

海外商务社交网站案例研究报告 -LinkedIn

International Business Social Networking Case Study Report : LinkedIn
2011年

艾瑞咨询集团 北京•上海•广州•深圳•东京•硅谷
Internet Research, Insight Research

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- 商务社交网站是针对职业人士创造的在线交流平台。目前商务社交网站的杰出代表是LinkedIn，欧洲的Xing和法国的Viadeo也占据了一定的市场。作为集社交和招聘为一体在线交流平台，商务社交网站很好的满足了职场人士拓展人脉、寻找工作机会的需求，市场前景广阔。
- LinkedIn是一家全球的商务社交网站，于2002年成立，2004年会员达到100万，目前全球的注册用户已经超过了9000万人。通过丰富的产品以及高效的搜索，LinkedIn实现了快速增长，于2010年开始实现盈利。从成立到现在，LinkedIn共获得1.03亿美元的融资，并于2011年1月向美国证券交易委员会提出IPO申请。
- 尽管国外商务社交网站发展势头良好，但是国内的商务社交网站仍然处于起步阶段，主要有 优士网、若邻网、人和网。中美两国网民在商务社交上的观念和需求存在很大差异，基于国内网民特点是先本土化的创新或许是商务社交网站在中国市场成功的关键。
- 为了帮助国内从业企业 and 专业人士全面深入了解商务社交网站领先企业LinkedIn运营特点，艾瑞咨询基于对商务社交网站的长期监测和研究积累，结合大量业界专家的深入访谈与桌面研究，撰写《2011年海外商务社交网站案例研究报告-LinkedIn案例研究报告》。

报告主要采用行业深度访谈、桌面研究等研究方法，并结合了艾瑞自有的数据监测系统。

- 通过对行业专家、厂商、渠道进行深入访谈，对相关行业主要情况进行了解，并获得相应销售和市场等方面数据。
- 桌面研究，对部分公开信息进行比较，参考用户调研数据，最终获得行业规模的数据。
- 艾瑞获得一些公开信息的渠道：
 - ✓ 政府数据与信息
 - ✓ 相关的经济数据
 - ✓ 行业公开信息
 - ✓ 企业年报、季报
 - ✓ 行业资深专家公开发表的观点
- 根据iResearch艾瑞咨询网民网络行为连续性研究系统iUserTracker分析。

- 1 每一秒就有一个新用户加入
- 100万 每12天有100万用户加入
- 200万+ 群组数量超过200万，欧洲用户数量超过200万
- 9000万+ 注册用户数量超过9000万
- 20亿 全年人物搜索次数达到20亿
- 50% 50%的财富100强企业通过LinkedIn招聘
- 100% 包括100%财富500强企业



- 企业介绍


- 收费服务

- 业务模式

- 案例启示

产品愿景——

“改变人们的工作方式”



成为网络上的专业档案记录
成为职业洞察力的重要来源
成为跨平台的网站

- 域 名: www.Linkedin.com
- 定 位: 商务社交网站
- 创始人: Reid Hoffman
Allen Blue
Konstantin Guericke
Eric Ly
Jean-Luc Vaillant
- 成立时间: 2002年成立, 03年正式上线
- 用户规模: 目前 LinkedIn 全球注册用户已经超过9000万人, 其中非美国用户约占50%

Get the most from your professional network

Re-connect



Find past and present colleagues and classmates quickly. LinkedIn makes staying in touch simple.

Power your career



Discover inside connections when you're looking for a job or new business opportunity.

Get answers



Your network is full of industry experts willing to share advice. Have a question? Just ask.

LinkedIn发展历程

起步阶段

成长阶段

扩张阶段

上市

5月 LinkedIn 正式上线		3月 推出 LinkedIn Jobs, 成为世界上第一个商务社交网站		4月 达到 1000万用户	1月 开始扩张欧洲市场, 并在随后两年相继推出多语言网站		3月 推出 BlackBerry智能手机的应用平台	3月 推LinkedIn Today; 注册用户规模突破1亿	
2002年	2003年	2004年	2005年		2007年	2008年		2010年	2011年
LinkedIn 由Reid Hoffman等5位创始人创立		会员达到100万	8月 推出收费服务 (Premium Service)		12月 推出智能应用平台	2月 移动互联网平台 m.Linkedin.com上线		10月 与PwC US一起开发了 Career Explorer; 11月 上线 Company Pages	2月 推出 LinkedIn Skills



LinkedIn 董事会成员



A. George "Skip" Battle

2010年2月加入LinkedIn董事会。同时也是Fair Isaac Corporation, xpedia, Netflix, OpenTable 和 Advent Software的董事会成员。曾是 Ask Jeeves的CEO和执行董事。



Reid Hoffman

LinkedIn常务董事长和联合创始人。同时也是SixApart, Kiva.org, Zynga Game Network, 和 Mozilla 的董事会成员。曾是 PayPal 的执行副总裁。



Leslie Kilgore

2010年加入LinkedIn董事会。同时也是Netflix的市场总监。曾在Amazon 和 Proctor & Gamble担任市场营销管理的职务。



Stan Meresman

2010年10月加入LinkedIn董事会。同时也是上市公司Riverbed Technology、Meru Networks以及私人公司HyTrust的董事会成员。曾是Technology Crossover Ventures (TCV)的普通合伙人以及COO。并曾在Silicon Graphics (SGI)和Cypress Semiconductor担任10年的CFO。



Michael Moritz

2011年1月加入LinkedIn董事会。自1986年就一直一直是风险投资公司 Sequoia Capital 的管理成员。目前还是Green Dot Corporation, Kayak.com, Sugar, Klarna AB, 和 24/7 Customer等公司的董事会成员。



David Sze

2004年9月成为LinkedIn董事会成员。同时也是Greylock Partners的普通合伙人。曾是Excite 和 Excite@Home产品战略的第二副总经理，Excite.com的总经理。



Jeff Weiner

2008年12月加入LinkedIn董事会。曾是 Accel Partners 和 Greylock Partners的常驻经理，和Yahoo!'s Network 的执行副总裁。

LinkedIn 融资情况-风险投资

单位：美元



(Greylock Partners)

B轮：1000万

Bain Capital Ventures

D轮：5300万

2003-11	2004-10			2007-1	2008-6	2008-10
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A轮：470万

C轮：1280万

E轮：2270万

SEQUOIA CAPITAL

(红杉资本)

EUROPEANFOUNDERS



(Bessemer Venture Partners)



Education

(麦格劳希尔)





(高盛)






LinkedIn 融资情况-天使投资

天使投资人	简介
Marc Andreessen	Netscape联合创始人, Opsware董事长
Andrew Anker	Wired Digital 联合创始人, SixApart执行副总裁
Andrew Beebe	Bigstep上一任CEO, Energy Innovations总裁
Robert Clarkson	CKS Group上一任COO, Jones Day合伙人
Rob DeSantis	Ariba联合创始人
Tom Gruber	Intraspect Software创始人
Josh Kopelman	Half.com创始人
Joe Kraus	Excite联合创始人, JotSpot的CEO
Loïc Le Meur	French startups RapidSite, B2L 和Tekora的创始人
Jun Makiyara	Goldman Sachs Japan常务董事
Sunil Paul	Brightmail 和 Freeloder 的联合创始人
Gil Penchina	eBay 全球副总裁
Peter Thiel	PayPal 联合创始人






Reid Hoffman 
Entrepreneur. Product Strategist. Investor.
San Francisco Bay Area | Internet

Current

- Partner at Greylock 
- Executive Chairman and co-Founder at LinkedIn 
- Chair, Westcoast Advisory Board at Questbridge 

[see all...](#)

Past

- Member, Board of Directors at Six Apart 
- Member, Board of Directors at Tagged 
- Member, Board of Directors at Vendio 

[see all...](#)

Education

- Oxford University
- Stanford University
- The Putney School

Recommendations 49 people have recommended Reid

Connections 500+ connections

Websites

- Company Website
- Combat global poverty
- We're hiring!

Twitter quixotic

Public Profile <http://www.linkedin.com/in/reidhoffman>

LINKEDIN PROFILE

用户在LinkedIn的个人资料，只对联系人全部公开，保证了用户资料的安全。用户可以设置个性化的二级域名，还可以升级为付费用户，享受更多的权利。

LINKEDIN ANSWERS

在线问答，相比于百度知道或平民网站而言，其主要优势为：

- 专业人士更多
- 更高质量的回答
- 限制更少，提问更自由


Answers Home [Advanced Answers Search](#) [My Q&A](#) [Ask a Question](#) [Answer Questions](#)

Ask a Question

Thousands of professionals are available to give you an answer.

