



SOURCECON
MARCH 24-25, 2015 SEATTLE, WA

THE MUST ATTEND CONFERENCE FOR ALL THINGS **SOURCING**.

Leveraging Talent Intelligence Tools to Monitor Talent Supply

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Before you jump into the deep end...



Demystifying Competitive Intelligence (CI) --- what it is NOT

Not spying

Not a crystal ball

Not stealing information

Not a simple Google search

Not one-size-fits-all-or-most

Not useful if it isn't consumed

Not a fad



Two Perspectives: CI should be “everybody’s job” vs. “CI is a job”. Latter perspective is correct.

Problems with “CI is everybody’s job”:

Often “everybody” means nobody.
At best, creates fragmented, deep specialists.

Difficult to verify in a scalable way.
Nobody is watching competitors end to end.

Nobody builds up a historical view.

3 high value outcomes when using CI

1 Hires

- Increases opportunity to close candidates
- Identifying gaps ahead of time based on candidate responses
- Capturing candidate intel as insights listed change – does the candidate know more than you do?
- Deepens trust

2 Business Partnership

- Briefing leaders on competitor's anti-competitive tactics, cultural traits, what's trending
- Prepping interviewers prior to loop on competitor's landscape (such as how they manage employee performance)
- Reinforces credibility

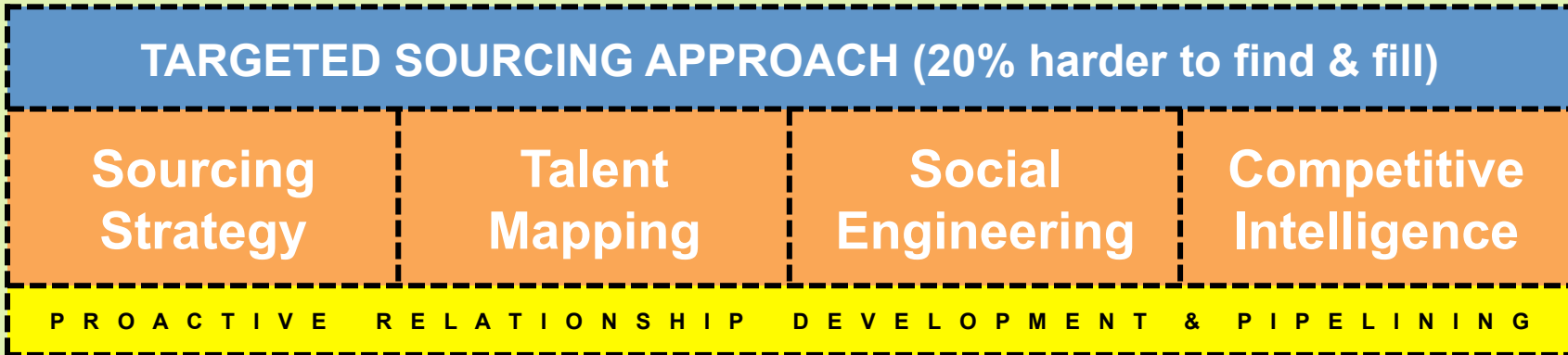
3 Knowledge Expertise

- Fluid exchange of info on the ABCs of a competitor's employment value proposition strengthens retention efforts
- Collectively transforms and unifies hiring goals directly tied to the business
- Boosts collaboration between Recruiting, HR and the Business

