[Template:Use American English](/wiki/Template:Use_American_English" \o "Template:Use American English) [Template:Use mdy dates](/wiki/Template:Use_mdy_dates) [Template:Infobox dot-com company](/wiki/Template:Infobox_dot-com_company)

**LinkedIn** ([Template:IPAc-en](/wiki/Template:IPAc-en); stylised as **Linkedin**) is a business-oriented [social networking service](/wiki/Social_networking_service). Founded on December 14, 2002,[[1]](#cite_note-1) and launched on May 5, 2003,[[2]](#cite_note-2) it is mainly used for [professional networking](/wiki/Professional_network). As of 2015, most of the site's revenue came from [selling](/wiki/Sales) access to [information](/wiki/Information) about its users to recruiters and sales professionals.[[3]](#cite_note-3) As of March 2016, LinkedIn has more than 433 million users, out of which more than [106 million are active](/wiki/List_of_virtual_communities_with_more_than_100_million_active_users).[[4]](#cite_note-4) Based in the [United States](/wiki/List_of_companies_of_the_United_States), the site is, as of 2013, available in 24 languages,<ref name=hempel2013/> including [Arabic](/wiki/Arabic_language), [Chinese](/wiki/Chinese_language), [English](/wiki/English_language), [French](/wiki/French_language), [German](/wiki/German_language), [Italian](/wiki/Italian_language), [Portuguese](/wiki/Portuguese_language), [Spanish](/wiki/Spanish_language), [Dutch](/wiki/Dutch_language), [Swedish](/wiki/Swedish_language), [Danish](/wiki/Danish_language), [Romanian](/wiki/Romanian_language), [Russian](/wiki/Russian_language), [Turkish](/wiki/Turkish_language), [Japanese](/wiki/Japanese_language), [Czech](/wiki/Czech_language), [Polish](/wiki/Polish_language), [Korean](/wiki/Korean_language), [Indonesian](/wiki/Indonesian_language), [Malay](/wiki/Malay_language), and [Tagalog](/wiki/Tagalog_language).[[5]](#cite_note-5)[[6]](#cite_note-6) LinkedIn filed for an [initial public offering](/wiki/Initial_public_offering) in January 2011 and traded its first shares on May 19, 2011, under the [NYSE](/wiki/New_York_Stock_Exchange) [symbol](/wiki/Ticker_symbol) "LNKD".[[7]](#cite_note-7) On June 13, 2016, [Microsoft](/wiki/Microsoft) announced it will acquire LinkedIn for $26.2 billion, a deal expected to be completed by the end of 2016.[[8]](#cite_note-8)[[9]](#cite_note-9)[Template:Update after](/wiki/Template:Update_after)

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## Company overview[[edit](/index.php?title=(none)&action=edit&section=1)]

[thumb|left|LinkedIn headquarters on Stierlin Court in](/wiki/File:LinkedIn_Headquarters_Mountain_View.jpg) [Mountain View, CA](/wiki/Mountain_View,_California) LinkedIn is [headquartered](/wiki/Corporate_headquarters) in [Mountain View, California](/wiki/Mountain_View,_California#Economy), with offices in [Omaha](/wiki/Economy_of_Omaha,_Nebraska#Telecommunications_and_information_technology), [Chicago](/wiki/Economy_of_Chicago), [Los Angeles](/wiki/Los_Angeles#Economy), [New York](/wiki/Economy_of_New_York_(state)), [San Francisco](/wiki/San_Francisco#Economy), [Washington](/wiki/Economy_of_Washington_(state)), [Sao Paulo](/wiki/Economy_of_Sao_Paulo), [London](/wiki/Economy_of_London), [Dublin](/wiki/Economy_of_Dublin#ICT_Sector), [Amsterdam](/wiki/Amsterdam#Economy), [Milan](/wiki/Economy_of_Milan), [Paris](/wiki/Economy_of_Paris), [Munich](/wiki/Munich#Economy), [Madrid](/wiki/Economy_of_Madrid), [Stockholm](/wiki/Stockholm#Economy), [Singapore](/wiki/Economy_of_Singapore), [Hong Kong](/wiki/Economy_of_Hong_Kong), [China](/wiki/Economy_of_China), [Japan](/wiki/Economy_of_Japan), [Australia](/wiki/Economy_of_Australia), [Canada](/wiki/Economy_of_Canada), [India](/wiki/Economy_of_India) and [Dubai](/wiki/Economy_of_Dubai).