[Next](#)

Answer Questions

 Become an expert and be featured on the homepage. [Learn more.](#)

[Answer Now](#)

Answer New Questions

- ? **What are the different forms of intelligence and how do they relate to excellence?**
0 answers | Asked by Terry Wilcox | 7 minutes ago in Change Management, Work-life Balance
- ? **I have a communicator E90 and i want to transfer all my Linedin contacts to my communicator how can I do it?**
0 answers | Asked by rajul bhatnagr | 8 minutes ago in Databases
- ? **How can i change my company name? The edit option doesn't help.**
0 answers | Asked by Hussain Tezabwala | 10 minutes ago in Using LinkedIn
- ? **Does your current job or career leave you feeling unfilled? If so, what do you plan to do about it?**
0 answers | Asked by T.L. Frazier | 25 minutes ago in Using LinkedIn
- ? **How should i go about learning mandarin?**
1 answer | Asked by Black, Davidson | 25 minutes ago in Freelancing and Contracting

[more open questions >](#)

Search for Jobs

Job Title, Keywords, or Company Name

Search

Advanced

Jobs you may be interested in *Beta* [Email Alerts](#) | [See More »](#)

	HR Intern Honeywell - India	x
	Area Development Manager (Country Manager effectively) Greater China Subway - Beijing	x
	Chief Development Officer, China Triple Five Worldwide - Shanghai	x
	PROGRAM MANAGER - located in China SAE International/CATARC - Shanghai	x
	Senior Manager - Business Development Michael Page International - Shanghai	x



Complete your profile to see improved job suggestions

Your profile is 15% complete [[Update](#)]

What do you think of the job suggestions? [Let us know!](#)

LINKEDIN JOBS

主要优点:

- 高级搜索可以让用户对工作做出更为精准的搜索和筛选
- 可以显示与搜索的信息相关的联系人的信息,帮助用户通过自己的 LinkedIn 人际网络增加求职成功的可能性
- 通过升级为付费账户, 用户可以得到更多搜索结果和更详细的信息

LinkedIn产品服务

COMPANY

Careers:

用户可以了解企业的招聘信息，不同职位的用户看到的信息有所不同

Overview:

企业简介，用户可以了解各种企业的介绍及其员工

The screenshot shows the Hewlett-Packard LinkedIn company page. Red dashed lines and circles highlight the following elements:

- Careers:** A red circle highlights the 'Careers' tab in the top navigation bar.
- Products & Services:** A red circle highlights the 'Products & Services' tab in the top navigation bar.
- Overview:** A red dashed line connects the 'Overview' section to the 'Careers' and 'Products & Services' tabs.
- Employees:** A red dashed line connects the 'Employees' section to the 'Careers' and 'Products & Services' tabs.
- Statistics:** A red dashed line connects the 'Statistics' section to the 'Careers' and 'Products & Services' tabs.

Overview: HP is a technology company that operates in more than 170 countries around the world. We explore how technology and services can help people and companies address their problems and challenges, and realize their possibilities, aspirations and dreams. We apply new thinking and ideas to create more ... more

New Hires (5):

- Technical Support Director
Jason G.
Came from... HRsmart, Chief Services Officer
- Sr Program & Project Management professional
George M.
Came from... Vibrant Pathways Healing, Chairman
- Marketing Director EMEA
Dickie B.
Came from... Landor Associates, Managing Director
- Federal Capture Manager
Robert B. J.
Came from... TCSI, Sr. Vice President, TCSI
- HR Manager (Enterprise Services Iberia)
Diego F.
Came from... Applus, Director RRHH Internacional y Compensación

See all activity >

Hewlett-Packard Activity on LinkedIn

- John M. Jack** is now CEO Fortify Software, An HP Company at Hewlett-Packard was Chief Executive Officer at Fortify Software 13 minutes ago
- shirley tao** is now Staffing at Hewlett-Packard was Consultant at DSI Consulting Ltd 21 minutes ago
- Hitoshi Matsuki** is now Marketing Specialist (Contractor) at Hewlett-Packard was Product Marketing Manager at a venture software company 7 hours ago

Hewlett-Packard has 218,121 followers

Follow Company **Share**

How you're connected to Hewlett-Packard

- 0 **Connections**
- 0 **Employees in your network**
- 28,148 **Employees on LinkedIn**
- Check out insightful statistics about Hewlett-Packard employees >**

THE SMALL BIZ NATION ON LinkedIn

JOIN THE COMMUNITY NOW>>

Hewlett-Packard mentioned in the News

- HP shoots for sharp profit jump, looks to cloud**
Reuters, Mar 15, 2011
- Hewlett-Packard hikes dividend, outlines strategy**
San Francisco Chronicle, Mar 15, 2011

Type: Public Company

Company Size: 10,001+ employees

Website: <http://www.hp.com>

Industry: Information Technology and Services

Founded: 1939

Headquarters: 1501 Page Mill Road
Palo Alto, California 94304
UNITED STATES

Products & Services:

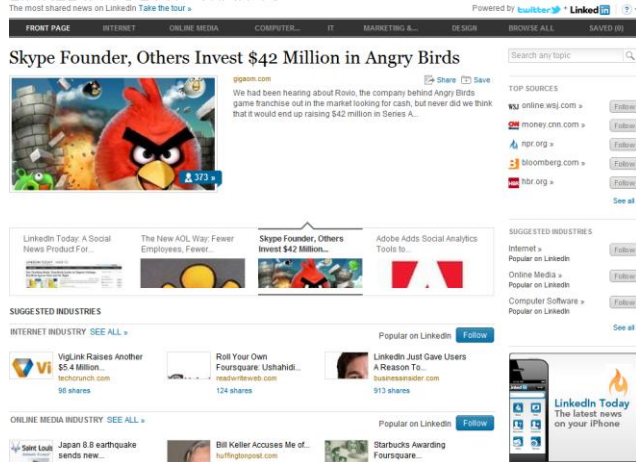
用户可以了解企业的产品，以及企业的推荐人

Statistic:

用户可以了解企业的职位状况，企业员工的职业轨迹等信息

LinkedIn产品服务

LINKEDIN TODAY · MAR 10



LINKEDIN TODAY

LinkedIn最新推出的专业人士社交新闻平台，旨在增加用户访问次数和停留时间。

用户可以查看社交网络和行业内的新闻头条，创建定制化网络报纸，查看好友在阅读和保存什么文章。还可以通过LinkedIn iPhone应用程序查看。

LINKEDIN SKILLS

LinkedIn从其9000万名用户的档案中获取技能数据，创建各个专业领域的技能图。当用户搜索技能的时候，LinkedIn会显示这个领域内领先的专家，该技能的热门程度以及哪些公司使用这些技能。

Internet ▼.2% /y/y

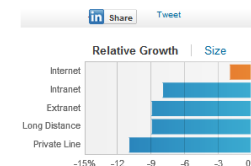
Primary Industry: Internet

The Internet is a global system of interconnected computer networks that use the standard Internet Protocol Suite (TCP/IP) to serve billions of users worldwide. It is a network of networks that consists of millions of private and public, academic, business, and government networks of local to global scope that are linked by a broad array of electronic and optical networking technologies. ...
[More on 'Internet' at Wikipedia »](#)

Add Skill This will add "Internet" to your profile.

Internet Professionals

- Vint Cerf**
VP and Chief Internet Evangelist
- Reid Hoffman**
Entrepreneur, Product Strategist, Investor.
All aspects of consumer internet and software. Focus is on product development, innovation, business strategy...
- Tariq Krim**
CEO at Jolicloud
Founder and CEO Netvibes.com, Web 2.0 digital homebase
CEO L8Rmedia, consulting company specialized in the digital...
- Jeremy Allaire**
Chairman and CEO, Brightcove
I am currently the founder, chairman and CEO of Brightcove, an online video platform used by media organizations...
- Jeremy Liew**
Venture Capitalist
Venture Capitalist with deep industry experience in general management, strategy and corporate/business...



Related Companies

- Microsoft**
Computer Software, Greater Seattle Area
Follow
- Google**
Internet, San Francisco Bay Area
Follow
- Yahoo!**
Internet, San Francisco Bay Area
Follow
- Cisco Systems**
Computer Networking, San Francisco Bay Area
Follow
- AT&T**
Telecommunications, Dallas/Fort Worth Area
Follow

[More companies...](#)

Internet Jobs

WORDPRESS

将WordPress 的博客与自己的 profile 进行关联，完成信息的同步。



Help | Feedback

Home My Slideshows My Network Upload Invite Contacts

+ Share Worldwide!

My Slide Feed »

[vili40](#) uploaded a slideshow [Altus](#) 1 hour ago

[ashwan](#) commented on your slideshow [THIRST](#) 3 hours ago

Awesome show, both the content and the design. I'm sharing it with everyone I know :)

[kapil](#) shared a slideshow [scala](#) 4 hours ago

[avahok](#) uploaded a slideshow [How to hide an Elephant](#) 5 hours ago

[SRINI](#) added [abdul_lateef](#) as contact 6 hours ago

My Slides »



[Day 4 - Apollo Ideas](#)

SLIDESHARE

免费的幻灯片共享平台，可以分享和展示文档或作品，同时还可以整合 YouTube 视频，分享视频和音频文件。

LinkedIn应用服务

Recent Tweets

powered by 



baseballfan5549 (Aidan Red)

[Follow on Twitter](#)

The new LinkedIn iPhone 1.5 update is available on iTunes. Check it out!

<http://bit.ly/4DxmB> 31 minutes ago

[Share](#) | [Retweet](#) | [Reply](#)

It's Diwali at the office today. Thanks to colleagues for sharing delicious food and sweets this afternoon =). 19 minutes ago

TWEETS

实现在 LinkedIn 账户内管理和使用 Twitter 账户及 Twitter 的全部功能。用户可以看到其 LinkedIn 联系人在 Twitter 上的活动，还能够看到其在 Twitter 上关注的人的全部信息，就好像用户在 Twitter 的官方网站上一样。