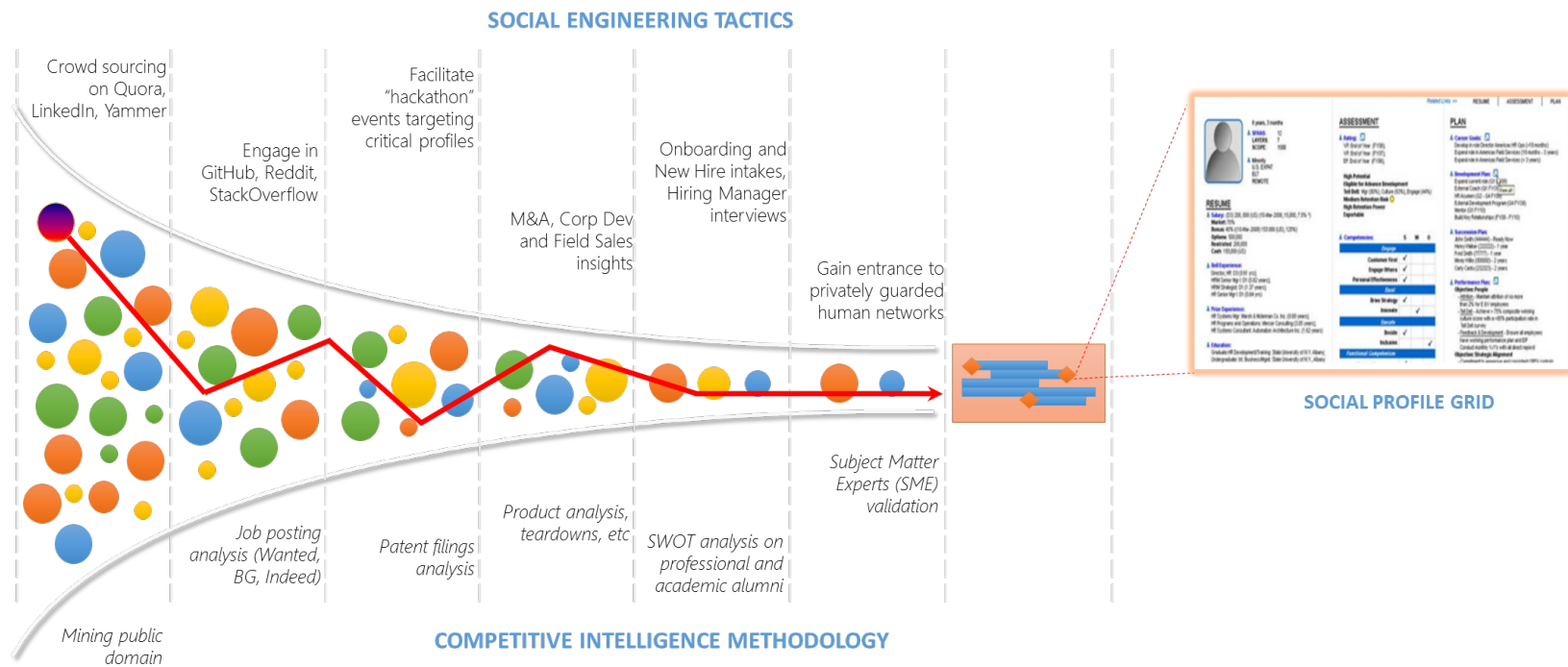
Rethinking the Impact of Talent Sourcing

Challenging Status Quo: Recruiting organizations are failing to effectively match talent demand to the business need(s) with candidate supply due to increasing labor market challenges. Research indicates recruiting budgets allocate near 40% to candidate sourcing efforts while hiring the right talent only 7% of the time. (CLC Research)

In a 2015 Recruiting Trends Report from LinkedIn, 46% of US companies surveyed said social professional networks were one of the most important sources for quality hires.



Competitive Intelligence Methodology



Competitive Intelligence Sources

FREE

RECRUITERS!!!

YAHOO! FINANCE **LinkedIn** **Company Websites**



Product Hunt



ATS & CRM

Hacker News

Corporate Alumni

Eventbrite

Org charts



HR business partners

simply hired
job search made simple

SEC filings (10K, annual)



PayScale



salary.com

Sales teams

Internal M&A team

Hiring Managers

PAID



LexisNexis



WHAT THE BEST COMPANIES DO



A D&B COMPANY



The Data Technology Company



AN SAP COMPANY



burningglass
CAREERS IN FOCUS



Targeted leads

Target competitors

Rapid market info



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Case Study: NASA Jet Propulsion Laboratory (JPL)'s Robotics Engineer