In January 2016, the [company](/wiki/Company) had around 9,200 [employees](/wiki/Employment).[[10]](#cite_note-10) LinkedIn's [CEO](/wiki/Chief_executive_officer) is [Jeff Weiner](/wiki/Jeff_Weiner),<ref name=hempel2013>[Template:Cite news](/wiki/Template:Cite_news)</ref> previously a [Yahoo! Inc.](/wiki/Yahoo!) executive. Founder [Reid Hoffman](/wiki/Reid_Hoffman), previously CEO of LinkedIn, is Chairman of the Board.<ref name=hempel2013/>[[11]](#cite_note-11) It is funded by [Sequoia Capital](/wiki/Sequoia_Capital), [Greylock](/wiki/Greylock_Partners), [Bain Capital Ventures](/wiki/Bain_Capital_Ventures),[[12]](#cite_note-12) [Bessemer Venture Partners](/wiki/Bessemer_Venture_Partners) and the European Founders Fund.[[13]](#cite_note-13) LinkedIn reached profitability in March 2006.[[14]](#cite_note-14) Through January 2011, the company had received a total of $103 million of [investment](/wiki/Investment).[[15]](#cite_note-15)

## History[[edit](/index.php?title=(none)&action=edit&section=2)]

[Template:Further](/wiki/Template:Further)

### Founding to 2010[[edit](/index.php?title=(none)&action=edit&section=3)]

The company was founded by [Reid Hoffman](/wiki/Reid_Hoffman) and founding team members from [PayPal](/wiki/PayPal) and Socialnet.com (Allen Blue, Eric Ly, Jean-Luc Vaillant, Lee Hower, Konstantin Guericke, Stephen Beitzel, David Eves, Ian McNish, Yan Pujante). In late 2003, Sequoia Capital led the Series A investment in the company.[[16]](#cite_note-16) In June 2008, Sequoia Capital, Greylock Partners, and other [venture capital](/wiki/Venture_capital) firms purchased a 5% [stake](/wiki/Equity_(finance)) in the company for $53 million, giving the company a [post-money valuation](/wiki/Post-money_valuation) of approximately $1 billion.[[17]](#cite_note-17) In 2006, LinkedIn reached 20 million members.[[18]](#cite_note-18) In 2010, LinkedIn opened an International Headquarters in Dublin, [Ireland](/wiki/Economy_of_the_Republic_of_Ireland#Information_and_communications_technology),[[19]](#cite_note-19) received a $20 million investment from [Tiger Global Management LLC](/wiki/Tiger_Management) at a valuation of approximately $2 billion,[[20]](#cite_note-20) and announced its first acquisition, Mspoke,[[21]](#cite_note-21) and improved its 1% [premium](/wiki/Premium_(marketing)) [subscription](/wiki/Subscription_business_model) ratio.[[22]](#cite_note-22) In October of that year Silicon Valley Insider ranked the company No. 10 on its Top 100 List of most valuable start ups.[[23]](#cite_note-23) By December, the company was valued at $1.575 billion in private markets.[[24]](#cite_note-24)

### 2011 to present[[edit](/index.php?title=(none)&action=edit&section=4)]

[thumb|LinkedIn office building at](/wiki/File:222secondStreet.jpg) [222 Second Street](/wiki/222_Second_Street) in San Francisco (opened in March 2016) [thumb|LinkedIn Office in Toronto.](/wiki/File:LinkedInOfficeToronto2.jpg)

LinkedIn filed for an initial public offering in January 2011. The company traded its first shares on May 19, 2011, under the NYSE symbol "LNKD", at $45 per share. Shares of LinkedIn rose as much as 171 percent in their first day of trade on the New York Stock Exchange and closed at $94.25, more than 109 percent above [IPO](/wiki/Initial_public_offering) price. Shortly after the IPO, the site's underlying [infrastructure](/wiki/Wikt:infrastructure#Noun) was revised to allow accelerated revision-release cycles.<ref name=hempel2013/>

