KIIT Deemed to be University

A REPORT

ON

Naukri.com :

The Business of Internet in India

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UNDER THE GUIDANCE OF

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NAUKRI.COM : THE BUSINESS OF INTERNET IN INDIA

Naukri.com has been a transformative force in the Indian job market. Its success is a testament to the power of the internet in changing lives and economies. We started with a simple idea - to connect job seekers with employers at the click of a button. Today, we have changed the way India hires.

—Sanjeev Bikhchandani, Founder and Executive Vice Chairman, Info Edge (India) Ltd.

In the dynamic evolution of India's internet landscape, Naukri.com emerges as a pivotal player, navigating the currents of digital transformation and shaping the future of employment in the nation.

—Jhon Doe, CEO, Future Insights India

ABSTRACT

Post globalization era has been witnessed by technological changes, which has influenced the recruitment program in an organizations and millennial job seekers in their job search activity. E-Recruitment has become a vital platform for organizations to search for best talent. In this digital age it is imperative to study and identify the factors affecting online job search among millennial and post millennial students of Delhi from state and private university. A total of 150 respondents administered to the online questionnaire. The study was descriptive in nature, where factor analysis, reliability and adequacy was tested using IBMSPSS. Result identified various factors affecting the perception of students towards E-Recruitment.

Keywords: E-Recruitment, Online Job search, Job Seekers Perception

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INTRODUCTION

Recruitment refers to the process of searching the prospective job applicant and stimulating them to apply for jobs in an organization "Flippo". Recruitment is one of the vital functions of HR as it focuses on building resources such as human capital in an organization (Baber, 1998). With the growth of internet, it was anticipated that the future of recruitment will be on net (Edgeley, 1995) and we can today see the changes incorporated by organizations in their recruitment activities. E-recruitment or online recruitment refers to use of technology, internet or web based tools for the recruitment activities by various organizations. Technology has enabled the organizations to search most appropriate and right fit by placing the advertisements or job postings on job portals and social networking sites. These employment portals provide a platform to both job applicants to search for jobs in various organizations at a time and help organizations to find the most appropriate applicant. Thus bridges the gap between recruiter and job seeker. The cost and time benefit of these services is far beyond the boundaries of traditional recruitment methods. Yet there is dearth of research related to the manner in which the applicant search jobs online and are attracted to it for their job search activity and derives satisfaction (Crossley and Highhouse, 2005). Organizations follow technology based recruitment and selection to improve the search of talent pool, efficiency, cost reduction and standardized method (Chapman and Webster 2003) Though the usage of internet by organizations has increased for various purposes, yet research with respect to recruitment outcome is still at its infancy. Today the job seekers are most choosy and picky for the jobs. Various e-recruitment websites have become one of the vital platforms in the job search behavior. Thus, the purpose of this research is to study the factors affecting the job seekers perceptions towards online recruitment, with special reference to job portals especially Naukri.com.

Naukri.com is India's one of the most famous Job Searching platform. It was established in year 1997. The portal operates under the umbrella of Info Edge India Ltd and operates as an industry legend. Since its birth it has revolutionized the term of recruitment, providing solutions to employer for their effect applicant search on the other hand helping job seekers in their job search activity. Naukri.com has a huge database of about 49.5 million job seekers registered with it as on Dec 2016, where almost 11,000 resumes are added daily, while 1,30,000 resumes are modified daily. 51,000 corporate clients are associated with Naurki.com for their advertisement, access of databases and other services provided by Naukri.com. Naukri.com today provides various services. Apart from job search for applicants, it provides extended services, such as resume review, resume writing guidance, connect to mobile messages and many more. All these services are available with the objective of client and job applicant solutions.

Out of the 280 employees that Naukri.com had in August 2004, 170 were in the salesforce responsible for calling on the HR departments of firms and obtaining their business (advertising jobs online and other related services). These salespeople were spread over the branches in 20 cities over India (Exhibit 4). The ramp up in sales effort beginning 2002 (Exhibit 5) had contributed to the increase in the Naukri.com business from Rs. 9.2 million in 2000-01 to Rs. 200 million in 2003-04. With the galloping growth in revenues that may not necessarily be coming from the sales effort (given the increasing spend on advertising), it was not clear whether Bikhchandani needed to further beef up the salesforce or focus more on advertising to build the brand. Furthermore, as the organization grew, incentive, monitoring, and control costs for the salesforce were rising; in fact, 48 per cent of the costs of Naukri.com were associated with the salesforce.

 Moreover, informal feedback coming from the salesforce in Delhi suggested that monsterindia.com was now offering both the monsterindia.com and the jobsahead.com sites to Naukri.com customers at a 10 per cent mark-up over the Naukri.com price for a similar product.

GENESIS OF NAUKRI.COM

After working for three years with Lintas (India), Bikhchandani did his post-graduate programme in management from the Indian Institute of Management, Ahmedabad (IIMA) in 1989. Thereafter, he worked for a year with GSK (then HMM). HMM had an open plan office and during his tenure there he would often hear his colleagues discuss the articles in Business India — the then premier business magazine in India. Without exception, he noted that everyone would start reading Business India from the back — the section of the magazine containing the job advertisements — jobs obviously being a high-interest reading category. Conversations with head-hunters led to the realization that there were also a lot of unadvertised jobs in the marketplace. Bikhchandani quit his job in October 1990 and started a company called InfoEdge. However, InfoEdge was not an online recruitment service but was in the business of producing and selling databases, reports, and feasibility studies. The worldwide web had not yet started making its business presence felt in a significant way in India. Naukri.com was launched in 1997, after some false starts, as described below, subsequent to the arrival of the worldwide web.

In 1991, the Government of India's Department of Telecom (DoT) advertised that it was starting a videotex service. DoT would provide the equivalent of a server which would host different databases enabling the customers to access information for a fee. The advertisement was meant for people who could provide and maintain the databases. Out of more than 50 companies that applied, 30 were short-listed including InfoEdge — the only one for a job database. The

idea was that the customers accessing the job database provided by InfoEdge on the server would pay Rs. 50. Bikhchandani would collect, organize, enter, and maintain jobs from all over India on the database. The product was proposed to be named as JobNet. The DoT project never happened. Another alternative that was explored was Indonet run by the Computer Maintenance Corporation Pvt. Ltd. (CMC) that had very few users and was very expensive.

Bikhchandani came to know of the worldwide web from a trip to IT Asia in October, 1996. The Naukri.com site was up and running in March 1997 as a division of InfoEdge Pvt. Ltd., with a server hired at $25 per month in the US with the help of his brother who paid the monthly rent. Anil Lall, a friend of Bikhchandani and an expert programmer who is the formal head of technology for Naukri.com, wrote the initial software code that enabled it to go commercial in October 1997. While Lall continues his association with the firm and is a member of the Board of Directors, active leadership of the technology team that supports Naukri.com on a dayto-day basis on the internet now rests with others.

