Competitor Position Map

A competitive position is the value offered by a brand, product or service with a simple graph known as a competitive position map that plots your offerings against the competition for any two parameters that customers value.

MORE
JOB POSTINGS

Ikman

Top Jobs

Xpress Jobs

LOWER PRICE

HIGHER PRICE

Job envoy

Observer
Jobs

Jobs net

Dream
Jobs
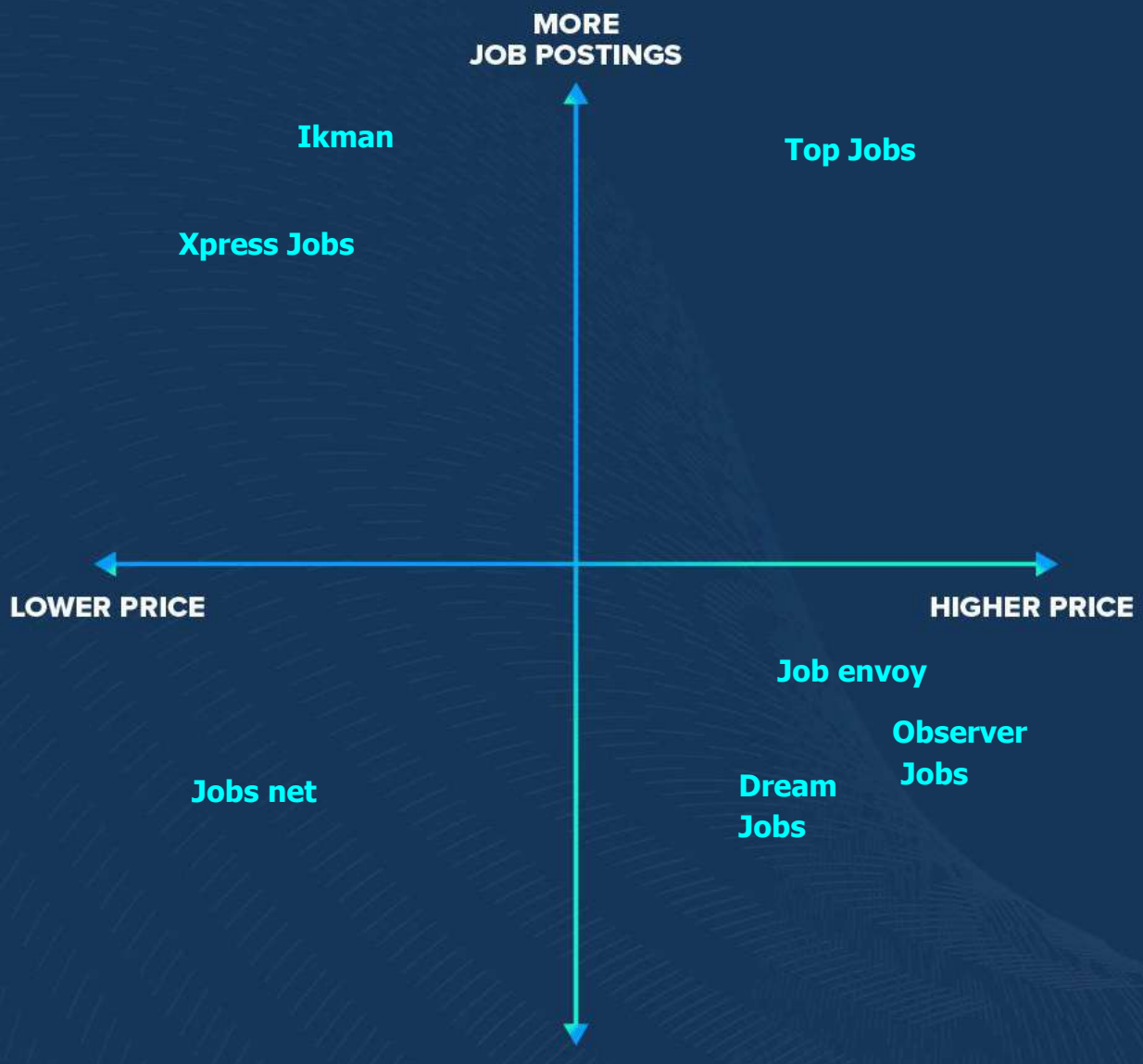
Job Pal

My Jobs    CV.lk

## 6.6. Existing System

The existing system for job recruitment includes traditional advertising methods through newspapers, televisions and radios, college fairs etc. which are too slow and often ineffective. With the advancement of internet, local jobseekers have started to rely on the online job portals which makes the job search efficient than before.