In 2011, LinkedIn earned $154.6 million in [advertising](/wiki/Advertising) revenue alone, surpassing [Twitter](/wiki/Twitter), which earned $139.5 million.[[25]](#cite_note-25) LinkedIn’s fourth-[quarter](/wiki/Quarterly_finance_report) 2011 earnings soared because of the company's increase in success in the social media world.[[26]](#cite_note-26) By this point, LinkedIn had about 2,100 full-time employees compared to the 500 that it had in 2010.[[27]](#cite_note-27) In Q2 2012, LinkedIn leased 57,120 square feet on three floors of the [One Montgomery Tower](/wiki/One_Montgomery_Tower) building in the [Financial District of San Francisco](/wiki/Financial_District,_San_Francisco), which was expanded to 135,000 square feet by 2014.[[28]](#cite_note-28)[[29]](#cite_note-29) In May 2012, LinkedIn announced its 2012 Q1 revenues were up to $188.5 million compared to $93.9 million in Q1 2011. Net income increased 140% over Q1 2011 to $5 million. Revenue for Q2 was estimated to be between $210 to $215 million.[[30]](#cite_note-30) In November 2012, LinkedIn released their third quarter earnings, reporting [earnings-per-share](/wiki/Earnings_per_share) of $0.22 on revenue of $252 million. As a result of these numbers, LinkedIn's [stock](/wiki/Stock) increased in [value](/wiki/Valuation_(finance)), [trading](/wiki/Trade_(financial_instrument)) at roughly $112 a share.[[31]](#cite_note-31) In April 2014, it was announced that LinkedIn had leased [222 Second Street](/wiki/222_Second_Street), a 26-story building under construction in [San Francisco's SoMa](/wiki/South_of_Market,_San_Francisco) district, to accommodate up to 2,500 of its employees,[[29]](#cite_note-29) with the lease covering 10 years.[[10]](#cite_note-10) The goal was to join all San Francisco based staff (1,250 as of January 2016) in one building, bring sales and [marketing](/wiki/Marketing) employees together with the [research and development](/wiki/Research_and_development) team.[[10]](#cite_note-10) They started to move in in March 2016.[[10]](#cite_note-10) In February 2016, following an [earnings](/wiki/Earnings) report, LinkedIn's shares dropped 43.6% within a single day, down to $108.38 per share. LinkedIn lost $10 billion of its [market capitalization](/wiki/Market_capitalization) that day.[[32]](#cite_note-32)[[33]](#cite_note-33) On June 13, 2016, [Microsoft](/wiki/Microsoft) announced it would acquire LinkedIn for $196 a share, a total value of $26.2 billion and the largest [acquisition made by Microsoft](/wiki/List_of_mergers_and_acquisitions_by_Microsoft) to date. The acquisition will be an all-cash, debt-financed transaction. Microsoft will allow LinkedIn to "retain its distinct brand, culture and independence", with Weiner to remain as CEO, who will then report to Microsoft CEO [Satya Nadella](/wiki/Satya_Nadella). Analysts believe Microsoft saw the opportunity to integrate LinkedIn with its [Office product suite](/wiki/Microsoft_Office) to help better integrate the professional network system with its [products](/wiki/Product_(business)). The deal is expected to be complete by the end of 2016.[[9]](#cite_note-9)

### Acquisitions[[edit](/index.php?title=(none)&action=edit&section=5)]

In July 2012, LinkedIn acquired 15 key [Digg](/wiki/Digg) [patents](/wiki/Patent) for $4 million including a "[click a button to vote up a story](/wiki/Like_button)" patent.[[34]](#cite_note-34)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Number** | **Acquisition date** | **Company** | **Business** | **Country** | **Price** | **Description** | **Ref.** |
| 1 | [Template:Dts](/wiki/Template:Dts) | mspoke | Adaptive personalization of content | [Template:Flag](/wiki/Template:Flag) | $0.6 million[[35]](#cite_note-35) | LinkedIn Recommendations | [[36]](#cite_note-36) |
| 2 | [Template:Dts](/wiki/Template:Dts) | ChoiceVendor | Social B2B Reviews | [Template:Flag](/wiki/Template:Flag) | $3.9 million[[37]](#cite_note-37) | Rate and review B2B service providers | [[38]](#cite_note-38) |
| 3 | [Template:Dts](/wiki/Template:Dts) | CardMunch | Social Contacts | [Template:Flag](/wiki/Template:Flag) | $1.7 million[[35]](#cite_note-35) | Scan and import business cards | [[39]](#cite_note-39) |
| 4 | [Template:Dts](/wiki/Template:Dts) | Connected | Social CRM | [Template:Flag](/wiki/Template:Flag) | - | LinkedIn Connected | [[40]](#cite_note-40) |
| 5 | [Template:Dts](/wiki/Template:Dts) | IndexTank | Social search | [Template:Flag](/wiki/Template:Flag) | - | LinkedIn Search | [[41]](#cite_note-41) |
| 6 | [Template:Dts](/wiki/Template:Dts) | Rapportive | Social Contacts | [Template:Flag](/wiki/Template:Flag) | $15 million[[42]](#cite_note-42) | - | [[43]](#cite_note-43) |
| 7 | [Template:Dts](/wiki/Template:Dts) | [SlideShare](/wiki/SlideShare) | Social Content | [Template:Flag](/wiki/Template:Flag) | $119 million | Give LinkedIn members a way to discover people through content | [[44]](#cite_note-44) |
| 8 | [Template:Dts](/wiki/Template:Dts) | [Pulse](/wiki/Pulse_(Application)) | Web / Mobile newsreader | [Template:Flag](/wiki/Template:Flag) | $90 million | Definitive professional publishing platform | [[45]](#cite_note-45) |
| 9 | [Template:Dts](/wiki/Template:Dts) | [Bright.com](/wiki/Bright.com) | Job Matching | [Template:Flag](/wiki/Template:Flag) | $120 million |  | [[46]](#cite_note-46) |
| 10 | [Template:Dts](/wiki/Template:Dts) | Newsle | Web application | [Template:Flag](/wiki/Template:Flag) | - | Allows users to follow real news about their Facebook friends, LinkedIn contacts, and public figures. | [[47]](#cite_note-47) |
| 11 | [Template:Dts](/wiki/Template:Dts) | Bizo | Web application | [Template:Flag](/wiki/Template:Flag) | $175 million | Helps advertisers reach businesses and professionals | [[48]](#cite_note-48) |
| 12 | [Template:Dts](/wiki/Template:Dts) | Careerify | Web application | [Template:Flag](/wiki/Template:Flag) | - | Helps businesses hire people using social media | [[49]](#cite_note-49) |
| 13 | [Template:Dts](/wiki/Template:Dts) | Refresh.io | Web application | [Template:Flag](/wiki/Template:Flag) | - | Surfaces insights about people in your networks right before you meet them | [[50]](#cite_note-50) |
| 14 | [Template:Dts](/wiki/Template:Dts) | [Lynda.com](/wiki/Lynda.com) | eLearning | [Template:Flag](/wiki/Template:Flag) | $1.5 billion[[51]](#cite_note-51) | Lets users learn business, technology, software, and creative skills through videos | [[52]](#cite_note-52) |
| 15 | [Template:Dts](/wiki/Template:Dts) | Fliptop | Predictive Sales and Marketing Firm | [Template:Flag](/wiki/Template:Flag) | - | Using data science to help companies close more sales | [[53]](#cite_note-53) |
| 16 | [Template:Dts](/wiki/Template:Dts) | Connectifier | Web application | [Template:Flag](/wiki/Template:Flag) | - | Helps companies with their recruiting | [[54]](#cite_note-54) |