The other co-founder of Naukri.com was V N Saroja, a 1990 alumnus of IIMA who looked after operations till late 2003 when she left to become an independent management consultant. Bikhchandani did not take salary from Naukri.com from 1997 to 2000. To make ends meet, he took up a second job with the newspaper, The Pioneer, first as a consulting editor and then as the Business Head. At launch, Naukri.com was a job listing board and did not offer any services. The company had a headcount of nine and had no sales staff. Initial business was obtained by sending out letters to HR managers culled from a database of 3,000 HR managers. In the initial years, Naukri.com, being the first mover in the online recruitment space in India, received a large amount of press coverage. As a bootstrap start-up, this media coverage was invaluable in gaining a mindshare at no cost to the company. Bikhchandani recalled: My idea of getting into the recruitment space with a database was ahead of its time in terms of the infrastructure available to action the idea in India.

We hit on the Naukri.com name almost by default
— it was not our first choice, but all the other possible domain names in English had already been taken. Naukri.com operated on a bootstrap mode till April 2000.

JOURNEY AND GROWTH OF NAUKRI.COM

From its humble beginnings to its current status as a market leader, the journey of Naukri.com has been marked by continuous innovation, strategic expansion, and unwavering commitment to its mission.

Founding Years: Founded in 1997, Naukri.com embarked on its journey with a clear vision - to revolutionize the Indian job market by harnessing the power of the internet. In its initial years, the platform focused on providing a user-friendly interface for job seekers to search and apply for relevant job opportunities.

Expanding Reach: As internet penetration grew and digital adoption surged across India, Naukri.com seized the opportunity to expand its reach and cater to a broader audience. The platform diversified its offerings, introducing new features and services to enhance the job search experience and meet the evolving needs of both job seekers and employers.

Market Leadership: Over the years, Naukri.com emerged as a market leader in the online job portal space, commanding a significant share of the Indian job market. Its comprehensive database of job listings, advanced search algorithms, and personalized recommendations cemented its reputation as the go-to destination for job seekers and recruiters alike.

Innovative Solutions: Naukri.com continued to innovate and introduce cutting-edge solutions to address the challenges faced by job seekers and employers. From AI-driven matching algorithms to mobile applications, Naukri.com embraced technology to stay ahead of the curve and provide best-in-class services to its users.

Strategic Partnerships: Collaborations with leading companies, educational institutions, and government bodies further fueled the growth of Naukri.com. Strategic partnerships enabled the platform to access new markets, expand its user base, and offer value-added services to its customers.

Global Expansion: Building on its success in the Indian market, Naukri.com embarked on a journey of global expansion, reaching out to international audiences and establishing a presence in key markets worldwide. This expansion strategy not only diversified Naukri.com's revenue streams but also positioned it as a global player in the job search industry.

Community Engagement: Beyond its business objectives, Naukri.com remained actively engaged with the community, leveraging its platform to support social causes, promote diversity and inclusion, and empower individuals from all walks of life to pursue their career aspirations.

Future Outlook: As Naukri.com looks ahead, its commitment to innovation, excellence, and customer satisfaction remains unwavering. With a focus on leveraging emerging technologies, exploring new market opportunities, and delivering impactful solutions, Naukri.com is poised for continued growth and success in the ever-evolving landscape of the digital economy.

The journey and growth of Naukri.com epitomize the transformative power of technology in reshaping the dynamics of the job market and empowering individuals to achieve their professional goals.

Organizational Structure of naukri.com
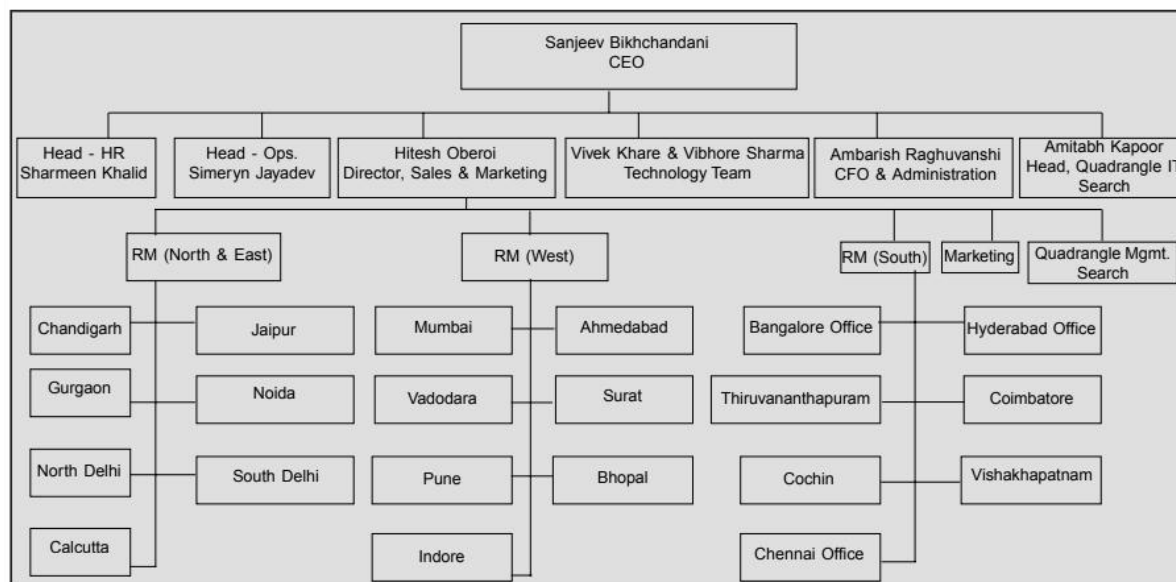
Note: See also 'About Us' on www.naukri.com for further details of the management.

COMPETITORS

The three main competitors of Naukri.com in India are jobsahead.com, monsterindia.com, and jobstreet.com. In early 2004, Naukri.com had 50 per cent of the market, jobsahead had 32 per cent, and monsterindia.com had nine per cent of the market in terms of job listings.11 jobsahead started operations in September 1999 with an initial funding from the Dalmia group and a later funding from ChrysCap of about Rs. 200 million. It claims that it has a database of three million resumes with 4,000 new CVs getting registered everyday, 6,000 corporate recruiters, and 150,000 advertised job openings. In 2003, Google rated jobsahead as the top Indian career website with 2.4 million registered job seekers and 6,000 corporate clients. jobsahead had a turnover of Rs. 150 million for 2003-04, a profit of Rs. 30 million, and a headcount of 135;12 it broke-even in 2002-03 with a turnover of Rs. 80 million. jobsahead used to power the jobs section of yahoo.co.in; currently Naukri powers it.