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Diving deeper with JPL's Hiring Manager

(should already have req approved)

HM Background

- Reviewed patents & pubs
- Determine level of academic contribution
- Cadence of publishing
- Level of involvement in DoD work

Team Dynamic

- Technical ability
- Research and publishing ability
- Soft skills needs or skill gap
- Culture
- Cadence of shipping/delivering

Competitive Scan

- New players: Oculus Rift (FB), HoloLens (MSFT)
- Startups with similar open roles, validate current employees (Tesla, SpaceX)

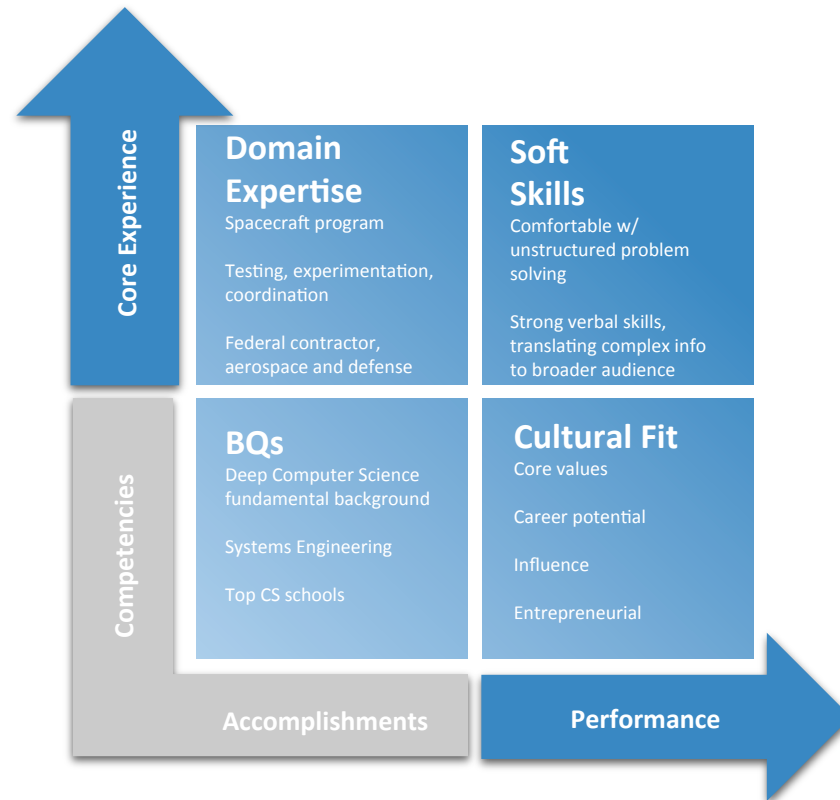
Labor Market Evaluation

- Top defense contractors funding
- Loss of contracts
- Divestiture in areas
- Funding enough for only 3 Stars/DH's?