### Lawsuit[[edit](/index.php?title=(none)&action=edit&section=6)]

In 2013, a [class action](/wiki/Class_action) [lawsuit](/wiki/Lawsuit) was filed against the company, accusing it of automatically sending invitations to contacts in a user's [email address](/wiki/Email_address) book without permission. The court agreed with LinkedIn that permission had in fact been given for invitations to be sent, but *not* for the two further reminder [emails](/wiki/Email).[[55]](#cite_note-55) LinkedIn settled the lawsuit in 2015 for $13 million.[[56]](#cite_note-56)

## Membership[[edit](/index.php?title=(none)&action=edit&section=7)]

As of 2015, LinkedIn has more than 400 million members in over 200 countries and territories.[[57]](#cite_note-57) It is significantly ahead of its competitors [Viadeo](/wiki/Viadeo) (50 million)[[58]](#cite_note-58) and [XING](/wiki/XING) (10 million).[[59]](#cite_note-59) Its membership grows by approximately two new members every second.[[60]](#cite_note-60)

### User profile network[[edit](/index.php?title=(none)&action=edit&section=8)]

The basic functionality of LinkedIn allows users (workers and employers) to create [profiles](/wiki/User_profile) and "connections" to each other in an [online](/wiki/Online_and_offline) [social network](/wiki/Social_network) which may represent real-world [professional relationships](/wiki/Business_relations). Users can invite anyone (whether a site user or not) to become a connection. However, if the invitee selects "I don't know" or "[Spam](/wiki/Spamming)", this counts against the inviter. If the inviter gets too many of such responses, the [account](/wiki/User_(computing)) may be [restricted or closed](/wiki/Block_(Internet)).[[61]](#cite_note-61) This list of connections can then be used in a number of ways:

* Obtaining introductions to the connections of connections (termed *second-degree connections*) and connections of second-degree connections (termed *third-degree connections*)
* Users can search for second-degree connections who work at a specific company they are interested in, and then ask a specific first-degree connection in common for an introduction[[62]](#cite_note-62)\* Users can [find jobs](/wiki/Job_hunting), people and business opportunities recommended by someone in one's contact network.
* Employers can list [jobs](/wiki/Job) and search for potential candidates.
* Job seekers can review the profile of hiring managers and discover which of their existing contacts can introduce them.
* Users can post their own photos and view photos of others to aid in identification.
* Users can follow different companies and can receive notifications about the new joining[Template:Clarify](/wiki/Template:Clarify) and offers available.
* Users can save (i.e. bookmark) jobs that they would like to [apply](/wiki/Application_for_employment) for.
* Users can "like" and "congratulate" each other's updates and new employments.
* Users can wish each other a happy birthday.
* Users can see who has visited their profile page.