In 2003, jobsahead launched two new database products, Marksman (a role-based matching technique) and Textstar (a text-based resume search) for a deeper search facility for HR managers. Marksman allows firms to search for their candidates by their current job role or designation with over 23 categories and 600 roles. Through a deal with the Indian armed forces, jobsahead uses the armed forces database of experienced technical and management professionals through the Directorate, General Resettlement (DGR), that looks after the retiring armed forces personnel. jobsahead also powers the job section of the horizontal portal, yahoo.co.in. Prior to its acquisition by monsterindia in May 2004, jobsahead had run a nationwide campaign from February 18, 2004 to April 14, 2004 in major national and regional dailies that cost about Rs. 25 million.13 The jobsahead site lists jobs by sectoral category and by geographical location with panels for major advertisers.

monsterindia is part of the monster.com, the pioneer in online recruitment that started operations in 1994 and is today the leading global career website with 43 million unique visits during the month of March 2002. In the US, monster has also acquired the university site, jobtrack — now called monstertrack — that works with 3,000 colleges

and universities on their interview and internship software.14 monsterindia has exclusive arrangements with Rediff.com and sify.com to direct traffic to the monster site. monsterindia had more than 4,000 clients as on October 2004.Unlike Naukri, monsterindia had only six offices in India and obtained about 40 per cent of its revenues through tele-selling. For example, while it had no offices in Gujarat, its client list in Gujarat included L&T and Voltas.

About 95 per cent of monsterindia's client base is from the IT and business process outsourcing sectors. In 2004, monsterindia had a resume database that had 900,000 resumes of which 3,000 were from foreign nationals seeking jobs in India.15 Worldwide, monster has over $100 million in cash reserves with approximately 21 per cent profit margins. In May 2004, monsterindia acquired jobsahead in a deal worth Rs. 400 million (US$ 9.6 million). The monsterindia CEO told reporters that the merged entity would have a share of 62 per cent of the 8.8 million people who visit a job site every month in India.16 monster's MediaMetrix figures (Exhibits 2 and 3) suggest that monsterindia and jobsahead together have a higher traffic level than their nearest competitor. Traffic statistics for the Indian job portals as charted by www.alexa.com, an internet site traffic monitoring service, are given in Exhibits 7a, b.

The combined entity to be called monsterindia would have a headcount of 200 plus.In sectoral terms, the software industry is the biggest user of online recruitment advertising contributing about 50 per cent of the online recruitments in India.18 In comparison, approximately 23 per cent of the job openings listed with Naukri.com during the year 2003-04 were from IT and related areas (software, BPO, ITeS, hardware, networking, etc). Telecom-and FMCG-related firms contribute another five per cent. In the post-dot com meltdown period (2000-01), jobsahead, which was getting 90 per cent of its business from the IT sector (compared to 40% for Naukri), took a greater hit.

Exhibit 1a: Traffic at naukri.com and monsterindia.com as on August 16, 2004
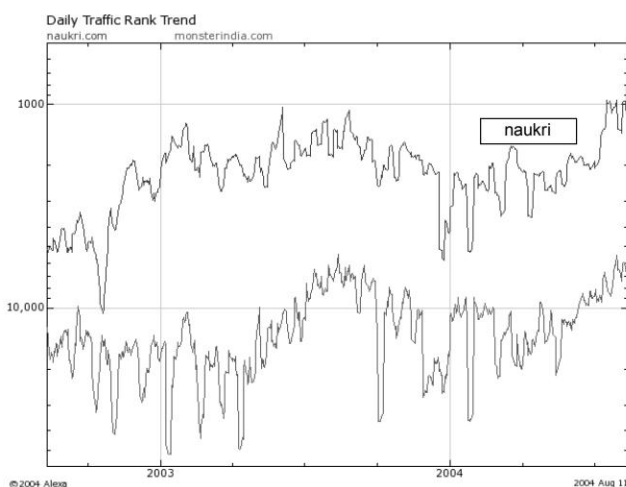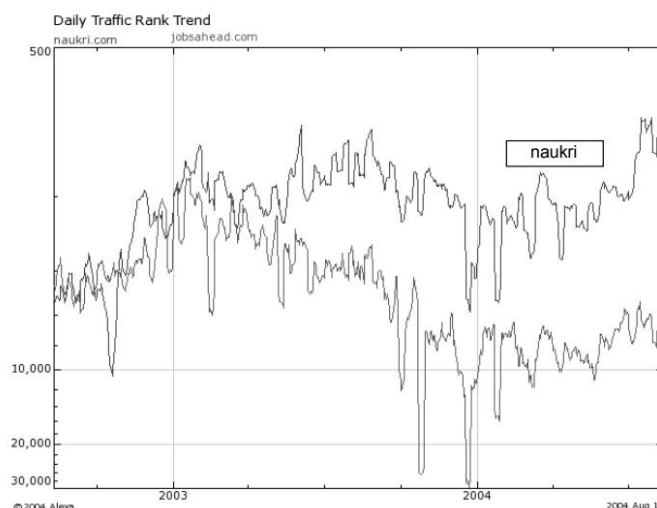
Exhibit 1b: Traffic at naukri.com and jobsahead.com as on August 16, 2004

Source: As cited in Exhibit 1a.
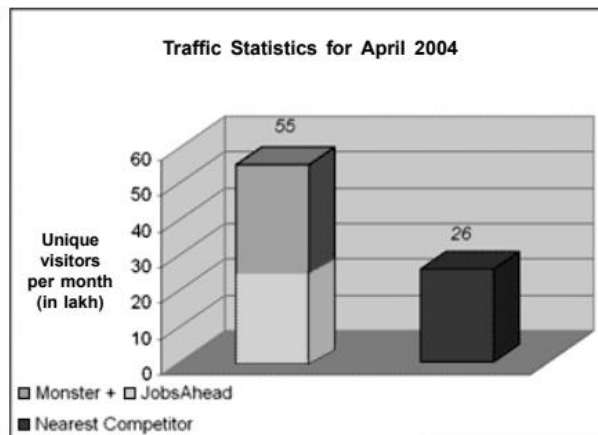
Exhibit 1c: Traffic Statistics for October 2004