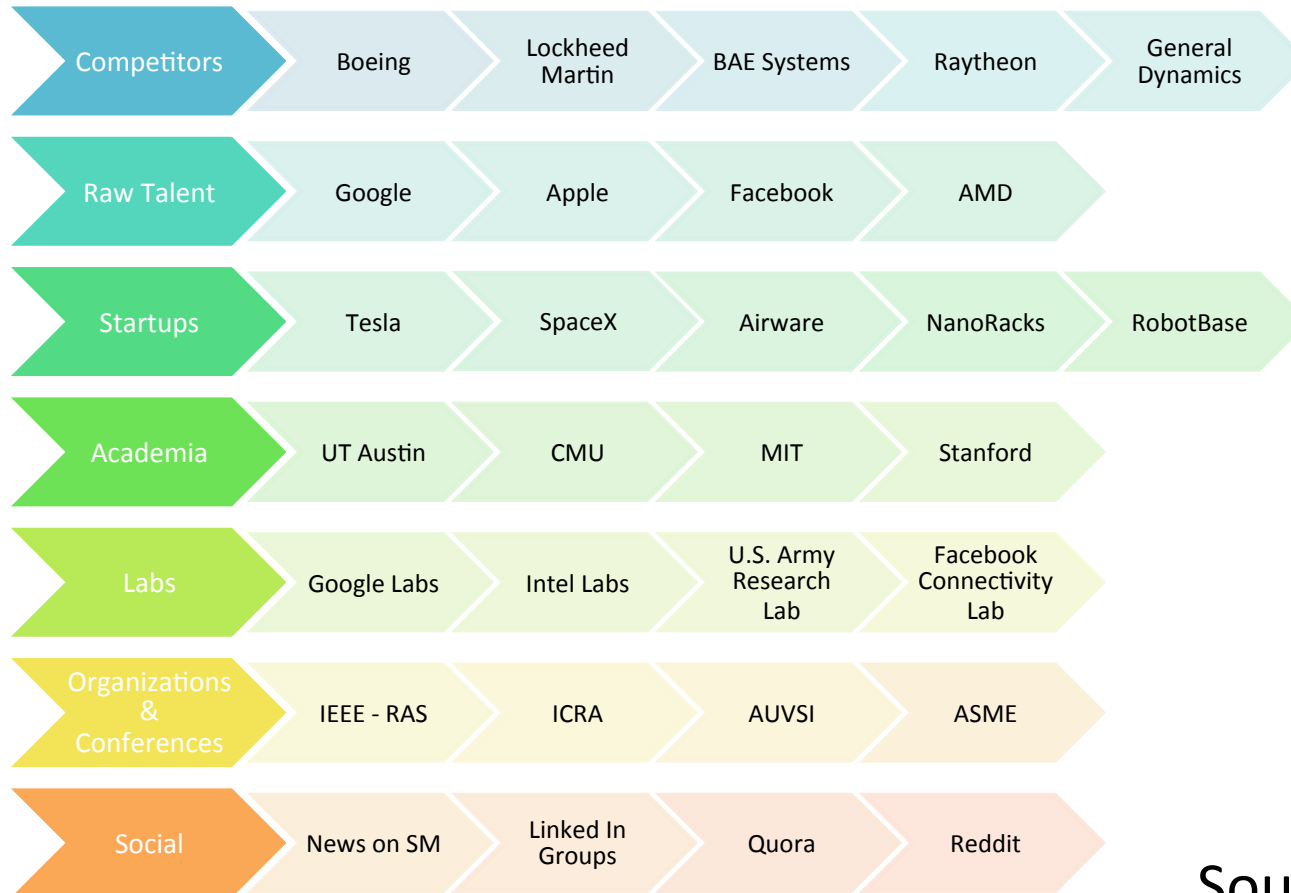
Who Is Your Target Candidate?

Understanding the Anatomy of a High Performer (HiPo) is critical to the success of your Targeted Sourcing Approach!

ACTION: team background profiles using a combination of **LinkedIn** and **internet research** reveal **several talent pools** where you can start to build a targeted approach or deep dive into competitive intelligence.



Where will you find this target candidate?



Sourcing Strategy

Know Your Competitors

Criteria often identified by CI methodology:

- How much talent are you losing to competitors?
- Why We Win vs Why We Lose?
- What matters most to Robotics engineers?
- Target right levels
- Target specific teams and locations
- What's your competitor's time to offer process? When do they pay bonuses? What's their perf review process like? Do they always give sign-on bonuses?
- Hiring trends of Robotics engineers by competitor

Competitor X Profiler

Key Metrics To Use This Profile

Always Be Closing (ABC)
 Preparing to gain candidates who want to work at your company
 Study their hiring process to prepare you to understand what they are looking for in a candidate
 Engage your sales team to help you
 Prepare to close on the job
 Know your target location
 Know your target talent
 Know your target compensation
 Know your target benefits
 Know your target process

It Starts & Ends Here
 Collaborating with all stakeholders, including HR, Sales, Marketing, and Finance to ensure a consistent and effective hiring process across all departments.