BOX.NET FILES

与 Google Doc 类似，支持用户在线编辑、查看和分享常用格式的办公文件。方便 LinkedIn 联系人之间进行安全快捷的文档分享了。

My Connection's Files



John Dubois

Sales Manager at Corporation

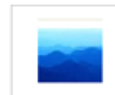
Portfolio



Resume



Sales Pitch.m3



Office View



Company

Menu | ▼

Invite Your Connections

Connections selected : 0



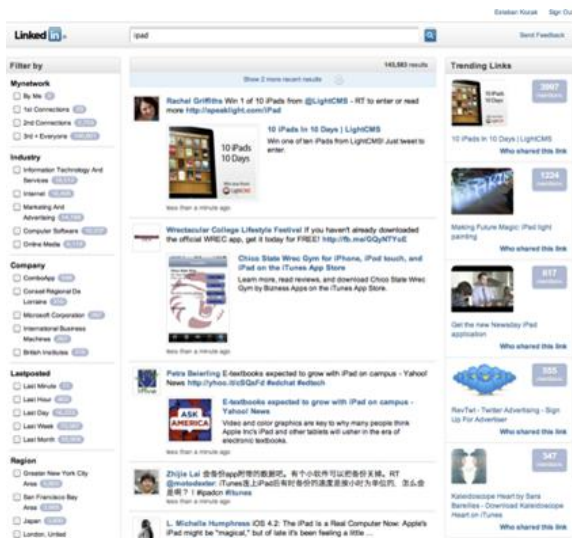
Damien

Sales



Eric

Customer Help



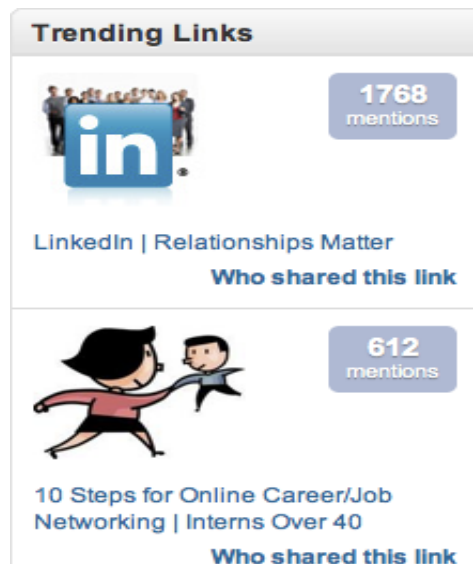
LINKEDIN SIGNAL

信息分享产品。帮助用户将全部联系人的状态更新进行聚合，通过 LinkedIn 特有的筛选细分，让用户对于信息显示进行归类 and 过滤。

通过8个过滤分类，满足了商务人士对于信息高精度和高质量的需求。

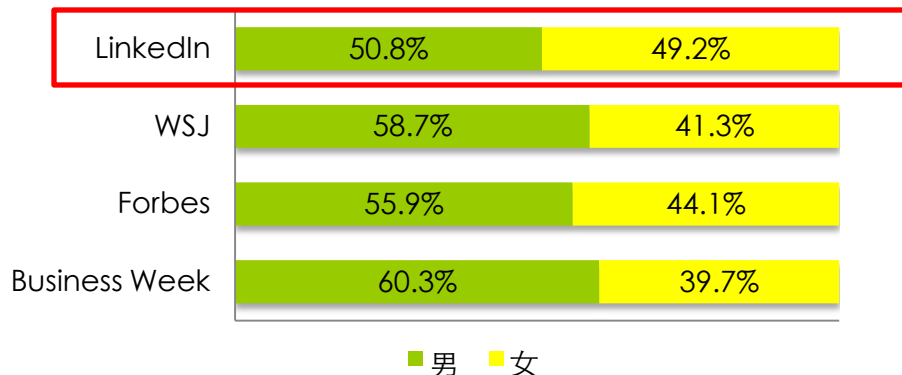
TRENDING LINKS

帮助用户找到目前行业中的最热新闻。

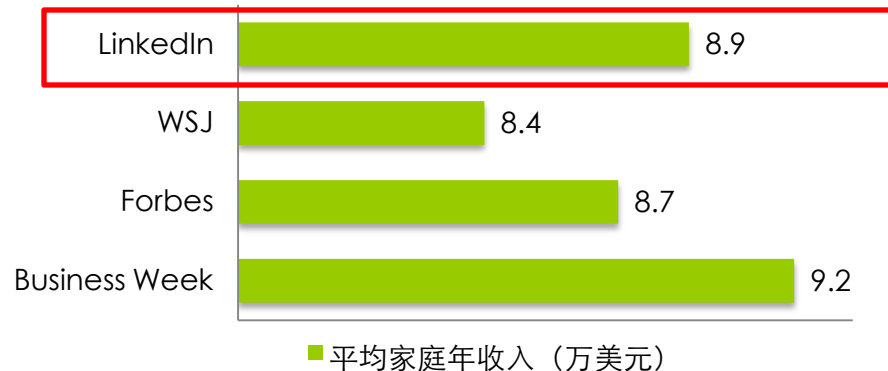


LinkedIn用户属性分布

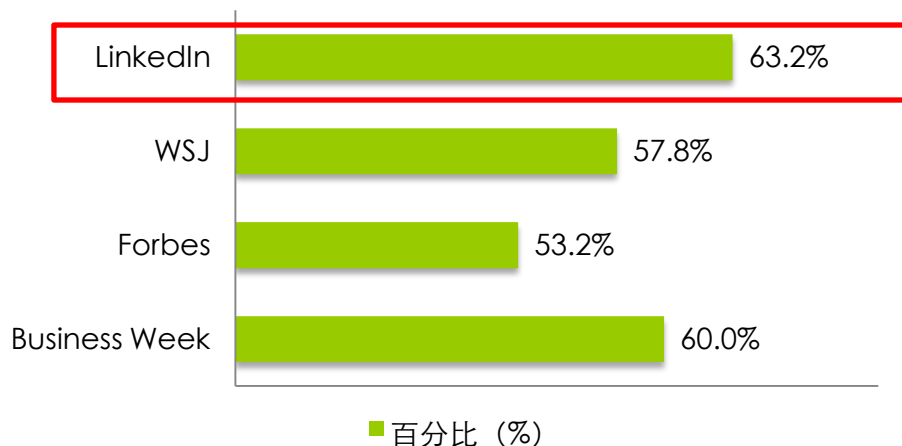
性别



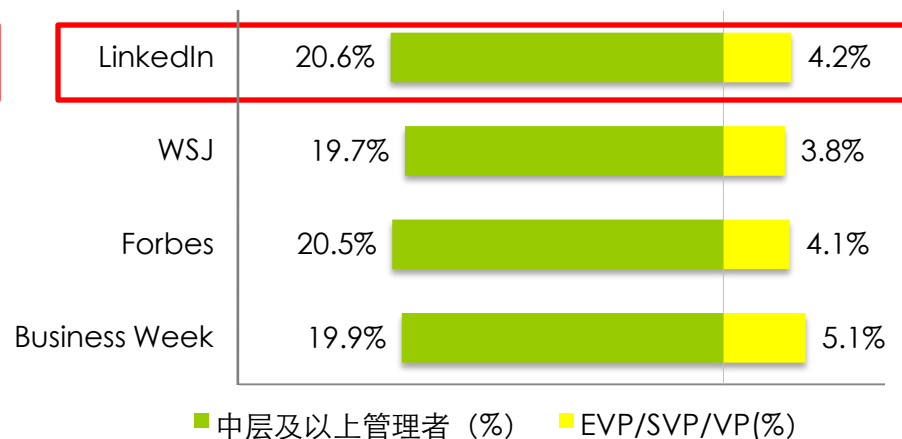
平均家庭年收入



大学生/研究生比例



用户职位分布

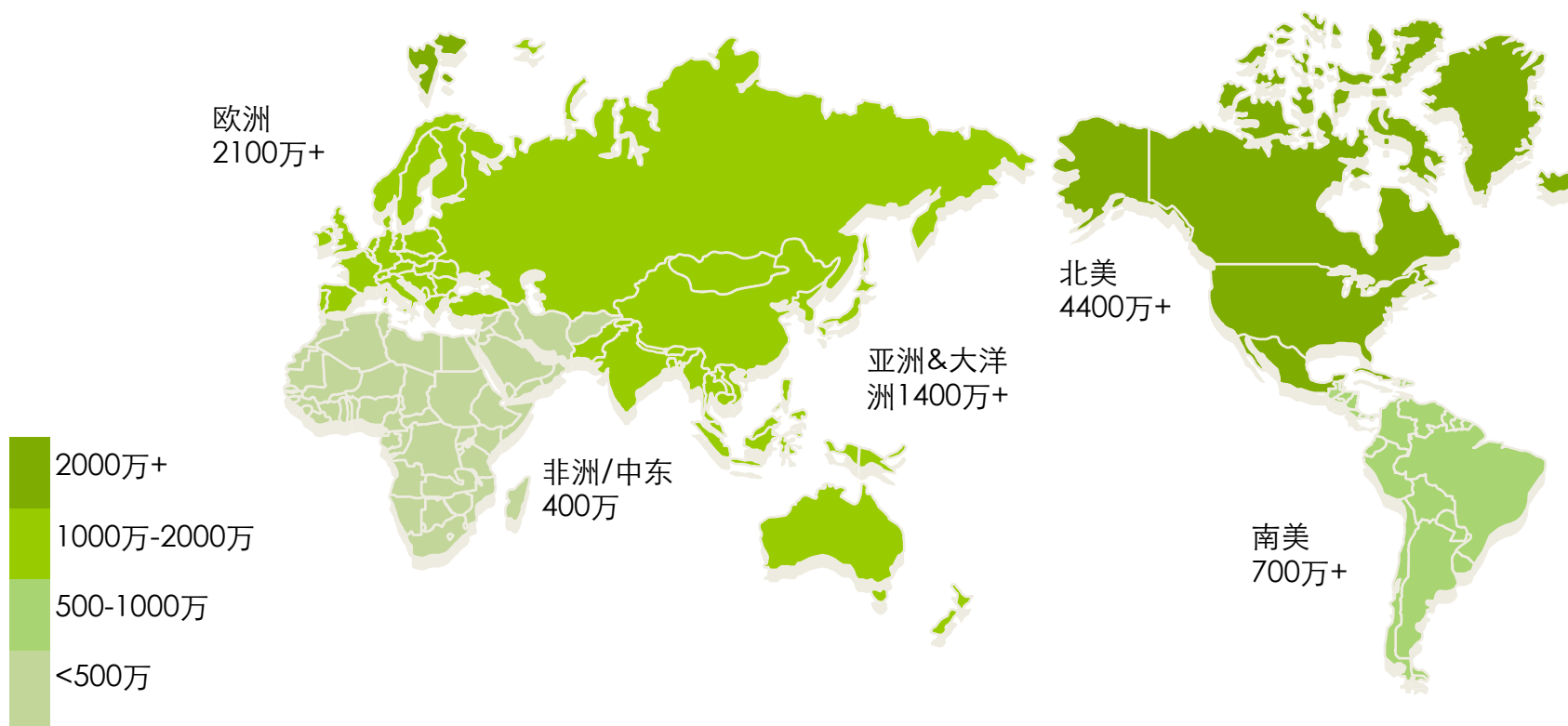



注：LinkedIn大学生/研究生的用户规模为840万

注：LinkedIn中层及以上管理者用户规模为270万，EVP/SVP/VP用户规模为56万

LinkedIn注册用户地域分布

全球注册用户：9000万+





- 企业介绍

- 收费服务

- 业务模式

- 案例启示

LinkedIn收费服务



注：数据为2010年前三个季度LinkedIn收入结构

Source: LinkedIn IPO文件.