Date	naukri.com			jobsahead.com			monsterindia.com		
	Reach per Million Users	Traffic Rank	Page Views per User	Reach per Million Users	Traffic Rank	Page Views per User	Reach per Million Users	Traffic Rank	Page Views per User
1	464.0	744	28.7	148.0	4802	8.6	136.0	5743	7.6
2	462.5	744	28.7	147.0	4802	8.6	136.5	5743	7.5
3	463.0	744	28.8	147.0	4802	8.5	137.0	5743	7.5
4	461.0	735	28.5	146.0	4832	8.5	137.0	5662	7.5
5	457.0	735	28.2	145.5	4832	8.5	137.5	5662	7.4
6	461.5	735	28.4	147.0	4832	8.5	139.0	5662	7.4
7	462.5	735	28.2	147.0	4832	8.4	140.5	5662	7.3
8	462.5	735	28.2	146.5	4832	8.4	142.0	5662	7.3
9	462.5	730	28.1	146.5	4779	8.4	143.5	5523	7.3
10	461.5	730	27.9	146.5	4779	8.3	144.5	5523	7.3
11	461.0	730	27.8	146.0	4779	8.4	145.0	5523	7.2
12	456.5	730	27.5	145.0	4779	8.4	144.5	5523	7.0
13	460.5	730	27.7	145.5	4779	8.4	145.5	5523	7.1
14	459.5	730	27.6	144.5	4779	8.4	146.0	5523	7.1
15	457.0	730	27.5	144.0	4779	8.3	147.0	5523	7.0
16	455.5	728	27.4	143.0	4759	8.2	-	-	-
17	454.5	728	27.3	142.0	4759	8.2	148.0	5232	6.9
18	454.5	727	27.2	142.5	4828	8.2	147.5	5126	6.9
19	449.5	727	26.9	-	-	-	147.5	5126	6.9
20	452.5	727	27.1	142.5	4828	8.2	149.5	5126	6.9
21	452.0	727	27.1	142.0	4828	8.2	151.0	5126	6.8
22	450.0	727	27.0	142.0	4828	8.2	152.5	5126	6.8
23	449.0	724	26.8	141.5	4775	8.1	153.0	5017	6.7
24	-	-	-	-	-	-	-	-	-
25	441.5	735	26.5	139.5	4773	8.0	153.5	4948	6.7
26	437.5	735	26.4	138.5	4773	8.0	152.5	4948	6.7
27	441.0	735	26.6	140.0	4773	8.0	155.0	4948	6.7
28	439.5	735	26.5	139.5	4773	8.0	156.5	4948	6.6
29	437.0	735	26.5	139.0	4773	7.9	159.0	4948	6.5
30	436.5	723	26.4	138.5	4779	7.9	159.5	4789	6.4
31	435.0	723	26.3	138.0	4779	7.8	159.5	4789	6.3

Source: As cited in Exhibit 1a.

Note: Traffic statistics for naukri.com, October-2004 (3 months moving average).

Exhibit 2: The monsterindia Viewpoint

Traffic Statistics for April 2004

Unique visitors per month (in lakh)

☐ Monster + ☐ JobsAhead
■ Nearest Competitor

Source: MediaMetrix (an independent internet traffic auditing agency).
  * 10 lakh = 1 million.

Getting The Business

Naukri.com used an India-wide salesforce of 170 distributed in branch offices across 20 cities in India19 to obtain business from recruiters. Initiated by Hitesh Oberoi, Director, Sales and Marketing, the salesforce was recruited and started functioning after venture capital funding was taken in April, 2000. The primary functions of the salesforce were business development, pre-and post-sales service, and relationship management. Branch expansion went hand in hand with product portfolio expansion. The sales and marketing function at
Naukri.com was headed by Hitesh Oberoi who had joined Naukri.com from Unilever in 2000 when the turnover of Naukri.com was Rs. 4 million (year ending March 31,2000).
The organizational structure of Naukri.com and the position of the salesforce is given in Exhibit 8. Ninetyfive percent of the revenue of Naukri.com comes from employers who pay to put up job advertisements or to get resume-related services; the remainder comes from services provided to job seekers. The salesforce used features such as functional advantages in the RESDEX interface, ease of resume capture, advantages in speed of recruitment compared to newspapers, etc., to sell to the recruiters.
The Delhi and Mumbai offices together generated 42 per cent of the total revenue in 2003-04. Taken together, the Bangalore, Chennai, and Hyderabad offices contributed another 35 per cent of the revenue. Some of the smaller offices had started very well. For example, the Ahmedabad office, started in 2002-03, had delivered more than Rs. 4.3 million in terms of revenue during 2003-04. The sales personnel are typically hired from the Tier 2 B-schools in India with a starting base salary of Rs. 0.15 million per annum. Their transportation and cell phone expenses are reimbursed. The norm is to make a minimum of three to four sales calls daily. Initially, new recruits tend to make about ten per cent of their base pay as incentives; incentives, in turn, are geared to the business that is brought in and is the same regardless of whether it is a new account or a renewal.
Within six months, the successful salespeople start making as much as 100 per cent of their base pay as incentives. The top salespeople make more than three times their base pay as incentives. However, the attrition rate for salespersons tends to be high; at the entry level, as many as 35 per cent of the new recruits leave within six months. Those that survive and remain for more than two years tend to stay on. Attrition level for those who have stayed for more than two years is less than seven per cent. Over time, a salesperson becomes an Area Manager and then possibly a Branch Manager in a city. Nationally, salespersons have averaged Rs. 0.15 million of business per person per month in the two quarters ending June 2004; for the Delhi office, the figure is closer to Rs. 0.2 million per person per month. The salesforce per office varies by city.

Exhibit 9: Worksheet of Individual Salesperson

Sales Breakup for Q-1				
	Renewals	Upgrades	New	Total
April	9,500	27,778	46,630	83,908
May	9,500	27,778	75,906	1,13,184
June	19,000	23,611	51,417	94,028
				2,91,120

Q-2 Renewals			
July	Image Enterprises	9,500	
	Sprint RPG	9,500	**19,000**
August	Quintessence	20,000	
	Haemophilia Federation	14,000	**34,000**
September	Launchers	9,500	
	Saw Pipes	9,500	**19,000**

PRODUCT PORTFOLIO AND PRICING

Employers are offered a variety of options on the Naukri.com site. Job listings are updated on a daily basis.