Key Metrics To Use This Profile

Target Right Levels
 The best level of talent is the one that is most difficult to hire. This is the level that is most valuable to your organization and the one that is most difficult to replace. This is the level that is most difficult to train. This is the level that is most difficult to find. This is the level that is most difficult to lose.

Key Metrics To Use This Profile

Target Specific Teams and Locations
 Targeting specific teams and locations is a key strategy for gaining a competitive advantage. This is because it allows you to focus your resources on the areas that are most important to your organization. This is also a way to ensure that you are hiring the right talent for the right job.

Key Metrics To Use This Profile

What's Your Competitor's Time to Offer Process?
 Understanding your competitor's time to offer process is a key strategy for gaining a competitive advantage. This is because it allows you to know when to start your recruitment process and when to close on the job. This is also a way to ensure that you are hiring the right talent for the right job.

Key Metrics To Use This Profile

When Do They Pay Bonuses?
 Understanding when your competitor pays bonuses is a key strategy for gaining a competitive advantage. This is because it allows you to know when to start your recruitment process and when to close on the job. This is also a way to ensure that you are hiring the right talent for the right job.

Key Metrics To Use This Profile

What's Their Performance Review Process Like?
 Understanding your competitor's performance review process is a key strategy for gaining a competitive advantage. This is because it allows you to know when to start your recruitment process and when to close on the job. This is also a way to ensure that you are hiring the right talent for the right job.

Key Metrics To Use This Profile

Do They Always Give Sign-On Bonuses?
 Understanding whether your competitor gives sign-on bonuses is a key strategy for gaining a competitive advantage. This is because it allows you to know when to start your recruitment process and when to close on the job. This is also a way to ensure that you are hiring the right talent for the right job.

Key Metrics To Use This Profile

Hiring Trends of Robotics Engineers by Competitor
 Understanding the hiring trends of robotics engineers by competitor is a key strategy for gaining a competitive advantage. This is because it allows you to know when to start your recruitment process and when to close on the job. This is also a way to ensure that you are hiring the right talent for the right job.

Competitor X Key Metrics

Performance Review Cycle	Performance Rating Scale	Bonus Payout Cycle	Offer Sign-off Schedule
Annual	1-5	Annual	30 days

Competitor X Compensation & Benefits

Base Salary	Target Bonus	Health Insurance	401(k) Plan
\$100,000	10%	Yes	Yes

Competitor X Engineering Levels

Level	Count	Level	Count
Principal	1	Senior Engineer	2
Staff Engineer 1	2	Staff Engineer 2	3
Staff Engineer 2	3	Staff Engineer 3	4
Staff Engineer 3	4	Staff Engineer 4	5
Staff Engineer 4	5	Staff Engineer 5	6

Competitor X Product Metrics

Product Line	Market Share	Product Cycle	Market Share
Product A	15%	18 months	15%
Product B	20%	12 months	20%
Product C	10%	24 months	10%

Competitor X Engineering Locations

Competitor X Major Hubs

Location	Team
San Francisco	Product Development
New York	Marketing
Austin	Operations

Competitor X Major Hubs

Location	Team
San Francisco	Product Development
New York	Marketing
Austin	Operations

Major Hubs of Competitor X

Location	Team
San Francisco	Product Development
New York	Marketing
Austin	Operations

Where is Competitor X Hiring?

Location	Team
San Francisco	Product Development
New York	Marketing
Austin	Operations