收费服务之一：高级订阅服务

针对个人的付费产品，包括商务账户(Business)、高级商务账户(Business Plus)、经理级订阅产品(Executive subscription products)。用户通过升级为付费账户，可以享受更多的权利。

功能

- 通过站内信联系LinkedIn的任何用户
- 获得更多的搜索结果
- 付费和智能搜索过滤器可以帮助用户瞄准目标用户
- 通过Profile Organizer管理和保存用户信息
- 看见3度好友或群组以外的联系人的名字
- 可以看到所有LinkedIn用户的扩展信息
- 用户可以知道谁浏览了自己的信息以及他们是如何找到自己的
- 允许任何用户给自己发送信息(可选)
- 用户可以看到所有与自己有相同经验的联系人
- 获得高级用户服务

	Business	RECOMMENDED Business Plus	Executive
	<input type="radio"/> Annual: \$19.95 a month* <input type="radio"/> Monthly: \$24.95 a month <button>Upgrade</button>	<input checked="" type="radio"/> Annual: \$39.95 a month* <input type="radio"/> Monthly: \$49.95 a month <button>Upgrade</button>	<input type="radio"/> Annual: \$74.95 a month* <input type="radio"/> Monthly: \$99.95 a month <button>Upgrade</button>
Features			
Contact anyone on LinkedIn directly with InMail	3 Inmails (\$30 value)	10 Inmails (\$100 value)	25 Inmails (\$250 value)
See more profiles when you search	300 results per search	500 results per search	700 results per search
Zero in on target profiles with Premium Search Filters	4 Premium Filters	4 Premium Filters	4 Premium + 4 Talent Filters
Stay organized by saving profiles and notes in Profile Organizer	5 Folders	25 Folders	50 Folders
See names of your 3rd degree and group connections	First Name	First Name	Full Name Visibility
Get more insight with expanded profile views	✓	✓	✓
Who's Viewed Your Profile: See the full list, how they found you, and more	✓	✓	✓
Open up to opportunities - allow people outside your network to message you for free with OpenLink	✓	✓	✓
Get the real story on any lead or candidate with Reference Search	✓	✓	✓
Get Priority Customer Service	✓	✓	✓

收费服务之二：营销解决方案（1）

LINKEDIN ADS

Create Your Ad Campaign

Ad Campaign Name:

Ads In This Campaign

Create up to 15 ad variations to test which image and text performs best.

Ad Variation 1

Ad Destination:

☒ Your web page
<http://www.example.com>

☐ A page on LinkedIn

Add
Image

[Click to enter a headline](#)

[Click to enter a description of up to 75 characters
to span 2 lines](#)

From: hannah he



Need a Corporate Caterer?

Gourmet catering for private parties.
Affordable prices. Get a free quote.

www.TastyCorpCatering.com

- 一种自助服务式的广告解决方案
- 用户可以通过性别、年龄、地域、行业、职位、工龄、工作职能等来选择目标受众
- 可以通过设置预算来控制广告费用
- 可以根据点击量或展示来付费
- 可以在任何时间停止广告

收费服务之二：营销解决方案（2）

MARKETING SOLUTIONS

公司主页

Careers: 与求职者互动，并且展示企业文化及招聘规则

Overview: 向用户展示企业快照

针对企业的营销解决方案，与LinkedIn产品服务相对应，主要包括公司主页（Company Pages）、群组（Custom Groups）、展示广告（Display Ads）以及赞助式广告（Sponsorships）

Overview Careers Products & Services

HP is a technology company that operates in more than 170 countries around the world. We explore how technology and services can help people and companies address their problems and challenges, and realize their possibilities, aspirations and dreams. We apply new thinking and ideas to create more ... more

New Hires (5) Employees (128,148)

Technical Support Director
Jason G.
Came from...
HRsmart, Chief Services Officer

Sr Program & Project Management professional
George M.
Came from...
Vibrant Pathways Healing, Chairman

Marketing Director EMEA
Dikie B.
Came from...
Landor Associates, Managing Director

Federal Capture Manager
Robert B. J.
Came from...
TCSI, Sr. Vice President, TCSI

HR Manager (Enterprise Services Iberia)
Diego F.
Came from...
Applus, Director RRRH Internacional y Compensación

See all activity >

Hewlett-Packard Activity on LinkedIn

John M. Jack is now CEO Fortify Software, An HP Company at Hewlett-Packard
was Chief Executive Officer at Fortify Software
13 minutes ago

shirley tao is now Staffing at Hewlett-Packard
was Consultant at DSI Consulting Ltd
21 minutes ago

Hitoshi Matsuki is now Marketing Specialist (Contractor) at Hewlett-Packard
was Product Marketing Manager at a venture software company
2 hours ago

Hewlett-Packard has 218,121 followers

Follow Company Share

How you're connected to Hewlett-Packard

0 Connections
0 Employees in your network

128,148 Employees on LinkedIn

Check out insightful statistics about Hewlett-Packard employees >

hp intel
THE SMALL BIZ NATION ON LinkedIn
JOIN THE COMMUNITY NOW>>

Hewlett-Packard mentioned in the News

HP shoots for sharp profit jump, looks to cloud
Reuters, Mar 15, 2011

Hewlett-Packard hikes dividend, outlines strategy
San Francisco Chronicle, Mar 15, 2011

Type
Public Company

Company Size
10,001+ employees

Website
http://www.hp.com

Industry
Information Technology and Services

Founded
1939

Headquarters
1501 Page Mill Road
Palo Alto, California 94304
UNITED STATES

Products & Services: 展示企业最好的产品与服务，还可以推荐新产品

收费服务之二：营销解决方案（3）

MARKETING SOLUTIONS

群组

通过赞助群组，在定制化的媒体空间展示视频，组织投票，与博客、微博或者其他订阅整合，还可以发送内容丰富的白皮书。

Premier IT
Professionals



展示广告

- 标准广告单元和滚动（新闻）
- 首页收购（Homepage Takeover）：用高冲击力的拦路广告来瞄准正确的用户群
- 内容广告（Content Ads）：在一个广告单元内不断发送各种动态广告
- 推荐广告（Recommendation Ads）：通过在广告内展示现有的支持者来增加自己公司主页的推荐者



收费服务之二：营销解决方案（4）

MARKETING SOLUTIONS

赞助式广告

The screenshot shows a LinkedIn profile for AT&T. At the top, there's a blue banner with the AT&T logo and the text "Update your status to" followed by a speech bubble saying "Got an awesome job." Below this, the "About AT&T" section describes the company's history and services. To the right, it shows "AT&T has 87,496 followers" and buttons for "Follow Company" and "Share". Below that, a section titled "How you're connected to AT&T" shows "0 Connections" and "0 Employees in your network", with a total of "70,457 Employees on LinkedIn". A link says "Check out insightful statistics about AT&T employees". Below this is a "LinkedIn Polls" section with the question "What' ll be the next piece of technology that you buy?". The poll options are: "A smart phone", "Flat panel TV", "Video game system", "New Laptop", and "Pez Dispenser". There is a "Vote" button and a "Sponsored by at&t" logo. At the bottom, the "Contact a AT&T Recruiter" section shows a profile for "Hoa Phu", a "Lead Staffing Manager/Recruiter", with a "Send Hoa a message" button. On the left side of the page, there are job listings under the heading "Jobs you may be interested in...". The first job is "Lead Accountant, AT&T - Oakton, VA" with a "more" link. The second is "Account Manager 2-Education, AT&T - Anchorage, Alaska" with a "more" link. The third is "Account Manager 2-Healthcare, AT&T - Anchorage, Alaska" with a "more" link.

About AT&T

For more than a century, AT&T has consistently provided innovative, reliable, high-quality products and services and excellent customer care. Today, our mission is to connect people with their world, everywhere they live and work, and do it better than anyone else. We're fulfilling this vision by creating new solutions for consumers and businesses and by driving innovation. With a powerful array of network resources that includes the nation's fastest 3G network, AT&T is a leading provider of wireless, Wi-Fi, high speed Internet and voice services. AT&T also offers advanced TV services under the AT&T, U-verse and ATT | DIRECTV brands. The company's suite of IP-based business communications services is one of the most advanced in the world. In 2009, AT&T again ranked No. 1 in the telecommunications industry on FORTUNE magazine's list of the World's Most Admired Companies.

What's more incredible than our history? Your future with AT&T.

How far can you go with AT&T? Considering that we're the world's largest communications company, about as far as your talent, your drive and your dedication can take you.

Connect with AT&T

Join our incredibly diverse company of more than 300,000 people and help drive the innovation that keeps AT&T at the leading edge of technology and service. Expect big things from the company that created the communications industry.