Job Posting Services for Employers and Pricing

Clients could post jobs in a number of ways on the Naukri.com site. The cheapest variety was the equivalent of newspaper classified listings which also had a Value Pack with a Job Alert service. The next higher category was the Hot Jobs with different periods of subscription. This has a higher visibility on the site. The Job Gallery's listing of jobs on the site provided more space on the site than Hot Jobs and had a microsite specific to the client on the Naukri.com site. The microsite enabled the client to get some unique real estate on the Naukri.com site. The next highest category on the site was the 'Great Places to Work' listing that did not require scrolling down on the site; this also had e-Apps (application screening service) provided as an additional benefit along with a microsite. The most prominent listings on the site were panel listings on the page that cost up to Rs. 1.2 million per annum. The pricing for the different categories of job listings for Naukri.com is given in Exhibits 11a and b. Naukri.com has attempted to maintain a presence all across the product line with different price points for different requirements. The main web page, Naukri.com, contains a limited amount of screen space that is leveraged to provide the optimal amount of different product lines in the limited space; in this respect, this site is organized very differently from the monsterindia site and the jobsahead site (compare www.jobsahead.com, www.monsterindia.com, and the www.Naukri.com sites to see the difference). The job search on the home page searches all jobs in all types of listings on the Naukri site. The price points have evolved over time. In 1997, Naukri simply copied job advertisements from newspapers and magazines to generate traffic to the site. By the following year, once customers began to realize the value of posting job advertisements on the net, Naukri started charging firms to put up an advertisement. At that point, the only product was a simple job listing that cost Rs. 350. Before Naukri took venture capital funding in April 2000, the price range of the products varied between Rs. 350 (for the basic job listing) and Rs. 6,000 for job packs with associated services. In November 2004, the prices ranged from Rs. 475 to Rs. 1.2 million. monsterindia charges Rs. 2,000 plus tax for a 60-day classified job advertisement posting on its site. A sample pricing plan for monsterindia for Target Reach job posting

through their telesales representative as on October 1, 2004 is given in Exhibit 12. This includes job postings 24X7, live postings for 60 days after which the job posting needs to be revalidated, company logo, no size restrictions on the job posting, job alerts to suitable candidates to drive traffic to the advertiser's job posting, and a protected log in interface.

Exhibit 11a: naukri.com Price Plans

Value Products Pricing

Product	Rate in INR
Classified single listing	500
Classified annual subscription (up to 1,000 job postings)	10,470
Hot vacancies single listing	1,660
Pack of 5 hot vacancies	8,265
Pack of 10 hot vacancies	16,100
Pack of 15 hot vacancies	23,150
Pack of 20 hot vacancies	30,300
Pack of 25 hot vacancies	37,470
Pack of 30 hot vacancies	44,080
Pack of 35 hot vacancies	51,250
Pack of 40 hot vacancies	58,410
Pack of 45 hot vacancies	66,120
Pack of 50 hot vacancies	71,630
Pack of 55 hot vacancies	77,140
Pack of 60 hot vacancies	82,650
1 month RESDEX Subscription(2 Simultaneous Logins)	16,530
3 months RESDEX Subscription	38,570
1 month Non-IT RESDEX search	13,775
Hot vacancies and RESDEX–1 month	22,040
Hot vacancies and RESDEX–quarterly subscription	66,120
Hot vacancies with e-Apps-1 listing	4,410

Note: All prices in Indian rupee within India. INR 45=1US$ during 2004.
Source: naukri.com.

Exhibit 11b: naukri.com Price Plans

Mid-and High Level Products Pricing

Name of Product	Product Variant	2001-2002*	2003-2004**
Job Posting Services			
Best places to work	1 month		43,200
	3 months		108,000
	6 months		194,000
	1 year	Starting 300,000	378,000
Job Gallery	1 month	21,000	21,600
	3 months		64,800
	6 months		113,400
	1 year	210,000	216,000
hotjobs	Single listing	1,575	
	3 months	21,000	27,000
	6 months	39,900	48,000
	1 year	78,750	81,000
Classified	1 year	9,975	10,260
Job Gallery with	1 month	26,250	27,000
e-Apps	3 months	78,750	81,000
	6 months	147,000	151,000
	1 year	262,500	270,000
hotjobs with e-Apps	3 months	39,900	42,000
	6 months	73,500	75,600
	1 year	136,500	140,400
Response Management Solutions			
e-Apps web-enabled application handling software	1 month	10,500	10,800
	1 year	84,000	86,400
Resume Database Access			
	Quarterly	NA	27,000
	Half yearly	NA	48,000
	Annual	NA	81,000

* Prices valid from October 1, 2001 to March 31, 2002.

** Prices valid from August 1, 2003 to March 31, 2004.

Note: All prices in Indian rupee within India. INR 45=1US$ during 2004. Terms of payment: 100% in advance; service tax as applicable.

Source: naukri.com

S.No.	Existing Clients	S.No.	New Clients	S.No.	Clients Never Met
1	Ernst & Young	1	Expertease	1	Ericsson
2	Image Enterprises	2	Global Careers	2	Indian Express
3	Mayar India	3	IT Brainshapers	3	Egon
4	Team Computers	4	A J Placements	4	Hughes Network Systems Inc. US
5	Strategic Synerjees	5	Millennium Consultancy	5	Powergrid
6	Sprint RPG	6	Plus Placements	6	Whirlpool
7	Mass Placement	7	Ircon International Ltd	7	5 M Solution(Retention Team
8	RPG Cables	8	Mega Centre Solutions	8	Anything Mac Pvt Ltd.
9	Haemophilia Federation	9	Pragati Plastics Pvt Ltd	9	Apogee Technologies
10	Track Resources	10	Hi-Tech communication	10	Aurotel Communications
		11	Swot Management Solutions	11	Bureau of Admissions
		12	Executive Search Service	12	CAD Media
		13	Boston Scientific	13	Dewsoft
		14	Job Line Placement Co	14	Gillette Industries Ltd.
		15	FORTUNE MANPOWER	15	HR 360
		16	Orphic Resorts	16	Inderdjanis Production
		17	RPG Infotech Limited	17	INTOUCH SOLUTIONS
		18	net4barter	18	Jain Internet Ltd.
		19	Trans Search	19	KAMAL INTERNATIONAL
		20	Development Alternative	20	Kilbum Office Automation
		21	Help Age India	21	Labindia Instruments Pvt Ltd.
		22	Discovery Communication	22	LOCUS
		23	Hyatt Regency	23	Paper Solutions
		24	Arise Management Service	24	Prometrics
		25	Millipore	25	Ravindra Sharma & Co.
		26	SunLight Abroad Service	26	Seasons Production
		27	CanSupport	27	Sinamas Pulp and Paper India
		28	Barista	28	SPRINT RPG
		29	Paramount Placement	29	STG INTERNATIONAL
		30	ABB Lummus	30	Study Overseas
		31	Wideconnekt	31	SUHRIT HYUNDAI
		32	Blackshield	32	Super Med Scribe (P) Ltd
		33	RPG Cables	33	Vigyan Prasar
		34	Sitaram Bhartia Institute		
		35	Tara Crescent		
Total no. of clients=10		Total no. of clients=35		Total no. of clients=33	
				Grand Total = 78	