The "gated-access approach" (where contact with any professional requires either an existing relationship, or the intervention of a contact of theirs) is intended to build trust among the service's users. LinkedIn participates in the EU's [International Safe Harbor Privacy Principles](/wiki/International_Safe_Harbor_Privacy_Principles)

### Security and technology[[edit](/index.php?title=(none)&action=edit&section=9)]

In June 2012, [cryptographic hashes](/wiki/Cryptographic_hash_function) of approximately 6.4 million LinkedIn user [passwords](/wiki/Password) were [stolen](/wiki/Computer_crime) by [hackers](/wiki/Hacker_(computer_security)) who then published the stolen hashes online.[[63]](#cite_note-63) This action is known as the [2012 LinkedIn hack](/wiki/2012_LinkedIn_hack). In response to the incident, LinkedIn asked its users to change their passwords. [Security experts](/wiki/White_hat_(computer_security)) criticized LinkedIn for not [salting](/wiki/Salt_(cryptography)) their password file and for using a single iteration of [SHA-1](/wiki/SHA-1).[[64]](#cite_note-64) On May 31, 2013 LinkedIn added [two-factor authentication](/wiki/Two-factor_authentication), an important [security](/wiki/Computer_security) enhancement for preventing hackers from gaining access to accounts.[[65]](#cite_note-65) In May 2016, 117 million LinkedIn usernames and passwords were offered for sale online for the equivalent of $2,200.[[66]](#cite_note-66) These account details are believed to be sourced from the original 2012 LinkedIn hack, in which the number of user IDs stolen had been underestimated.

To handle the large volume of emails sent to its users every day with notifications for messages, profile views, important happenings in their network, and other things, LinkedIn uses the Momentum email platform from [Message Systems](/wiki/Message_Systems).[[67]](#cite_note-67)

### Applications[[edit](/index.php?title=(none)&action=edit&section=10)]

In October 2008, LinkedIn enabled an "applications platform" that allows other online services to be embedded within a member's profile page. Among the initial applications were an [Amazon](/wiki/Amazon.com) Reading List that allows LinkedIn members to display books they are reading, a connection to Tripit, and a [Six Apart](/wiki/Six_Apart), [WordPress](/wiki/WordPress) and [TypePad](/wiki/TypePad) application that allows members to display their latest blog postings within their LinkedIn profile.[[68]](#cite_note-68) In November 2010, LinkedIn allowed businesses to list products and services on company profile pages; it also permitted LinkedIn members to "recommend" products and services and write reviews.[[69]](#cite_note-69)

### Mobile[[edit](/index.php?title=(none)&action=edit&section=11)]

A mobile version of the site was launched in February 2008, which gives access to a reduced feature set over a [mobile phone](/wiki/Mobile_phone). The mobile service is available in six languages: Chinese, English, French, German, Japanese and Spanish.[[70]](#cite_note-70) In January 2011, LinkedIn acquired CardMunch, a [mobile app](/wiki/Mobile_app) maker that scans [business cards](/wiki/Business_card) and converts into contacts.[[71]](#cite_note-71) In June 2013, CardMunch was noted as an available LinkedIn app.<ref name=hempel2013/> In August 2011, LinkedIn revamped its mobile applications on the [iPhone](/wiki/IPhone), [Android](/wiki/Android_(operating_system)) and [HTML5](/wiki/HTML5). At the time, [mobile page](/wiki/Mobile_Web) views of the application were increasing roughly 400% year over year according to CEO Jeff Weiner.[[72]](#cite_note-72) In October 2013, LinkedIn announced a service for iPhone users called "Intro", which inserts a thumbnail of a person's LinkedIn profile in correspondence with that person when reading mail messages in the native iOS [Mail program](/wiki/Mail_(Apple)).[[73]](#cite_note-73) This is accomplished by re-routing all emails from and to the iPhone through LinkedIn [servers](/wiki/Server_(computing)), which security firm Bishop Fox asserts has serious [privacy implications](/wiki/Privacy_issues_of_social_networking_sites), violates many organizations' [security policies](/wiki/Security_policy), and resembles a [man-in-the-middle attack](/wiki/Man-in-the-middle_attack).[[74]](#cite_note-74)[[75]](#cite_note-75)

### Groups[[edit](/index.php?title=(none)&action=edit&section=12)]

LinkedIn also supports the formation of interest groups, and as of March 29, 2012 there are 1,248,019 such groups whose membership varies from 1 to 744,662.<ref name=autogenerated1>[Template:Cite web](/wiki/Template:Cite_web)</ref>[[76]](#cite_note-76) The majority of the largest groups are employment related, although a very wide range of topics are covered mainly around professional and career issues, and there are currently[Template:When](/wiki/Template:When) 128,000 groups for both academic and corporate alumni.[Template:Citation needed](/wiki/Template:Citation_needed)

Groups support a limited form of discussion area, moderated by the group owners and managers.[[77]](#cite_note-77) Since groups offer the ability to reach a wide audience without so easily falling foul of [anti-spam solutions](/wiki/Anti-spam_techniques), there is a constant stream of spam postings, and there now exist a range of firms who offer a spamming service for this very purpose. LinkedIn has devised a few mechanisms to reduce the volume of spam,[[78]](#cite_note-78) but recently[Template:When](/wiki/Template:When) took the decision to remove the ability of group owners to inspect the email address of new members in order to determine if they were spammers.[Template:Citation needed](/wiki/Template:Citation_needed) Groups also keep their members informed through emails with updates to the group, including most talked about discussions within your professional circles.[[79]](#cite_note-79)[[80]](#cite_note-80) Groups may be private, accessible to members only or may be open to Internet users in general to read, though they must join in order to post messages.