You can also learn more about AT&T by joining our Talent Network. Sign up to get everything you need to know about what's happening and to receive email and mobile updates about job openings. You'll also have the chance to win sweet prizes.

Jobs you may be interested in...

Lead Accountant, AT&T - Oakton, VA
Responsibilities include developing, implementing and/or maintaining one or a combination of general accounting systems. Prepares journal entries,... [more](#)

Account Manager 2-Education, AT&T - Anchorage, Alaska
Develops new accounts and maintains current accounts. May be assigned a key account, group of accounts, or specific geographic area. Fully... [more](#)

Account Manager 2-Healthcare, AT&T - Anchorage, Alaska
Develops new accounts and maintains current accounts. May be assigned a key account, group of

AT&T has 87,496 followers

[Follow Company](#) [Share](#)

How you're connected to AT&T

0 [Connections](#)

0 [Employees in your network](#)

70,457 Employees on LinkedIn

[Check out insightful statistics about AT&T employees »](#)

LinkedIn Polls

What' ll be the next piece of technology that you buy?

☐ A smart phone

☐ Flat panel TV

☐ Video game system

☐ New Laptop

☐ Pez Dispenser

[Vote](#) [or see results](#)

Sponsored by **at&t**

Contact a AT&T Recruiter

Hoa Phu
Lead Staffing Manager/Recruiter
[Send Hoa a message](#)

企业可以通过赞助问答、投票等活动来进行营销推广

●问答 (Answers)：企业可以在用户讨论决策的过程中到达目标用户

●投票 (Polls)：从用户中收集数据以及用互动的形式看待结果

●应用 (Applications)：通过各种应用和顾客建立持久的联系

●事件 (Events)：接触希望与行业保持联系的活跃用户

投票，由at&t赞助




收费服务之三：招聘解决方案（1）

JOB SEEKER

功能

- 在个人信息中添加Seeker标志，让用户更容易被招募者注意到（可选）
- 帮助求职者瞄准10万美元以上的工作，并且能看到详细的工资信息
- 把求职者以独特的应聘者身份列于首位
- 可以直接邮件招募者和招聘管理者
- 通过Profile Organizer保存信息和管理职位搜索结果
- 把求职者推荐给公司的内部人员
- 可以参加Lindsey P.（职业顾问/LinkedIn代言人）的在线研讨会
- 可以看到联系人之外的用户的全部信息，帮助求职者为面试做准备
- 可以了解看过自己资料的用户的详细信息
- 允许招募者和应聘管理者自由联系自己
- 获得高级用户服务

针对求职者的付费账户服务，帮助用户从众多求职者中脱颖而出

	Basic \$19.95 per month Upgrade	RECOMMENDED Job Seeker \$29.95 per month Upgrade	Job Seeker Plus \$49.95 per month Upgrade
Features			
Get noticed by recruiters with a Job Seeker Badge ¹	 on your profile	 on your profile	 on your profile
NEW Zero in on \$100k+ jobs with detailed salary information ²	✓	✓	✓
Move to the top of the list as a Featured Applicant	✓	✓	✓
Contact recruiters and hiring managers directly with InMail messages ³	None (\$10 a la carte)	5 InMails (\$50 value)	10 InMails (\$100 value)
Save profiles and organize your job search with Profile Organizer	5 Folders	10 Folders	25 Folders
Get introduced to inside sources at companies	10 Introductions	15 Introductions	25 Introductions
Join Lindsey Pollak's webinar: "Job Seeking on LinkedIn"	✓	✓	✓
Prepare for interviews with full profiles of members outside your network	✓	✓	✓
See more details about who's viewed your profile	✓	✓	✓
Let recruiters and hiring managers contact you for free with OpenLink	✓	✓	✓
Get priority customer service	✓	✓	✓

收费服务之三：招聘解决方案（2）

TALENT FINDER

针对招聘者的付费账户服务

功能

- 通过站内信直接联系LinkedIn所有用户，如果7天之内没有收到回复，信息会自动退回
- 用户可以在特定的群组内进行搜索
- 通过智能过滤器快速而精确的找到候选人
- 通过Profile Organizer管理用户信息
- 获得更多的搜索结果
- 保存搜索结果，并通过邮件获得新用户的提醒
- 获得候选人的拓展信息

Sharpen your focus on the best talent

Find and contact top candidates with LinkedIn Talent Finder

" 7 of our last 8 hires came from social recruiting. LinkedIn is our key sourcing tool."

Stacy Lyons, Corporate Recruiter at Bronto Software

Upgrade Now

\$99.95 per month
Compare accounts »

Features:

Contact anyone directly with InMail®±

Search for talent within your groups

Zero in on your ideal candidates

Manage candidates with Profile Organizer

See more candidates when you search

Set up search alerts to find new candidates

Access expanded out of network profiles

Included each month:

25 InMails (\$250 value)

Search up to 50 groups

Talent Filters ?

50 folders

700 profiles per search

10 alerts weekly



收费服务之三：招聘解决方案（3）

LINKEDIN JOBS

自助服务式的职位发布产品，具有以下特征：

- 帮助招聘者吸引用户，并且发现被动求职者
- 招聘信息可以实现病毒式传播
- 提高招聘者的网络曝光率：招聘信息可以在搜索结果以及Twitter中展示
- 帮助招聘者面试、管理和联系应聘者

Let our network bring you the best

LinkedIn Jobs find the best candidates on the world's largest professional network

"Most of the candidates we end up hiring are found on LinkedIn" Stephanie T.

Post a Job

Starting at \$35.00 per 30-day posting
[Compare prices »](#)



收费服务之三：招聘解决方案（4）

CORPORATE RECRUITING SOLUTIONS

Sourcing & Pipelining

The screenshot displays the LinkedIn Recruiter Professional Services dashboard. The top navigation bar includes the LinkedIn logo, 'Recruiter Professional Services', and user information. The main content area shows 'Search Results (25)' for the keyword 'sales director APAC'. Two candidate profiles are visible: Richard Chow and Prakash Rajand. Richard Chow's profile includes details about his current position as Sales Director at Actix APAC, past companies, and network information. Prakash Rajand's profile shows his role as Director at Amdocs and his extensive experience in sales and marketing. The interface also features a sidebar with navigation options like 'Dashboard', 'My Projects', 'Team Projects', and 'Communication'. A search filter panel on the right allows refining results by location, relationship, and industry.

Recruiter

- 最全面、最好的搜索结果
- 直接联系候选人
- 帮助企业管理工作流程，以及在团队内实现资源共享
- 提供管理以及定制化培训

Recruiter Professional Services

- 高效：缩小搜索结果，获得新候选人提醒等
- 快速：可以同时给多人发邮件，更快联系到候选人
- 帮助企业管理流程
- 在团队内实现资源共享

Talent Direct

- 明确的、高度可见的联系：企业的信息可以在候选人的主页清晰的展示，邮件可以一直保存到候选人回应（点击或清除）
- 企业的邮件连接到一个登陆页面，候选人可以更方便、快速回应企业的邮件

收费服务之三：招聘解决方案（5）

CORPORATE RECRUITING SOLUTIONS

Sales Director

YourCo - Louisville, KY or Indianapolis, IN (Greater Nashville Area)



Job Description

The Sales Director is responsible for the execution of sales strategy within a geographical region. Under the direction of the Regional Sales Director this individual is to work with and develop Account Executives in the achievement of the territory's sale quota, effective pricing and margin sustainability, regional branch relationship and lead generation, and the acquisition, development and retention of productive sales talent. He or she will provide leadership and coaching for the 17 – 22 Account Executives, role out new product and program training, and provide field sales expertise as directed. This individual reports to the Regional Sales Director and counsels with the Regional Sales Director to develop and execute on revenue plans. The incumbent will achieve success only through the success of the overall team.

Company Description

Around the world, every second of every day, YourCo makes payment transactions secure, fast and easy for merchants, financial institutions and their customers. YourCo leverages its vast product portfolio and expertise to drive customer revenue and profitability. Whether the choice of payment is by debit or credit card, gift card, check or mobile phone, online or at the checkout counter, YourCo takes every opportunity to go beyond the transaction.

Additional Information

Posted: January 26, 2011
Type: Full-time
Experience: Mid-Senior level
Functions: Management
Industries: Financial Services
Compensation: Salary plus bonuses
Job ID: 1369551

Apply Now

Request Introduction

Search More Jobs

Apply Now
Request Introduction

Save job
Share job
Follow company

Posted By

Lance Mitche (3)
VP Sales at YourCo (Hiring Manager)
Send InMail

Salary Range for Jobs Like This

	Salary	Bonus	Total Cash
25th Percentile	56,870		
50th Percentile		83,324	
75th Percentile			113,945

PayScale ?

You're Linked to YourCo

30 people in your network work at YourCo

Badra Souheil (2nd)
SVP & GM at YourCo
Send InMail

Jobs & Referral Hiring

Jobs Network

- 强大的推荐功能及病毒式传播：用户可以方便的转发职位信息，搜索器以及工作聚合器可以自动给职位编号
- 自动匹配以及精确命中：LinkedIn匹配算法可以产生50位高质量候选人，大多是被求职者
- 候选人可以了解他们是如何被找到的并快速链接到公司页面
- 职位信息可以在公司主页以及搜索结果中展现

Referral Engine

- 让员工知道本公司职位信息的发布，并且可以在所有员工的关系网中搜索候选人
- 确保匹配的正确，并允许员工推荐相关联系人
- 允许员工轻松的联系到候选人
- 制作高质量的工作流程，并且把所有的员工都转变为资源


Jobs for You Web Ads

- 自动把职位信息推广给有能力的候选人，无论他们是否在线
- 根据职业背景来锁定用户，只把广告推广给符合条件的用户
- Jobs for You 是唯一一个知道用户职业经历的职位推广工具
- 根据用户的简历自动为用户推荐相关的职位

收费服务之三：招聘解决方案（6）


CORPORATE RECRUITING SOLUTIONS

Recruitment Branding



Update your status to

"Got an awesome job."