CI sources for Competitor HR People Cycle

Competitor X HR People Cycle			
Performance Review Cycle	Performance Ratings Scale	Bonus Payout Cycle	4 Year Stock Vesting Schedule
<p>JAN to DEC: reviews twice a yr. Mid-year review in JUL, Annual in JAN/FEB with ratings finalized in FEB</p> <p>Promotions in JAN/FEB & JUL/AUG. 4 or above rating, in role min 1 yr. 10-30% increase in pay dependent on lvl.</p>	<p>5 = Outstanding 4 = Exceeds Expectations 3 = Meets Expectations 2 = Below Expectations 1 = Needs Improvement</p>	<p>Paid out FEB/MAR and JUL/AUG based on indiv performance.</p> <p>Target bonus is % of base. 100% of target achievable</p> <p>XXX 1, XXX 2 = 10% bonus target XXX 3, Sr XXX = 15% bonus target Staff 1/ Staff 2 = 20% bonus target Sr Staff XXX and Above = 25% bonus target</p>	<p>Annual stock refresh granted in JUL/AUG. Ratings of 1 or 2 ineligible.</p> <p>Year 1: 25% annual Year 2: 12.5% semi-annually Year 3: 12.5% semi-annually Year 4: 12.5% semi-annually</p>

Competitor X HR People Cycle			
Performance Review Cycle	Performance Ratings Scale	Bonus Payout Cycle	4 Year Stock Vesting Schedule
<p>Glassdoor Quora Google search engine Reddit HackerNews YouTube</p> <p>Primary interviews with Corporate X alumni, HR and Staffing</p>	<p>Glassdoor Quora Google search engine Reddit HackerNews YouTube</p> <p>Primary interviews with Corporate X alumni, HR and Staffing</p>	<p>Glassdoor Quora Google search engine Reddit HackerNews YouTube</p> <p>Primary interviews with Corporate X alumni, HR, Compensation/Benefits and Staffing</p>	<p>Glassdoor Quora Google search engine Reddit HackerNews YouTube</p> <p>Primary interviews with Corporate X alumni, HR, Comp/Benefits and Staffing</p>

CI sources for Talent Mapping

Competitor X Engineering Locations

Competitor X Major Hubs		Where is Competitor X Hiring?	
Location	Team		
Bangalore India	R&D center; large storage teams, Computer Vision/Robotics devment for Cloud	Palo Alto CA	HQ - every team especially Hardware Development teams
Beijing & Shanghai China	R&D center; Networking team, Storage team, Pre-Computing team	Cambridge/ Boston MA	large team of Mechanical and Electrical Engineers, Robotics Kinematics
Dublin Ireland	Drone and Systems Engineering teams	Wash DC	Mission Assurance and Astronaut Safety
Other R&D centers: Aarhus Denmark, London UK, Herzliya Israel		NYC	Product Design
		Austin TX	Internal Fluids and Engine Design

Competitor X Engineering Locations

Competitor X website
Competitor X job postings
Indeed or SimplyHired
Wanted Analytics or Burning Glass
Competitor X annual report, 10K, SEC filings, webcasts
Google general and image search
Twitter search
YouTube

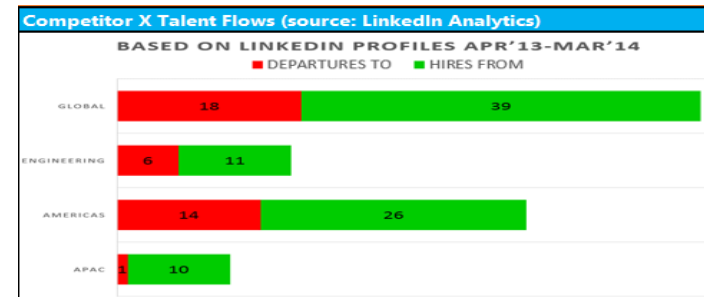
Primary interviews with Competitor X alumni, HR, M&A or Corp Development and Recruiting

Competitor X Major Hubs	Where is Competitor X Hiring?
Competitor X website Competitor X job postings Indeed or SimplyHired Wanted Analytics or Burning Glass Competitor X annual report, 10K, SEC filings, webcasts Google general and image search Twitter search YouTube	Competitor X website Competitor X job postings Indeed or SimplyHired Wanted Analytics or Burning Glass Competitor X annual report, 10K, SEC filings, webcasts Google general and image search Twitter search YouTube
Primary interviews with Competitor X alumni, HR, M&A or Corp Development and Recruiting	Primary interviews with Competitor X alumni, HR, M&A or Corp Development and Recruiting