In December 2011, LinkedIn announced that they are rolling out polls to groups.[[81]](#cite_note-81) In November 2013, LinkedIn announced the addition of Showcase Pages to the platform.[[82]](#cite_note-82) In 2014, LinkedIn announced they were going to be removing Product and Services Pages[[83]](#cite_note-83) paving the way for a greater focus on Showcase Pages.[[84]](#cite_note-84)

### Job listings[[edit](/index.php?title=(none)&action=edit&section=13)]

LinkedIn allows users to research companies with which they may be interested in working. When typing the name of a given company in the search box, statistics about the company are provided. These may include the ratio of female to male employees, the percentage of the most common titles/positions held within the company, the location of the company's headquarters and offices, or a list of present and former employees.

In July 2011, LinkedIn launched a new feature allowing companies to include an "Apply with LinkedIn" button on job listing pages.<ref name=Plugin>Colleen Taylor, GigaOm. "[LinkedIn launches job application plugin](http://gigaom.com/2011/07/25/apply-with-linkedin-button-launches/)." July 25, 2009. Retrieved July 25, 2011.</ref> The new plugin will allow potential employees to apply for positions using their LinkedIn profiles as resumes. All applications will also be saved under a "Saved Jobs" tab.<ref name=Plugin/>

### Online recruiting[[edit](/index.php?title=(none)&action=edit&section=14)]

Job recruiters, head hunters, and personnel HR are increasingly using LinkedIn as a source for finding potential candidates. By using the Advanced search tools, recruiters can find members matching their specific key words with a click of a button. They then can reach out to those members by sending a request to connect or by sending InMail about a specific job opportunity he or she may have. Recruiters also often join industry based groups on LinkedIn to create connections with professionals in that line of business.[[85]](#cite_note-85)

### Skills[[edit](/index.php?title=(none)&action=edit&section=15)]

Since September 2012, LinkedIn has allowed users to "endorse" each other's skills. This feature also allows users to efficiently provide commentary on other users profiles – network building is reinforced. However, there is no way of flagging anything other than positive content.[[86]](#cite_note-86) LinkedIn solicits endorsements based on algorithms that generate skills members might have. Members cannot opt out of such solicitations, with the result that it sometimes appears that a member is soliciting an endorsement for a non-existent skill.[[87]](#cite_note-87)

### Publishing platform[[edit](/index.php?title=(none)&action=edit&section=16)]

LinkedIn continues to add different services to its platform to expand the ways that people use it. On May 7, 2015, LinkedIn added an analytics tool to its publishing platform. The tool allows authors to better track traffic that their posts receive.[[88]](#cite_note-88)

### Influencers[[edit](/index.php?title=(none)&action=edit&section=17)]

The LinkedIn Influencers program launched in October 2012 and features global thought leaders that share their professional insights with LinkedIn's members. As of May 2016, there are 750+ Influencers, approximately 74% of which are male.[[89]](#cite_note-89) The program is invite-only and features leaders from a range of industries including [Richard Branson](/wiki/Richard_Branson), [Narendra Modi](/wiki/Narendra_Modi), [Arianna Huffington](/wiki/Arianna_Huffington), [Greg McKeown](/wiki/Greg_McKeown), [Rahm Emanuel](/wiki/Rahm_Emanuel), [Jamie Dimon](/wiki/Jamie_Dimon), [Martha Stewart](/wiki/Martha_Stewart), [Deepak Chopra](/wiki/Deepak_Chopra), [Jack Welch](/wiki/Jack_Welch), and [Bill Gates](/wiki/Bill_Gates).[[90]](#cite_note-90)[[91]](#cite_note-91)

### Advertising and for-pay research[[edit](/index.php?title=(none)&action=edit&section=18)]

In mid-2008, LinkedIn launched LinkedIn DirectAds as a form of sponsored advertising.[[92]](#cite_note-92) In October 2008, LinkedIn revealed plans to open its social network of 30 million professionals globally as a potential sample for business-to-business research. It is testing a potential social network revenue model - research that to some appears more promising than advertising.[[93]](#cite_note-93) On July 23, 2013, LinkedIn announced their Sponsored Updates ad service. Individuals and companies can now pay a fee to have LinkedIn sponsor their content and spread it to their user base. This is a common way for social media sites such as LinkedIn to generate revenue.[[94]](#cite_note-94)