About AT&T

For more than a century, AT&T has consistently provided innovative, reliable, high-quality products and services and excellent customer care. Today, our mission is to connect people with their world, everywhere they live and work, and do it better than anyone else. We're fulfilling this vision by creating new solutions for consumers and businesses and by driving innovation. With a powerful array of network resources that includes the nation's fastest 3G network, AT&T is a leading provider of wireless, Wi-Fi, high speed Internet and voice services. AT&T also offers advanced TV services under the AT&T, U-verse and ATT | DIRECTV brands. The company's suite of IP-based business communications services is one of the most advanced in the world. In 2009, AT&T again ranked No. 1 in the telecommunications industry on FORTUNE magazine's list of the World's Most Admired Companies.

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Lead Accountant, AT&T - Oakton, VA
Responsibilities include developing, implementing and/or maintaining one or a combination of general accounting systems. Prepares journal entries,... [more](#)


Account Manager 2-Education, AT&T - Anchorage, Alaska
Develops new accounts and maintains current accounts. May be assigned a key account, group of accounts, or specific geographic area. Fully... [more](#)


Account Manager 2-Healthcare, AT&T - Anchorage, Alaska
Develops new accounts and maintains current accounts. May be assigned a key account, group of

AT&T has **87,496** followers


[Follow Company](#) [Share](#)

How you're connected to **AT&T**

0  **154** Connections

0  **2nd** Employees in your network

70,457 Employees on LinkedIn

 [Check out insightful statistics about AT&T employees »](#)

LinkedIn Polls

What' ll be the next piece of technology that you buy?