CI sources for Talent Mapping cont'd

Competitor X Engineering Level Mapping			
JPL LEVEL	COMPETITOR X LEVELS		
	IC	Manager	Test
Fellow	Technical Fellow		
Principal	Principal Engineer	Sr R&D Director	Sr QE Director
6	Staff Engineer 2	R&D Director	QE Director
5	Staff Engineer 1	Sr R&D Manager	Sr QE Manager
4	Sr SW Engineer	R&D Manager	QE Manager
3	SW Engineer 3		
2	SW Engineer 2		
1	SW Engineer 1		

NOTE: Competitor X has notably strong QE/Testing org



Competitor X Engineering Level Mapping

Your ATS, CRM, internal company people directory

LinkedIn

Glassdoor

Quora

Google search engine

Reddit

HackerNews

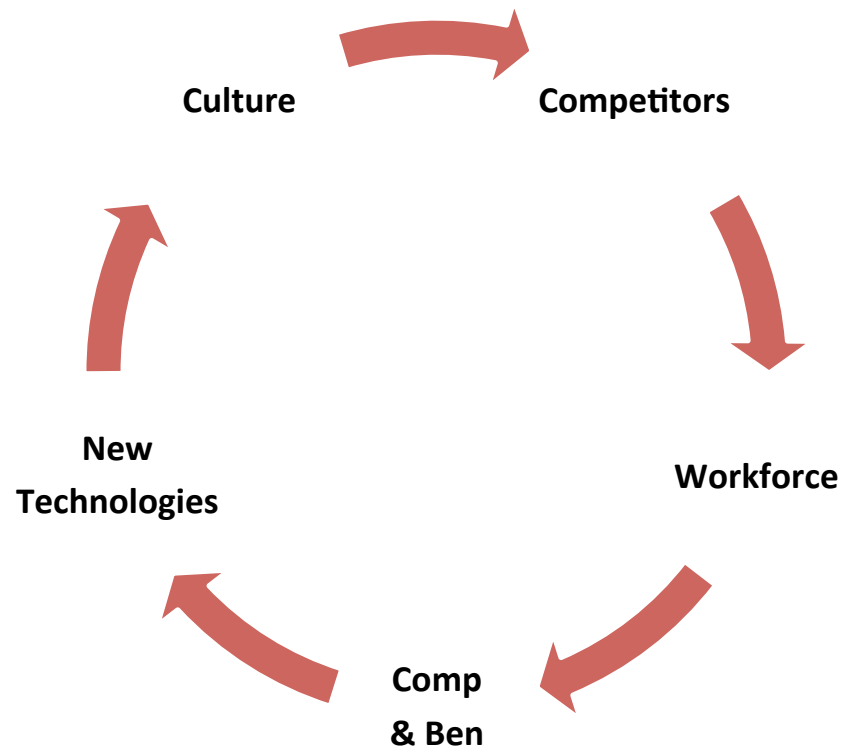
YouTube

Primary interviews with Corporate X alumni, HR and Staffing

Competitor X Talent Flows (source: LinkedIn Analytics)

LinkedIn Advanced Search or LinkedIn Talent Analytics subscription

The secret sauce of CI: authentication



“CI is a living and breathing thing. Once you have a solid start to a search you’re not done. If your client will have a long term need for this type of talent it’s up to you to maintain the CI on this as it will prove valuable as you source/hire long term for this profile. As you start to source and talk to potential candidates, it’s your chance to not only screen them, but validate their current employers pay, culture, projects, long range planning. Validation and confirmation of information often leads to information on layoffs, reorganization or dismantling of a team, investment in a certain direction or technology.”

Q&A

What will you do differently after this session?

What other help do you need to get started?

How do you see this being useful?

Interested in learning more? Email us at: Annie Chae, achae@talentci.com
Eugenia Sawa, esawa@amazon.com



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The End

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Appendix:

Competitive Intelligence Industry Landscape



Source: Aqute CI