The Resume Database

The RESDEX service launched in October 2002 allows the client firm to trawl through the resumes on Naukri.com's database for the right match. With a resume database of 2.5 million plus CVs organized by different sectors, employers now had an additional incentive to come to the Naukri.com site. Employers buy access to the resume database at prices given in Exhibits 11a and b. According to Bikhchandani, "the delay in getting the resume database up and running till October 2002 was one of the biggest strategic mistakes that we made." The RESDEX service was frequently sold in combination with other products and was proving to be popular with corporate clients; by January, 2005, it was contributing more than 35 per cent of the total revenues. By November 2004, the RESDEX service accounted for 40 per cent of the Naukri revenues; Hitesh Oberoi estimated the figure for jobsahead and monsterindia closer to 80 per cent. monsterindia and jobsahead together had a combined resume database (not allowing for overlaps) of 3.15 million resumes in August 2004 with a monthly add rate of 150,000 resumes; all resumes are less than 18 months old.26 By comparison, Naukri had 2.5 million resumes in August 2004 with a daily add rate of up to 7,200. Employers could search resumes by qualification, degree granting institution, current salary, desired location,

current company, and a host of other variables and combinations thereof. The client interface for the Naukri resume database search and that of the competitors is given in Exhibit 13.

Application Screening and Processing Service

Another service that Naukri.com offers is the e-Apps service that allows firms to screen resumes. A job advertisement (whether print or online) may generate up to 5,000 responses that would, under normal circumstances, have to be screened by the advertiser — a very cumbersome process. The e-Apps service offers screening tools that allows the client to shortlist the CVs and have only the best ten per cent forwarded to the firm which can then take a look at the ten per cent and decide who it wants to call for an interview. Screening also enabled firms to create a customized questionnaire for a particular position that was automatically linked to the job posting. Upon applying for a position, applicants would have to complete the questionnaire. A tracking feature enabled the employer to see where they were in the hiring process. These products were all part of the e-Apps bundle that was offered to employers. Electronic screening processes for resumes require job seekers to tailor their resumes so that they are able to clear this automated bar.

Facilities for the Job Seeker

The job seeker can post his resume free of cost on the Naukri.com site in the following ways:
• Public.
• Confidential – his name and current employer are withheld.
• Private — No employer could review any data through search but the seeker could send his resume to selected companies.
New job seeker services now guide job seekers through cover letters, resumes, interview process, and by negotiating the compensation package; these services are categorized under the rubric of resume services.
 The interested job seekers can be provided alerts when a matching job with the desired requirement (location, company, skill set, pay range, etc.) comes up. While revenues from resume services increased from Rs 11.7 million in 2002-03 to Rs. 17.1 million in 2003-04, the proportion of revenues coming from resume services declined from 13.6 per cent to 8.4 per cent. In August 2004, Naukri.com was developing its version 'myNaukri' that would enable the job seeker to manage his/her resume and the entire job search process on the Naukri.com site.
The idea was to have all the features that are available on the mymonster feature along with many local adaptations that it did not have.

A monster metre poll (self-selected respondents) in early 2004 revealed that while going to an online job advertisement site, job seekers consider 'job description' as the most important factor (45%) followed by 'the company' (29%) in deciding whether or not to proceed with a job application; 'position title' (19%) and 'location' (9%) were the other important factors that were cited.27

In November 2004, Naukri signed an agreement with Hot Jobs, the No. 3 job site in the US. Under the terms of this agreement, each would cross-sell job listings of the other and the revenues would be shared on a 60:40 basis. The pricing of different Naukri.com products in 2002 and 2004 is given in Exhibits 11a and b. The different products can be bundled together in different combinations according to the requirement of the client. Exhibit 14 gives a list of the possible product combinations on offer. The salespersons frequently come back with requests for new product combinations that then need to be developed and implemented on the Naukri.com site before they can be offered to the customer.

Business and Revenue Model

Naukri.com is a well-known digital job portal in India, established by Sanjeev Bikhchandani in March 19971. It operates through its parent company, Info Edge1. The platform receives around 3,569,323 unique visitors and 28,554,744 page views every day1. It ranks 6th among the top 10 job portal companies in India1.
Naukri.com business model is divided into two parts:-

1)B2B – Its main product is RESDEX which provides end to end recruitment services to various corporate companies starting from small to big giants. The services offered to the companies are like resume database excess, vacancy listing, email marketing, SMS marketing, etc. Major part of the company revenue is generated through this channel.

2)   B2C-The Company offers various services like resume writing, profile enhancement, recruiter reach and some premium jobs to the job seekers.
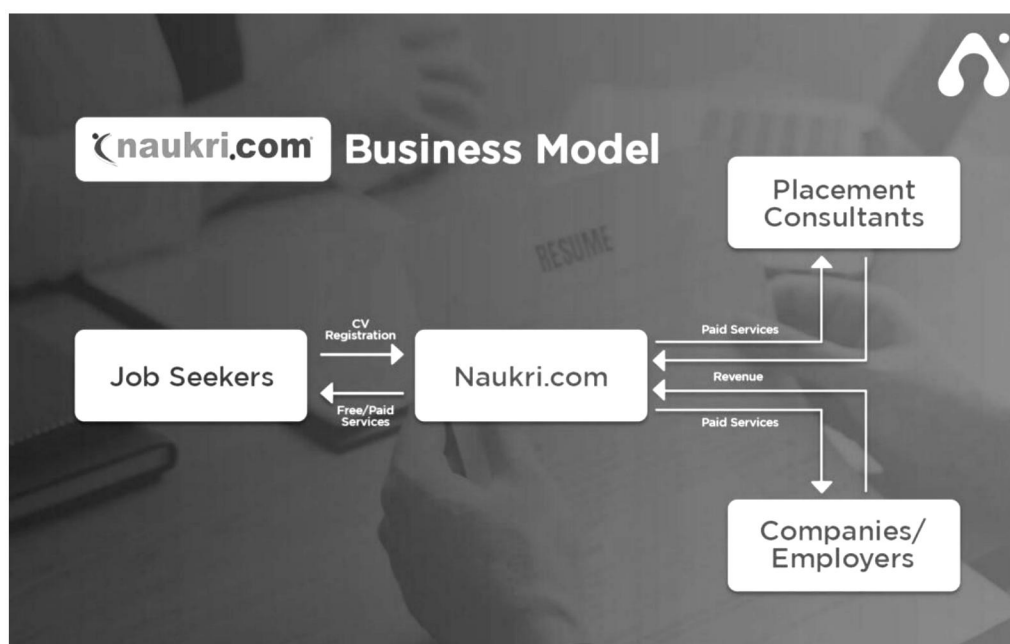
The company is generating revenue from space selling tool which means advertising other companies directly or indirectly on its portal generating $2128 USD per day and $ 63,854 USD monthly.