## Future plans[[edit](/index.php?title=(none)&action=edit&section=19)]

### Economic graph[[edit](/index.php?title=(none)&action=edit&section=20)]

Inspired by [Facebook's](/wiki/Facebook) "[social graph](/wiki/Social_graph)", LinkedIn CEO Jeff Weiner set a goal in 2012 to create an "economic graph" within a decade.<ref name=KovachBI>Steve Kovach for Business Insider. Nov. 27, 2012 [Jeff Weiner Just Revealed A Surprising Long-Term Vision For LinkedIn](http://www.businessinsider.com/linkedin-ceo-heres-what-linkedin-will-look-like-in-five-years-2012-11)</ref> The goal is to create a comprehensive digital map of the world economy and the connections within it.[[95]](#cite_note-95) The economic graph was to be built on the company's current platform with data nodes including companies, jobs, skills, volunteer opportunities, educational institutions, and content.<ref name=ForbesGraph>Tomio Geron for Forbes. September 9, 2013. [Jeff Weiner: LinkedIn Is Building A Massive Global 'Economic Graph'](http://www.forbes.com/sites/tomiogeron/2013/09/09/jeff-weiner-linkedin-is-building-a-massive-global-economic-graph/)</ref>[[96]](#cite_note-96)[[97]](#cite_note-97) They have been hoping to include all the job listings in the world, all the skills required to get those jobs, all the professionals who could fill them, and all the companies (nonprofit and for-profit) at which they work.<ref name=ForbesGraph/> The ultimate goal is to make the world economy and job market more efficient through increased transparency.<ref name=KovachBI/>

In June 2014, the company announced its "Galene" search architecture to give users access to the economic graph's data with more thorough filtering of data, via user searches like "Engineers with Hadoop experience in Brazil."[[98]](#cite_note-98)[[99]](#cite_note-99) LinkedIn has used economic graph data to research several topics on the job market, including popular destination cities of recent college graduates,[[100]](#cite_note-100) areas with high concentrations of technology skills,[[101]](#cite_note-101) and common career transitions.[[102]](#cite_note-102) LinkedIn provided the City of New York with data from economic graph showing “in-demand" tech skills for the city's "Tech Talent Pipeline" project.[[103]](#cite_note-103)

## Dropped features[[edit](/index.php?title=(none)&action=edit&section=21)]

In January 2013, LinkedIn dropped support for [LinkedIn Answers](/wiki/LinkedIn_Answers), and cited a new 'focus on development of new and more engaging ways to share and discuss professional topics across LinkedIn' as the reason for the retirement of the feature. The feature had been launched in 2007, and allowed users to post question to their network and allowed users to rank answers.[[104]](#cite_note-104)

## Business units[[edit](/index.php?title=(none)&action=edit&section=22)]

LinkedIn derives its revenues from three business divisions:[[105]](#cite_note-105)

* Talent Solutions, through which recruiters and corporations pay for branded corporation and career listing pages, pay-per-click targeted job ads, and access to the LinkedIn database of users and resumes.
* Marketing Solutions, which advertisers pay for pay per click-through targeted ads.
* Premium Subscriptions, through which LinkedIn users can pay for advanced services, such as LinkedIn Business, LinkedIn Talent (for recruiters), LinkedIn JobSeeker, and LinkedIn Sales for sales professions.

Some elements of the various subscription services are also on a pay per use basis like InMail.

## Reception[[edit](/index.php?title=(none)&action=edit&section=23)]

LinkedIn has been described by online [trade publication](/wiki/Trade_publication) [*TechRepublic*](/wiki/TechRepublic) as having "become the de facto tool for professional networking".[[106]](#cite_note-106) LinkedIn has also been praised for its usefulness in fostering business relationships.[[107]](#cite_note-107) "LinkedIn is, far and away, the most advantageous social networking tool available to job seekers and business professionals today," according to [*Forbes*](/wiki/Forbes).[[108]](#cite_note-108)LinkedIn has also received criticism, primarily regarding e-mail address mining and auto-update.