Disadvantages

· Time Consuming

· Stressful

· Challenging

# PROPOSED PLATFORM

# 7. PROPOSED PLATFORM

Online Job Board sites have now been with us for over a decade. It has so much room for change and now it's time to evolve.

With a competitive analysis at hand, Big Jobs has the potential to create a strategy that can impact personal career flexibility, economic growth, and business productivity for many organizations.

Mobile devices and social media have revolutionized the way we experience the Internet, and many employers have significantly changed the way they think about recruitment and employer branding. Despite this, career sites have changed very little in the same time period, design trends have moved on, and thankfully flash websites are a thing of the past. But the functionality and user experience of the vast majority of career sites has remained unchanged for two decades.

The International Journal of Scientific Research and Modern Education (IJSRME) suggests the following for a better job portal.

- Receiving spam mail is one common complaint raised by job seekers after registering with online job portals.
- E Recruitment websites have to improvise their technology in terms of having efficient firewall and security system which will not provide any scope for an alien source to send emails through platform of job portals.
- Job seekers always hesitate to disclose detailed information about their credentials due to security issues. For which E recruitment websites should have effective communication system which has to guide applicant in every step about why certain information is being asked by the candidate and its purpose.
- E recruitment websites should take initiatives to educate prospecting job seekers about, usage of job portals through seminar or training program. This will be beneficial for the websites to gain publicity and at the same time will put candidates at ease in terms of usability of job portals.

- Job portals should focus on being user friendly by minimizing entry of irrelevant information, which may not serve neither candidate nor organization requirement. Applying for a job more or less should be a click away for the candidates.
- Job portals should provide suggestion to candidates on updating of resume, providing tips to crack interview, sharing success stories of people who were able to find job through portals. This strategy would enhance attractiveness of the portal and candidates will find process of seeking job through job portals to be relevant and informative.

## 7.1. Competitive Advantage

"The additional entry strategy variables are market pioneering, relative product line breadth, and relative marketing expenditures and relative price," (William T. Robinson and Claes Fornell, 1985)

The main thing to remember about analysing competitors is that it's not just about your competitors but about what you do in return. You should be able to compare where you are going to position yourself in the market in relation to your competitors, and be able to turn the competitive insight into actions that benefit your business.

Most of the time, start-up competitive advantages fall to five categories: product, cost, positioning, distribution and execution.

For instance, autocomplete search option isn't available in most of the competitors including Top Jobs and Express Jobs, which can be an advantage for Big Jobs if it intends to provide a smart search tool. (See Feature Comparison Matrix) None of the job boards except for Observer jobs and Job envoy have a blog that's active. Having an informative blog with quality educative content can lead to a unique aspect of the proposed platform. These product novelties can possibly cause users to switch to your new product.

The

(While it's important to pay attention to increasing efforts from competitors, it's also important to keep an eye on where efforts are non-existent or have dwindled. The great part about tracking yourself alongside your competitors is that you can see where there are those gaps in the market - the whitespace. If you can find the whitespace in your market, you can break into that space and serve an unmet need.

This also gives you the opportunity to lead the charge in untapped areas within your market. For example, if the blog space within your market has become jam-packed, but few, if any, companies are releasing ebooks, it may be a good idea to publish an ebook. This is a great way to grab the leads that your competitors are missing out on. You're now offering your target audience a valuable resource that they currently can't get anywhere else, which will make you stand out.)