☐ A smart phone


☐ Flat panel TV

☐ Video game system


☐ New Laptop

☐ Pez Dispenser

[Vote](#) or see results

Sponsored by 

Contact a AT&T Recruiter

 **Hoa Phu**
Lead Staffing Manager/Recruiter
[Send Hoa a message](#)

Career Pages


- 定制化信息
- 多样化的模块可以让企业品牌与众不同
- 对不同职业的用户可以展示不同的信息

Recruitment Ads

- 精确锁定目标，定向投放
- 增加企业雇主品牌的认可度

Recruitment Insights

- 可以对目标用户进行调查，以更加了解用户
- 告诉企业雇主品牌的哪些因素最吸引用户，并允许企业最大化这些因素的冲击力
- 测度企业投放的效果



- 企业介绍



- 收费服务



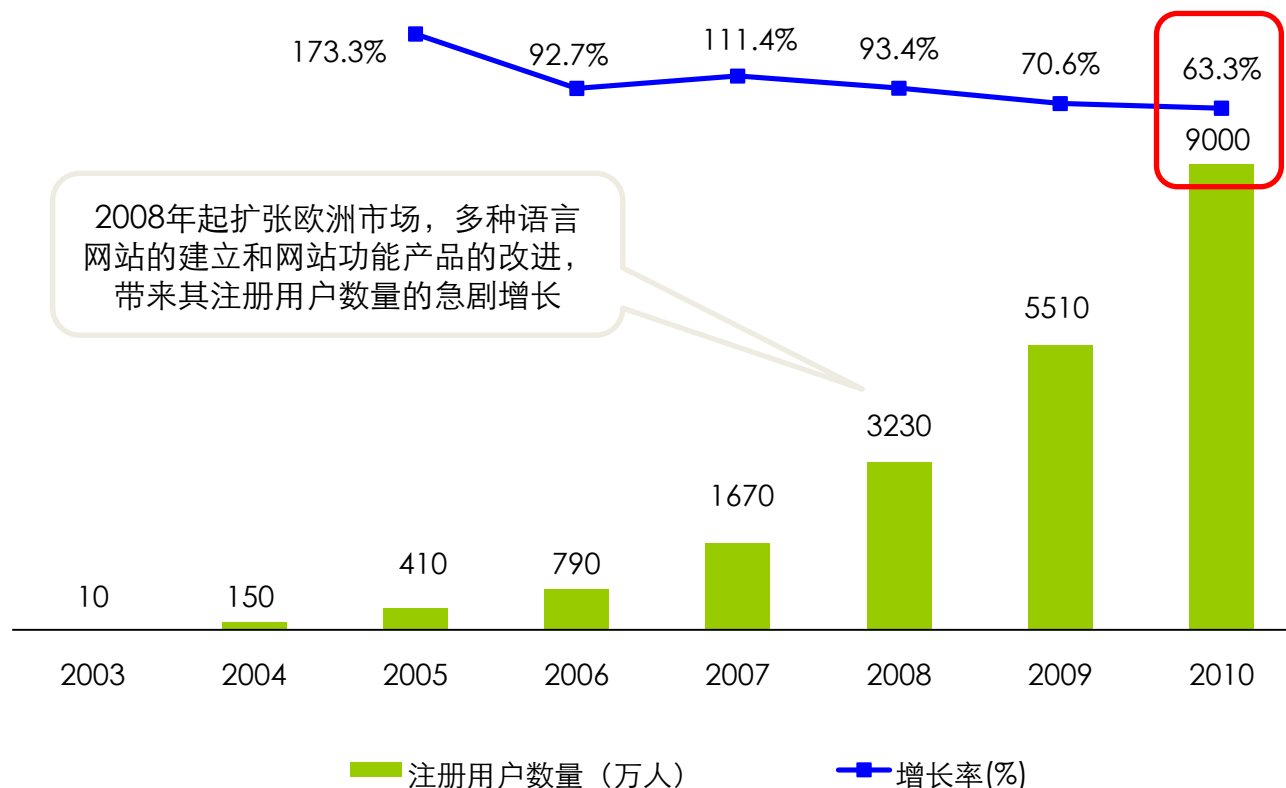
- 业务模式



- 案例启示

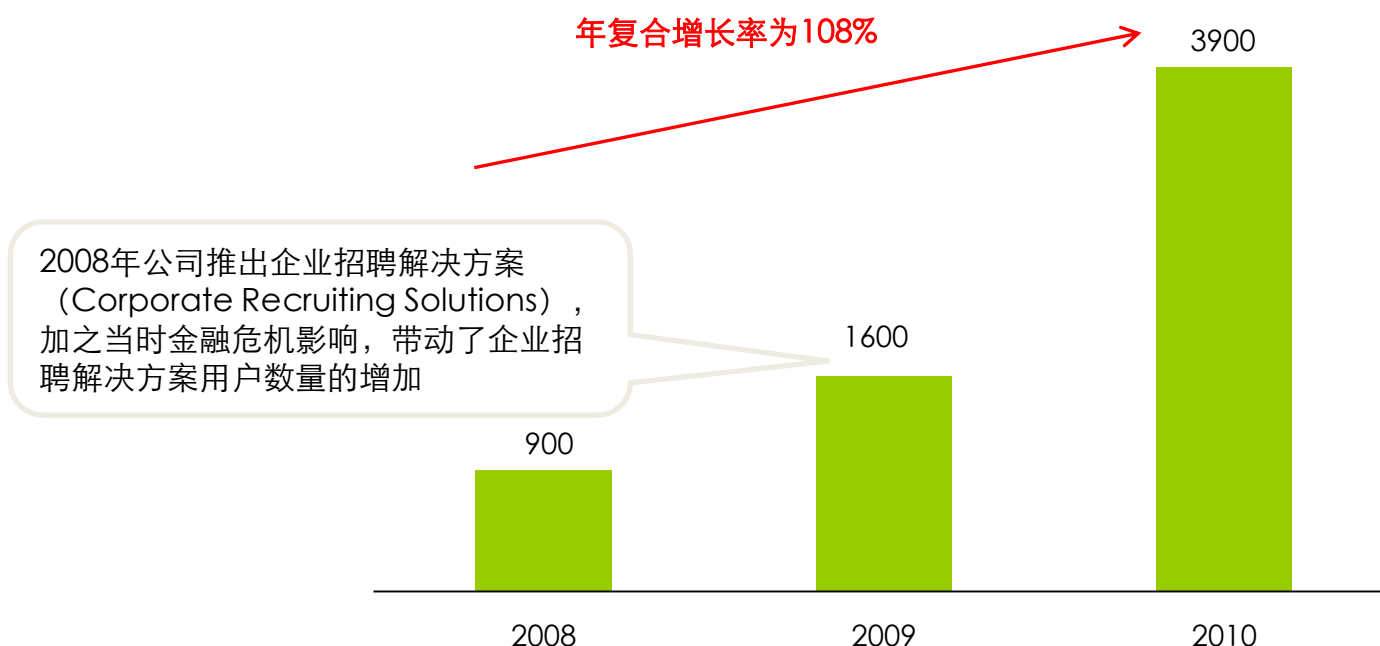
LinkedIn注册用户规模

LinkedIn注册用户增长情况



企业招聘解决方案用户规模

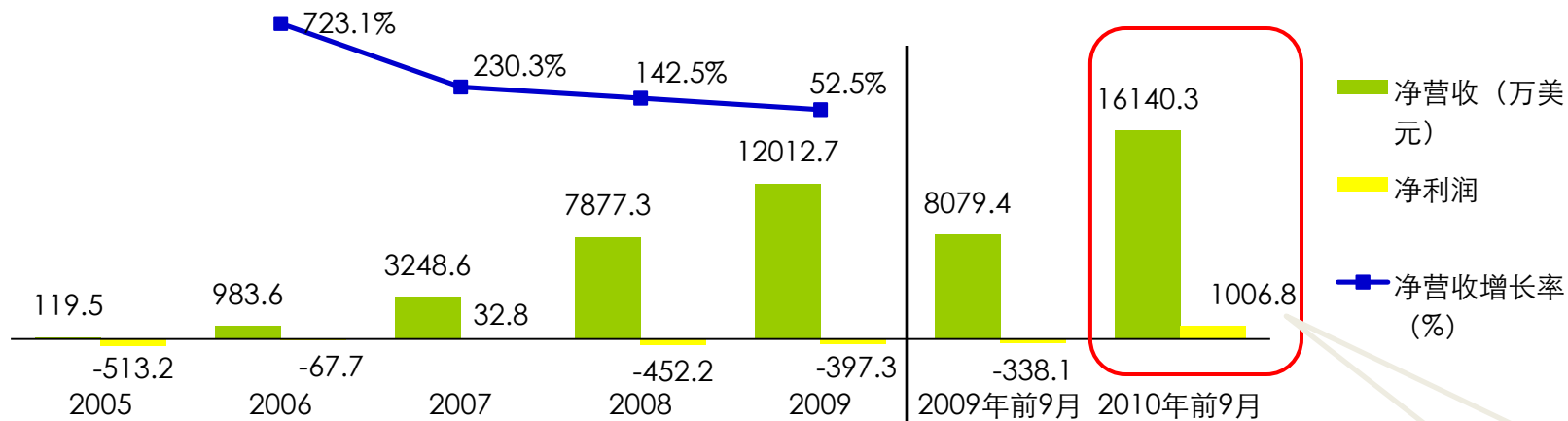
LinkedIn企业招聘解决方案用户数量（家）



注：企业招聘解决方案用户：指在监测期内，LinkedIn就其产品与之存在有效合同的企业和职业机构。

LinkedIn营收规模

2005-2010年LinkedIn净营收规模与净利润



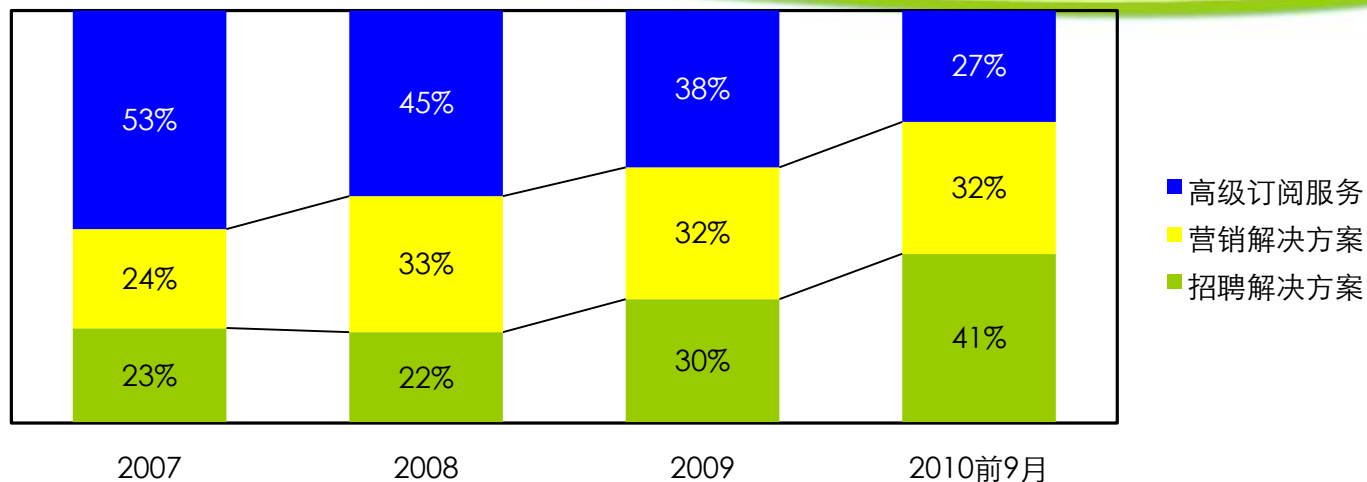
2007-2010年LinkedIn各收费服务净营收规模 (万美元)

	2007	2008	2009	2009年前9月	2010年前9月
招聘解决方案	746.7	1735.2	3613.6	2375.3	6592.6
营销解决方案	778.0	2597.2	3827.8	2382.0	5137.0
高级订阅服务	1723.9	3544.9	4571.3	3322.1	4410.7

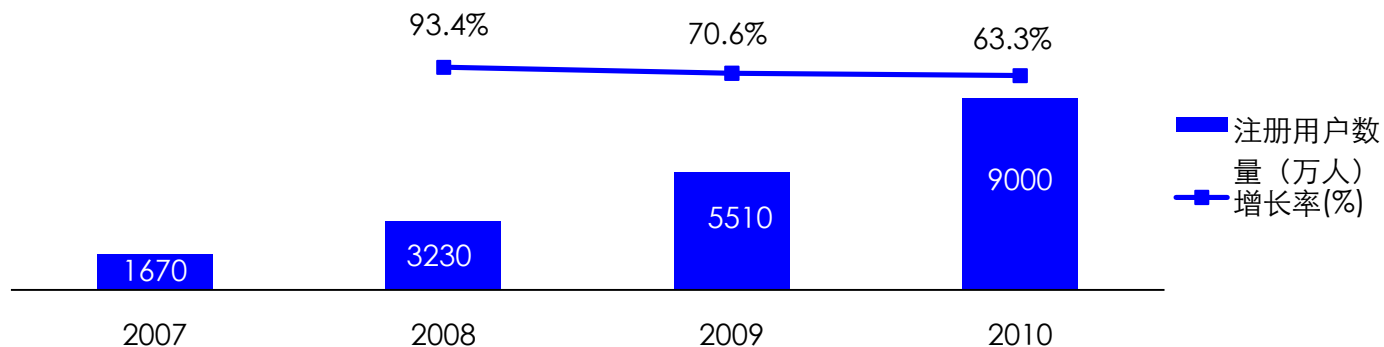
2010年LinkedIn净营收与净利润较09年都有大幅提升，主要归功于招聘解决方案净营收的增长。招聘解决方案2010年前9月的净营收较09年前9月增长了178%，在三种收费服务中增长最快。

2007-2010年LinkedIn收入结构

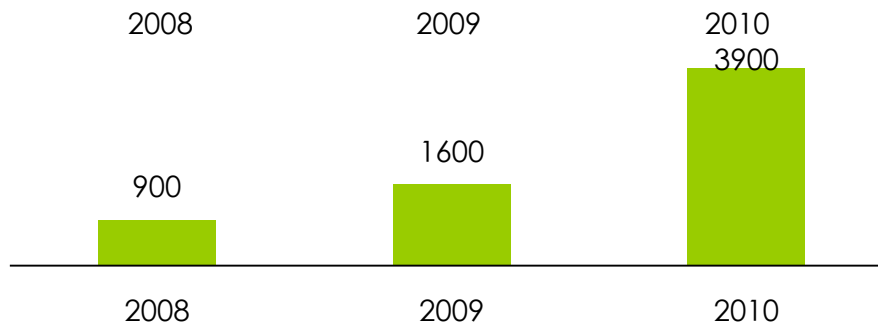
收入结构



注册用户增长情况 (万人)



企业招聘解决方案用户数量 (家)



◆ 早期主要收入来源：高级订阅服务

在LinkedIn的早期用户积累阶段（2008年前），过半以上收入主要来自于个人用户付费的高级订阅服务，这与其关注用户体验和注重产品有着紧密关联

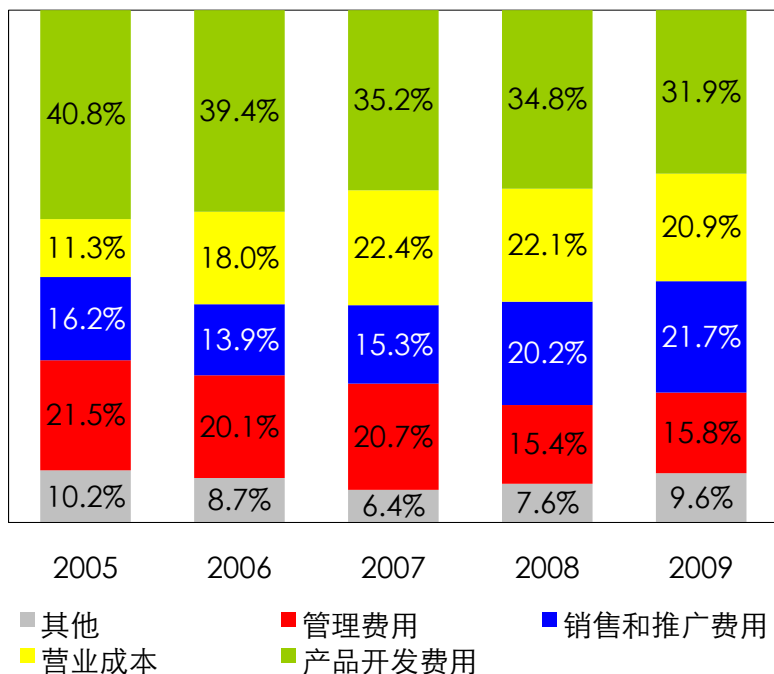
◆ 主要收入来源逐步向招聘解决方案转移

在2008年随着LinkedIn进军国际市场注册用户快速增长，其对企业的价值逐步凸显，除之前针对企业的营销解决方案外，在此前针对个人招聘解决方案基础上推出针对企业级的招聘服务，主要收入来源从高级订阅服务**转向**招聘解决方案，成为企业的主要收入来源。