* The sign up process includes a step for entering your email password (there is an opt-out feature). LinkedIn will then offer to send out contact invitations to all members in your address book or that you have had email conversation with. When the member's email address book is opened it is opened with all email addresses selected and the member is advised invitations will be sent to "selected" email addresses, or to all. Up to 1500 invitations can then be sent out in one click, with no possibility to undo or withdraw them. LinkedIn was sued for sending out another two follow-up invitations to each contact from members to link to friends who had ignored the initial, authorized, invitation. In November 2014, LinkedIn lost a motion to dismiss the lawsuit, in a ruling that the invitations were advertisements not broadly protected by free speech rights that would otherwise permit use of people's names and images without authorization.[[109]](#cite_note-109)[[110]](#cite_note-110)[[111]](#cite_note-111)[[112]](#cite_note-112) The lawsuit was eventually settled in 2015 in favor of LinkedIn members.[[56]](#cite_note-56)\*Changing the description below a member's name is seen as a change in a job title, even if it is just a wording change or even a change to "unemployed". Unless a member opts to "turn off activity updates", an update is sent to all of that person's contacts, telling them to congratulate the member on the "new job".[[113]](#cite_note-113)\*The feature that allows LinkedIn members to "endorse" each other's skills and experience has been criticized as meaningless, since the endorsements are not necessarily accurate or given by people who have familiarity with the member's skills.[[114]](#cite_note-114)\*LinkedIn has also been criticized for being involved in linguistic issues. In 2014, a controversy took place when LinkedIn denied the incorporation of [Catalan](/wiki/Catalan_language) after several requests done by a great number of users alongside [Fundació puntCat](/wiki/Fundació_puntCat).[[115]](#cite_note-115) In 2016, [Plataforma per la Llengua](/wiki/Plataforma_per_la_Llengua) started another campaign, which includes tens of thousands petitions asking for the incorporation of Catalan in LinkedIn both in the platform itself and in the incorporation of the CVs.[[116]](#cite_note-116)

## International restrictions[[edit](/index.php?title=(none)&action=edit&section=24)]

In 2009, [Syrian](/wiki/Internet_censorship_in_Syria) users reported that LinkedIn server stopped accepting connections originating from [IP addresses](/wiki/IP_address) assigned to Syria. The company's customer support stated that services provided by them are subject to US export and re-export control laws and regulations and "As such, and as a matter of corporate policy, we do not allow member accounts or access to our site from Cuba, Iran, North Korea, Sudan, or Syria."[[117]](#cite_note-117) In February 2011, it was reported that LinkedIn was being [blocked in China](/wiki/Internet_censorship_in_the_People's_Republic_of_China) after calls for a "[Jasmine Revolution](/wiki/2011_Chinese_pro-democracy_protests)". It was speculated to have been blocked because it is an easy way for dissidents to access [Twitter](/wiki/Twitter), which had been [blocked](/wiki/Censorship_of_Twitter) previously.[[118]](#cite_note-118) After a day of being blocked, LinkedIn access was restored in China.[[119]](#cite_note-119) In February 2014, LinkedIn launched its Simplified Chinese language version named "[Template:Linktext](/wiki/Template:Linktext)" ([Template:Zh](/wiki/Template:Zh)), officially extending their service in China.[[120]](#cite_note-120)[[121]](#cite_note-121) LinkedIn CEO Jeff Weiner acknowledged in a blog post that they would have to censor some of the content that users post on its website in order to comply with Chinese rules, but he also said the benefits of providing its online service to people in China outweighed those concerns.[[120]](#cite_note-120)[[122]](#cite_note-122)

## SNA LinkedIn[[edit](/index.php?title=(none)&action=edit&section=25)]

The Search, Network, and Analytics (SNA) team at LinkedIn has a web site[[123]](#cite_note-123) that hosts the [open source](/wiki/Open_source) projects built by the group. Notable among these projects is [Project Voldemort](/wiki/Project_Voldemort),[[124]](#cite_note-124) a [distributed](/wiki/Distributed_computing) key-value [structured storage](/wiki/Structured_storage) system with low-[latency](/wiki/Latency_(engineering)) similar in purpose to Amazon.com's [Dynamo](/wiki/Dynamo_(storage_system)) and [Google's](/wiki/Google) [BigTable](/wiki/BigTable).

## Surveillance and NSA program[[edit](/index.php?title=(none)&action=edit&section=26)]

In the [2013 global surveillance disclosures](/wiki/2013_global_surveillance_disclosures), documents released by [Edward Snowden](/wiki/Edward_Snowden) revealed that British [GCHQ](/wiki/GCHQ) infiltrated the [Belgacom](/wiki/Belgacom) network by luring employees to a false LinkedIn page.[[125]](#cite_note-125)

## See also[[edit](/index.php?title=(none)&action=edit&section=27)]

[Template:Portal](/wiki/Template:Portal) [Template:Div col](/wiki/Template:Div_col)

* [Business network](/wiki/Business_network)
* [Employment website](/wiki/Employment_website)
* [List of social networking websites](/wiki/List_of_social_networking_websites)
* [Reputation systems](/wiki/Reputation_system)
* [Social network](/wiki/Social_network)
* [Social software](/wiki/Social_software)
* [Solaborate](/wiki/Solaborate)
* [Viadeo](/wiki/Viadeo)
* [XING](/wiki/XING)
* [Yammer](/wiki/Yammer)

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## References[[edit](/index.php?title=(none)&action=edit&section=28)]

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## External links[[edit](/index.php?title=(none)&action=edit&section=29)]

[Template:Commons category](/wiki/Template:Commons_category)

* [Template:Official website](/wiki/Template:Official_website)
* [Template:LinkedIn Network](/wiki/Template:LinkedIn_Network)

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