Revenue Model Naukri.com generates its revenue from multiple sources. The primary source of income is subscription fees and advertising23. 90% of the revenue is earned from recruiters (B2B), and the remaining 10% is made from jobseeker services23. Other revenue streams include pay-per-click advertising, email marketing, and database sales1. Naukri.com has significantly contributed to the business of the internet in India by providing an efficient platform for job seekers and recruiters. It has over 49.5 million registered job seekers, and around 15,000 resumes are added daily1. The company operates in over 56 offices across 42 cities in India as well as overseas1.
Exploring Naukri.com's Business Model:
Job Listing Services: At the core of Naukri.com's revenue model are its job listing services. Employers and recruiters pay a fee to post job openings on the platform, tapping into Naukri.com's extensive database of job seekers and recruitment tools.

Resume Database Access: Naukri.com offers premium services granting employers access to its vast resume database. Subscribers gain insights into candidate profiles, enhancing their recruitment efforts and streamlining the hiring process.

Value-added Services: Naukri.com enhances its revenue streams through value-added services such as premium job listings, employer branding, and targeted advertising campaigns. These services cater to the specific needs of employers, offering enhanced visibility and engagement.

Recruitment Solutions: Recognizing the demand for customized recruitment solutions, Naukri.com offers specialized services like recruitment process outsourcing (RPO) and executive search. These bespoke solutions cater to corporate clients seeking tailored recruitment strategies.

Data Analytics and Insights: Leveraging its data-driven approach, Naukri.com provides employers with actionable insights on hiring trends and candidate preferences. Subscribers access analytics services to make informed recruitment decisions, further monetizing Naukri.com's vast data repository.

Advertising Revenue: Naukri.com generates additional revenue through targeted advertising and sponsored content initiatives. Advertisers leverage the platform's reach to promote products and services, enhancing Naukri.com's revenue potential.

Marketing Strategy

Naukri.com, has a comprehensive marketing strategy that covers the 4Ps (Product, Price, Place, Promotion) and is designed to cater to both B2B and B2C segments.

Product Strategy: Naukri.com offers a variety of services. In the B2C segment, it provides job seeker services such as text resume building, visual resume building, Priority Applicant, e-courses, and certifications in various career paths and specializations. In the B2B space, it offers products and services to recruiters such as Resume Database access (ResDex), Job listing (response management system), Naukri Referral Hiring Tool, Employer branding, Career site manager, and other services such as resume shortlisting, screening, and campus recruitment.

Pricing Strategy: Naukri.com follows a premium pricing policy to justify the quality of services offered and the access to a large database of recruiters as well as job seekers. The price of a typical text resume is approximately 300% more than its competitors.

Market Share
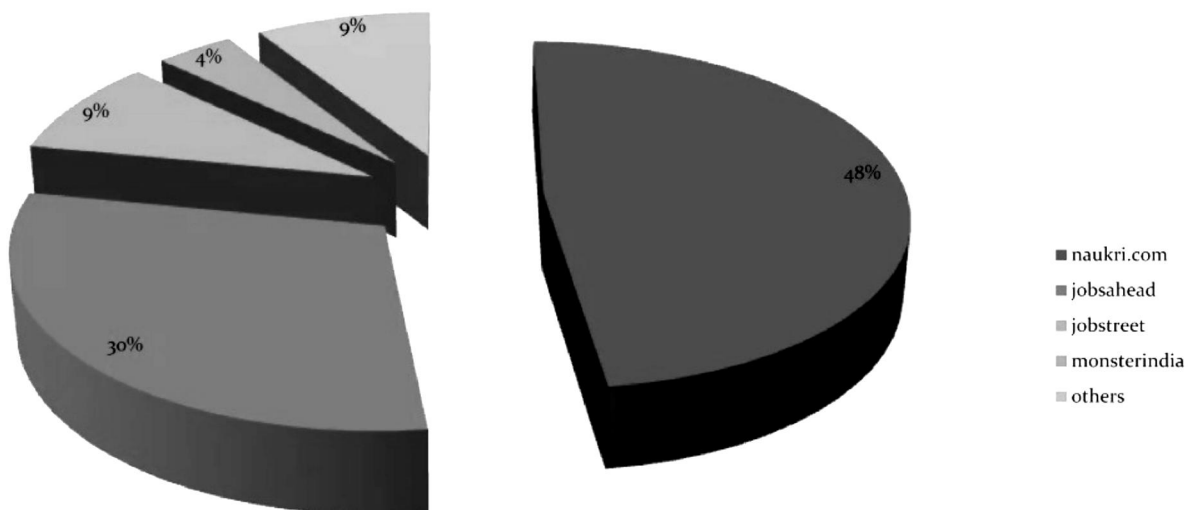
Place and Distribution Strategy: Naukri.com operates to help aspiring Indian job seekers to get jobs around the globe. It has a presence in numerous countries with major recruiters targeted in countries such as the USA, UK, Europe, Middle East, Africa & South-East Asia.

Promotional and Advertising Strategy: Naukri.com employs a multifaceted marketing strategy to maintain its position as a leading job portal. It also sells space on its website for non-recruitment advertising.

This marketing strategy, along with their innovative services, has helped Naukri.com become a market leader in the e-recruitment space.

Also, with a focus on leveraging digital channels, data-driven insights, and brand positioning, Naukri.com effectively reaches its target audience, strengthens brand loyalty, and drives user engagement.

Digital Marketing:
Naukri.com harnesses the power of digital marketing to enhance its visibility and reach among job seekers and employers. Through targeted online advertising campaigns, search engine optimization (SEO), and social media marketing, Naukri.com ensures its presence across various digital platforms, reaching potential users at every touchpoint of their online journey.

Content Marketing:
Content plays a pivotal role in Naukri.com's marketing strategy, serving as a valuable resource for job seekers and employers alike. The platform produces high-quality content such as career advice articles, industry insights, and recruitment guides, positioning itself as a thought leader in the job market space. By offering informative and engaging content, Naukri.com attracts and retains users, driving traffic to its platform and fostering brand loyalty.

Email Marketing:
Naukri.com utilizes email marketing as a powerful tool to engage with its audience and drive user engagement. Through personalized email campaigns, tailored job alerts, and targeted newsletters, Naukri.com delivers relevant content and job opportunities directly to users' inboxes, keeping them informed and engaged with the platform.

Brand Partnerships and Collaborations:
Naukri.com forms strategic partnerships and collaborations with leading companies, educational institutions, and industry bodies to expand its reach and enhance its brand visibility. By partnering with prominent brands and participating in industry events and conferences, Naukri.com strengthens its brand presence, fosters trust, and reinforces its position as a market leader in the online job portal space.