## Cost
is another competitive advantage when a new business understands how to minimize their costs relative to competitors. Amazon Web Services can offer low prices on infrastructure because of their scale, similar to their initial e-commerce business. This pricing advantage is created by economies of scale, and once a leader emerges, it's very expensive to for others to catch up. Price advantages are more common when hardware or manufacturing are involved, because these types of expenses can be reduced at scale. Most software businesses costs are dominated by salary and very few businesses can outcompete their challengers by paying their employees substantially less.

## Positioning
is a more amorphous competitive advantage but can be just as powerful as the rest. A premium brand versus a value brand: which is your startup? Responsys positioned itself as a premium email marketing company with an ACV of $250k+. In contrast, Marketo's ACV was roughly $26k and ConstantContact $265 (dollars). Each of these businesses ultimately exited for more than $1B.

Another component of brand is category creation. By developing a brand that resonates with customers, that creates a category, and that sufficiently differentiates a business from its competitors, a startup can create a lasting competitive advantage. Gainsight is synonymous with customer success and Intercom for customer communication.

## Distribution advantages
don't come around very often. It could be the dawn of search engine marketing, mobile app store distribution, enterprise apps or distribution, relationships with a key distribution channel, or novel marketing tactic. Dropbox refer-a-friend. Zendesk's community and referral marketing effort. Bill.com relationship with a national bank. Xero courting accountants to acquire businesses. Distribution advantages place a startup's product in front of customers in a scalable, cost-effective way that is difficult to replicate.

## Execution
is a competitive advantage when the team is uniquely qualified to pursue and opportunity. David Duffield founded and ran PeopleSoft before starting Workday, a SaaS disruptor to an incumbent whose business he understood better than anybody else. Because after all he had built it.

To be successful, a startup needs only one or two of these competitive differentiators to succeed. Trying to do all five increases the complexity and execution of the business. Consistently, the startups that differentiate based upon the founders' strengths (product, marketing, partnerships, expertise)are the ones with stronger competitive advantages. Pick one or two for your business and focus on those.

## 7.2. Building an all-rounder job board

Similar to other web portals, a job portal should also have unique and striking web layout as competition is stiff. Among the countless hiring service providers out there, bringing a new career portal to the picture can appear like a chancy investment. But with the right software and features, your return on investment is most certainly is going to be worth it.

You should ensure that your job portal contains improved and highly user information friendly web layout. A cluttered and tedious page disinterest people to visit your site next time. A precise portal must include striking features such as Advanced and user friendly features, Appealing visibility with comfortable user interface, Excellent paid customers support and easily customizable options.

**steps,,?**


international leading portals explore


**https://www.crayon.co/blog/competitive-analysis-requires-benchmarking-your-own-company**

**accordingly what new things can we do>=? List out and reason why**


**Make content SEO friendly**

## 7.3. System Design

- CAREER SITE

A hyper-personalized Candidate experience

- CMS SITEBUILDER

Build your career site in Minutes with a site builder

- CANDIDATE PIPELINE

Start recruiting like a skilled recruiter

- TALENT ANALYTICS

Data you need to drive better talent decisions

- INTERNAL MOBILITY

Internal portal to groom talent within the company

- CHAT BOTS

Proactively engage passive Candidates on your career site

## 7.4. Recommended Specifications

Set up guidelines for job seekers and recruiters. Example: Job postings should have;

A proper job description

A well designed uncomplicated advert

**A recent study by LinkedIn** highlighted that candidates give a lot of attention to a few key pieces of quantifiable information: salary and benefits, number of direct reports, performance metrics, and title. And yes, a clear title that pinpoints where they stand exactly on the seniority scale definitely counts as quantifiable.

Recommended Feature List:

Add an email-to-a-friend feature

The ability to email a job to a friend gets a 117% growth of applications in.

Ensure mobile-friendliness

A Jobvite study found that about [33% of millennials want to be able to apply for jobs right from their phones](). Keep in mind that a mobile-friendly page's content also renders well on the small screen. Which means content should have shorter paragraphs with shorter sentence, a lot of white space and usage of light images and short videos.

- Include FAQ section

It can help address some of the most common questions potential recruiters and job seekers might have.