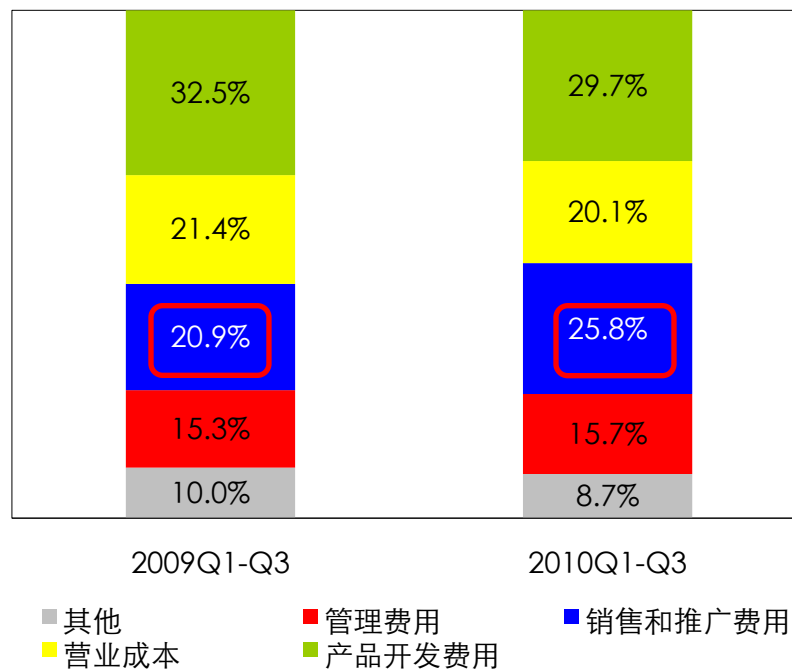
LinkedIn成本结构

- **产品开发占比最大**：虽然产品开发费用占比有所下降，但其一直都占据LinkedIn成本的主要部分，说明LinkedIn非常注重产品的投入

2005-2009年LinkedIn成本结构



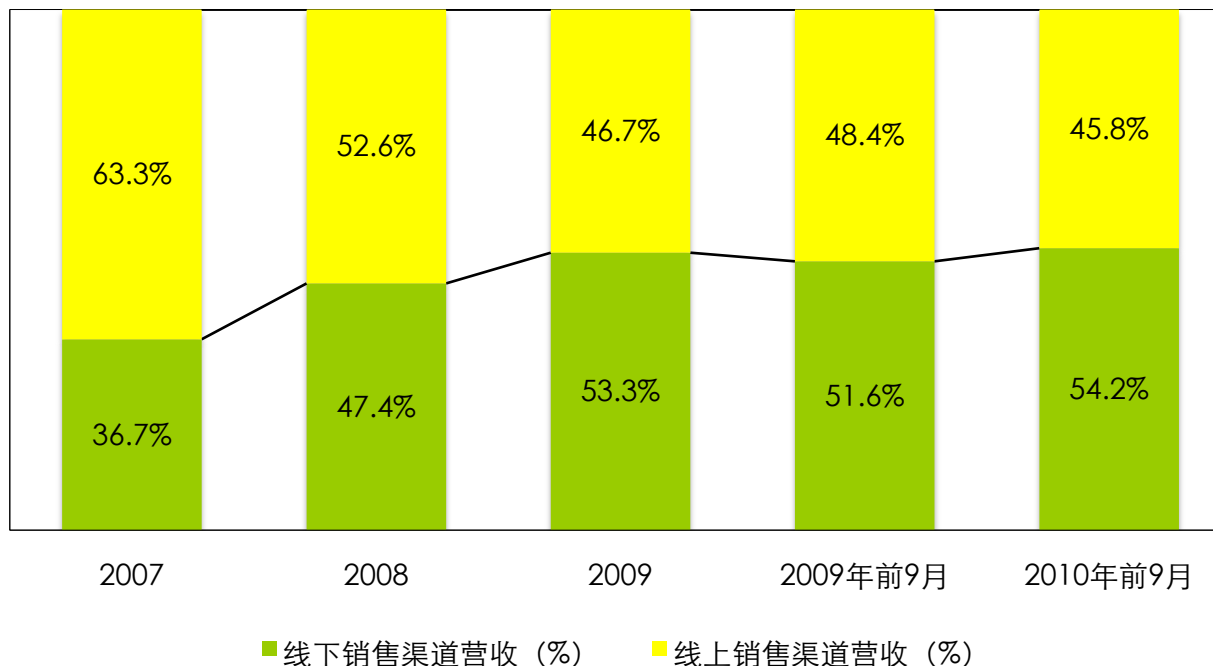
2009-2010年Q1-Q3LinkedIn成本结构




- **销售与推广费用比重逐年增加**，且2010年同比增幅加大：表明LinkedIn在注重产品开发的同时，也在不断加强产品的宣传和推广，LinkedIn表示这一趋势会继续进行下去，并将把销售与推广作为公司以后的主要投入，以扩大全球化、增加注册用户数量以及提高品牌知名度。

LinkedIn各销售渠道营收情况

2007-2010年LinkedIn各销售渠道净营收情况



线下销售净营收占比不断增长：LinkedIn销售模式有线上销售和线下销售，其中高级订阅服务完全采用线上销售，招聘解决方案和营销解决方案既采用线上销售又采用线下销售。LinkedIn营收渠道从线上销售向线下销售的转移与营销解决方案、尤其是招聘解决方案的强劲增长相呼应。



- 企业介绍



- 收费服务



- 业务模式



- 案例启示

◆ 产品细分

- 针对不同用户的需求，LinkedIn开发了不同的付费产品，如针对招聘者的Talent Finder 以及针对求职者的 Job Seeker

◆ 信息专业、丰富

- LinkedIn中有大量的信息，覆盖企业、职位、行业、专业技能等多方面
- LinkedIn中众多的专业人士为用户提供了很好的资源，用户还可以迅速拓展人脉

◆ 搜索精确、高效

- LinkedIn两个过滤器（Premium Filters 和 Talent Filters）使用户搜索时目标明确
- 针对用户的搜索需求，LinkedIn独特的匹配算法可以保证搜索结果的准确
- 一对多的邮件服务保证了企业招聘的快速
- 对搜索结果进行管理和分类，方便用户查找
- 广告有针对性的进行投放，降低了企业的成本

◆ 招聘过程信息沟通

- 病毒式的传播方式使招聘信息传播的范围更广
- 企业发送的邮件可以一直保存到用户有所反应为止
- 用户可以保存搜索结果，并且可以在有新候选人出现时得到提醒
- 用户信息、搜索结果等可以在招聘团队内实现资源共享

◆ 经济背景

- 2007-2008年正值金融危机，LinkedIn的产品模式满足了企业以及用户寻求低成本的营销以及高效招聘方式的心理需求，大大促进了其用户的增长以及知名度的提升

◆ 国外互联网环境

- 商务人士（LinkedIn用户的平均年龄在45岁）已经适应在互联网上交谈业务等
- 国外互联网已经经历 门户——视频——社交——商务社交的过程，即国外互联网已经发展到了商务社交网站的阶段，对LinkedIn来说是历史发展机遇

◆ LinkedIn自身运营

- 董事会成员人才综合，覆盖产品、运营、投资等方方面面，为LinkedIn快速发展提供了良好的基础
- 凭借创始人良好的人际关系，LinkedIn第一批用户非常优质，这批用户不断吸引新的优秀用户加入，形成了良性循环
- 非常注重研发投入，产品用户体验好，增强了注册用户的忠诚度

国内商务社交网站尚未发展起来的原因

◆ 国内互联网发展背景

- 国内互联网起步较晚，目前社交网站的需求偏重休闲娱乐，商务社交网站还处于起步阶段
- 国内的招聘网站已趋成熟，求职者或机构更倾向于选择传统招聘网站和线下招聘方式

◆ 国内网民情况

- 互联网在国内的商务人士中普及率不高，他们大多使用线下的交流方式
- 国内网民结构偏青少年（<25岁），这部分人群对互联网的需求集中在娱乐方面，商务需求不高
- 国内互联网用户大多习惯免费服务，通过用户端获取收入较为困难，对网站的前期发展较为不利

◆ 国内商务社交网站自身原因

- 缺少第一批优质用户，这是网站发展的基础
- 网站中的企业多是中小企业，招聘的职位偏中低型，对用户吸引不高
- 自身产品大多直接引进国外模式，没有根据国内网民特点实现本土化运营
- 用户信息的真实度让人质疑

◆ 提高用户体验

- 通过对比国内招聘网站与LinkedIn成本结构，发现国内的招聘网站大多不注重用户体验，而过多关注企业营销。招聘网站可以在其品牌拥有一定知名度的基础上注重提升用户体验，从而从竞争中脱颖而出，吸引大量用户

◆ 增加产品投入

- 目前国内招聘网站的产品及其功能比较单，而招聘企业以及求职者的需求是多方面的。招聘网站可以借鉴LinkedIn的产品特点，适当增加产品投入，丰富现有产品的功能，开发新的产品形态，以更好的满足招聘企业以及求职者的需求

◆ 提高匹配度

- 传统网络招聘服务匹配度较低，招聘网站可以增加一些新的功能，如站内信（企业和求职者可以直接沟通）、个人档案（企业可以直接了解求职者的相关经历）以及认证制度（保证用户信息的真实性），来提高招聘信息的匹配度

◆ 深入研究用户需求，发展高端招聘业务

- 通过对国内招聘网站营收结构的研究发现，针对低端职位招聘的网络招聘服务是其主要收入，针对高端职位招聘的猎头服务营收占比则不断减少。LinkedIn高端招聘业务发展较好主要是因为其根据用户希望联系以前的同事、同学的需求推出的个人档案，为招聘企业寻找“被动候选人”提供了很好的资源。招聘网站可以在深入研究目标用户需求基础上，采取适当的方式吸引高端用户，促进高端招聘业务的发展

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