Data-driven Insights:
Central to Naukri.com's marketing strategy is its data-driven approach, leveraging insights and analytics to optimize marketing campaigns and drive results. Through advanced analytics tools and predictive modeling, Naukri.com identifies user preferences, behavior patterns, and market trends, allowing for targeted and personalized marketing initiatives that resonate with its audience.

Customer Engagement and Retention:
Naukri.com prioritizes customer engagement and retention through proactive communication, personalized recommendations, and exceptional user experience. By understanding the needs and preferences of its users, Naukri.com delivers value-added services, exclusive offers, and rewards programs, fostering long-term relationships and driving customer loyalty.

SWOT Analysis

Every company is affected by internal factors and external factors. The internal factors which affect the company growth are Strength and weakness while external factor which affects the organization growth is an opportunity and a threat. The analysis of each factor which is for and against the organization growth is as follows:-

Strengths:

● Naukri.com has the first mover advantage in India, which is still paying off with the best brand recall among job portals.

● The site design has received great acceptance among Indians.

- It has a large market share, with competitors like MonsterIndia and TimesJobs far behind.

- Naukri.com has a clear revenue model since its inception.

- It has a very committed team and is known to have one of the best work atmospheres.

- Naukri.com is a large database of job seekers and providers.

- It provides advice and suggestions to job seekers on resume, interviews, salary negotiations, etc.

Weaknesses:

- The company incurs a high cost for managing a large number of employees.

- There is a high level of attrition.

- Employer branding on Naukri.com is hardly visible, which is a major product flaw on the portal.

Opportunities:

- Internet users are increasing day by day, and with broadband infrastructure being rolled out, there are more opportunities on the net.

- The scope of online recruitment is increasing.

- The online opportunity for hiring in India is growing at 80-90 per cent each year.

Threats:

- Many more potential competitors may gain entry into the market.

- Competitors recently sabotaging the existing clients of Naukri.com and luring them with more listing and other value-added services at slightly more premium can have a long term negative impact

- Rapid advancements in technology, including AI, automation, and blockchain, present both opportunities and threats to Naukri.com, requiring continuous investment in innovation and adaptation to stay competitive.

LOOKING AT THE FUTURE

From a humble beginning, Naukri.com has now emerged as a leader in the online recruitment space in India. As Bikhchandani pondered over the challenges of growth, he kept coming back to the issue of whether the business was configured optimally for the next growth phase. Naukri.com was on the track to achieve a turnover of Rs. 400 million for the year 2004-05 (together with Quadrangle, the executive search firm, InfoEdge would gross Rs. 450 million). There were many issues that he needed to mull over.

Was the salesforce still the main driver of business generation as it had been since 2001 or was the Naukri.com brand strong enough now to generate business without a proportionate growth in the salesforce?

With the exponential growth in the resume database, it was not clear whether the salesforce would have the same 'efficiency' as before. An increasing percentage of the revenue was expected to come from sources other than the corporate clients using the recruitment services on the Naukri site. monster in the US was getting only about half of its revenues from the corporate clients.
 Would that pattern get replicated in India?
What should be the changes in the incentive, monitoring, and control mechanisms for the salesforce as the firm grew larger?
With rising penetration of online recruitment advertising, it was in the interest of the recruiters to advertise on more than one online site — just as they would advertise on more than one newspaper in order to get higher 'readership' and generate more response. Newspapers like The Times of India were also starting online job advertising services called timesjobs.com.
How would the RESDEX service change the nature of recruitment?
With the November 2004 initiative, resume capture was easier on Naukri — how much of a difference would this and the more customized Naukri site make?
An immediate challenge was that posed by the pricing tactics of monsterindia. Subsequent to the acquisition by monsterindia of jobsahead, Naukri had learnt from its salesforce in Delhi that monsterindia was approaching Naukri's clients with the proposition that they should advertise their job listings with monsterindia. For ten per cent more price than the corporate clients were paying Naukri.com, the clients would get job listings on both monsterindia and jobsahead. Monsterindia also operated on a telesales representative basis that was able to tailor products to the customer requirements and offer customized products at a distance;
for example, one such offering was the resume database with free job postings. The cost of acquiring a customer through teleselling was lower.
 Bikhchandani was wondering how, if at all, he should react to this development. Deeper pockets meant that monster could sustain lower prices than Naukri for a period long enough to gain substantial market share from Naukri. Most customers still considered Naukri as the number one job site in India, even while they bargained hard on price.
The larger issue was how to deal with the competition now that monster had bought out jobsahead.com — with the combined entity having a market share of resumes and jobs close to that of Naukri.com.
Worldwide, monster was the largest online recruitment company and a formidable competitor. monster's annual spend on technology to upgrade and provide new webbased and offline services was more than Naukri's total annual revenues and all the new services that were generated by the worldwide parent company were available to the local affiliates/owned companies in the global template.

Conclusion

This discussion underscores the pivotal role of Naukri.com as a structured framework for organizing information on job opportunities and its relationship with the economy and well-being of individuals in India. It emphasizes that Naukri.com contributes to evidence-led, integrated policy action by delivering robust, 'job-ready' evidence across the job market cycle.

To maximize this potential, it is crucial to engage with job seekers, recruiters, and policymakers to understand their needs, the format they prefer, and how it can be delivered to support their processes. The discussion presents a structured approach to establishing job market evidence needs for which Naukri.com can provide relevant information, using various job sectors as case studies.
The examples of Naukri.com's marketing strategy and business model underscore the importance of considering the full range of relevant policies and objectives for job markets at the outset when compiling job data. This alignment of Naukri.com with each stage of the job market cycle highlights the importance of both job seekers and recruiters in the job market.

These structured reviews lay the groundwork for active engagement with the job market community, ensuring their evidence needs and job evaluation processes are fully understood. It is vital to compile job data in response to user needs to build understanding, foster ownership, encourage the end-use of the data, and stimulate demand for future production of data.

Institutionalizing Naukri.com into job market processes will significantly enhance the ability of governments and the private sector to deliver better, more coherent job market responses. In the context of job markets, this can promote a transition from sector-by-sector job responses to coherent responses that recognize the trade-offs between intensive management of job markets for provisioning services and more sustainable management of all job markets to achieve a range of environmental, economic, and social objectives.

In conclusion, the discussion asserts that this transition is essential for a sustainable development pathway that is socially inclusive and in harmony with the economy. It advocates for Naukri.com's role in facilitating this transition by providing robust, 'job-ready' evidence and fostering a more integrated approach to job market-making. Naukri.com, as a leader in the business of the internet in India, has significantly contributed to this transition and continues to do so. It is a testament to the potential of internet businesses in India and their role in shaping the country's economic landscape.

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