- Job Alerts feature

- Add a company blog

## 7.5. Recommended Functionalities

Functionalities

- Job Alerts- Daily updates for new job filtered by location or type of Job through an email or SMS

or both

- Guide to Resume Building- Display sample resume, on-demand resume development and

provide valuable suggestions.

- Job statistics- Management and employers may find out how often each job posting has been

viewed by job seekers. Graphical representation of data like resume viewed and jobs applied

for etc. can be displayed.

- Calendar Functionality- Allowing scheduling of events for employers like job posted, interview

scheduled.

- Visitor Feedback Section- site visitors (job seekers or employers) may leave comment and share

their experiences

- Online Payment Functionality- for payment received from employers for providing them

services

- Interview Guide- Helpful tips to face interviews, general questions being asked in interviews and

few examples of some real interviews, sharing of experiences of interviewee.

**Admin Panel:**

- Employers Management- Add/ Delete/ Edit Employers

- Job seeker Management- Add/ Delete/ Edit the Details Jobseekersrs

- Job Categories Management- Add, Edit and delete various job categories

- Location Management- Add/ Edit/ Remove locations for which jobs can be posted

- Sponsored AD management- Add/ Remove/ Activate/ Deactivate advertisements

- Featured and Paid employer- Add/ Activate/ Deactivate/ Remove Featured Jobs and Employers to be displayed on home page with direct link to employer's job listing

**Employer's panel:**

- Job Management- Add/ Delete/ Edit Jobs and Job applications

- Manage Resume- Browse/ View/ Bookmark/ reject resume of job seekers

- Profile management- Create/ Edit/ View profile with logo

- Search Resume- By date range, geographic location, industry, job type and keywords

**Job Seeker's panel:**

- Manage Resume- Submit/ View/ Edit/ Delete Resume

- Manage Account- View or edit Login ID, Password and Profile

- Search Jobs- By Location, job Type (part-time/ full-time), Experience, Salary, Company, Industry,

**Function or any other keyword and view all jobs posted by a specific employer**

- Manage Jobs- apply for a particular job, bookmark job, save job and track history. Date wise record is maintained for the jobs applied by the job seekers containing details like company, job profile, and location of job.

- Send to friend- Functionality for the job offers- email any job to your friends, they can view the details of the job.

- Multiple resume- Job seekers may maintain multiple resumes. Maximum of 5 customized resumes could be created by the job seeker.

- View Company Profiles- Job seekers can view profiles of different companies before applying for a job in that company.

**Employers Login Form: would require an Employer to fill-in following details-**

- First Name

- Last Name

- Company/ Business Name

- Member ID and Password

- Email ID

- Receive Newsletter- Yes/No

- Notification of New Resume- yes/ No

**Job Seeker Form: Job seeker would be required to fill-in following details-**

- First Name

- Last Name

- Member ID/ Password

- Receive Newsletter- Yes/No

- Notification of New Job- Yes/ No

**(OPTIONAL) Other details to be filled after login-**

**- Candidate Details –**

● Name

● Date of Birth

● Gender

● Email

● Mobile No.

● Landline No. Current residential Address

- Education and Experience –

● Graduation

● Post-Graduation

● Education summary

● Current industry

● Work Experience

● Work Summary

- Preferences- Current salary

- Post Resume

- Upload Photo

**7.8. Implementation**

In the stages of initiation, inquire visitors for Satisfaction Scores in terms of quality, pricing, design, and service.

Example:

- **How do you evaluate the quality of our product?** (Option to choose and click from 5 emoticons *with angry face to happy face*)
- **What do you think of the price of our service?** (Option to choose from Just right, too expensive, and too cheap)
- **How do you evaluate the design of the job board?** (It suits the brand, its user friendly, I think its appealing, It can get better)
- **How do you evaluate the performance of our team?** (Option to choose from Friendly, Customised, Competent, and Short wait)

# 8. MARKETING STRATEGY

No Access

# 9. DESIRED OUTCOME

No Access

# 10. CONCLUSIONS

No Access

# 11.    REFERENCES

No Access

# 12.    APPENDICES

No Access