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LAYING FOUNDATIONS FOR SUCCESSFUL CUSTOMER RELATIONSHIP
MANAGEMENT – THE CASE OF LANDING JOBS

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ABSTRACT

The purpose of this study is to lay the foundations for Landing.jobs to build successful customer relationship strategies, due to the need for automation in dealing with customers recently created by the company's expansion. After reviewing Customer Relationship Management (CRM) literature focused on success factors and challenges of implementing CRM strategies, a descriptive analysis of Landing.jobs' user base was performed, as well as an in-depth review of its customer journey and assessment of pains, finalized with an online survey to gather talent insights. Overall, Landing.jobs needs focusing on gathering quality knowledge on talent, which was concluded to be eased by implementing a CRM software to manage more efficiently the relationship with the customer base.

Keywords: Customer Relationship Management, Online Recruitment, Landing.jobs, Customer Journey

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1. INTRODUCTION

Landing.jobs, founded in 2014 as JOBBOX, is a start-up marketplace for tech job offers matching tech ventures, henceforth referred to as employers, with tech talent, and surfaced as a more evolved and efficient option in the online tech recruitment market.

The online recruitment market, globally valued at 27,300 million US\$¹ in 2018, started with the competitive advantage Internet brought HR companies. Once, recruitment was done through traditional recruitment agencies, such as Kelly Services, founded in 1943, or Randstad, founded in 1960. These companies were very expensive and did not leverage on technology solutions to provide a more intelligent service, thereby only performing direct search of candidates. Faced with these inefficient solutions, the market shifted as clients demanded more affordable and intelligent solutions, leading to the appearance of job boards, such as LinkedIn, founded in 2002, or Indeed, founded in 2004.

Even though these brought rapidness and decreased companies' costs with talent acquisition, they soon proved to be inefficient as anyone could apply for the job posting, despite not being qualified for it, which increased the burden of reviewing CVs on the companies' side. Landing.jobs disrupted the market to resolve this inefficiency problem, offering a job board that also evaluates and engages with candidates, thereby decreasing significantly the time employers spend on reviewing applications. With the company's expansion however, scaling is requiring more automation in dealing with the ever-increasing number of registered users (more than 120 thousand in December 2019), especially since these "customers", as in any business are not all alike in revenue-generation potential. This can be achieved through the implementation of a Customer Relationship Management (CRM) platform, but that can only work in conjunction with an appropriate, well informed strategy.

¹ See <https://www.marketwatch.com/press-release/online-recruitment-market-size-set-to-register-47700-million-usd-by-the-end-of-2025-2019-03-28>

This document tries to lay the foundations for a CRM strategy based on market (talent) knowledge, in order to get, keep and grow relationships with highly likely to succeed tech graduates. It starts with a review on CRM literature, with special focus on the challenges and success factors that take part in the implementation of a CRM department. I then go on to examine the potential for segmentation and relationship management in the specific case of Landing.jobs, by performing a descriptive analysis of Landing.jobs' user base, as well as an extensive performance analysis along the customer journey and quantitative survey analysis. Recommendations are drawn based on these analyses on how to tackle the issues found. Finally, conclusions are made with reflections on limitations and further research.

2. LITERATURE REVIEW

The hiring marketplace follows the Microeconomics law of supply and demand. Specifically, this marketplace comprises talent (supply) and employers (demand). Considering that Landing.jobs profits from the employers, it is very important to deliver talent with a high success rate, thereby increasing employers' satisfaction with the service. In other words, Landing.jobs strategy needs to be twofold: first, Landing.jobs needs to increase their acquisition and retention quality – not only acquire more talented candidates, but also make sure the ones it retains keep its quality standards; secondly, by increasing candidates' assured quality, Landing.jobs can leverage on it to improve its value proposition for the paying side of the marketplace.

With this in mind, it is of the utmost importance that Landing.jobs implements CRM in its business model as a core business unit, since Landing.jobs needs a CRM strategy to deepen its knowledge about the talent so that it can learn how to reach the most successful ones and develop a relationship with them to stay prosperous in this industry.

2.1. CRM

With the natural evolution of the intensity of competition, a shift occurred in companies' focus. As more companies entered the established markets, enterprises could not rely on mass production and mass marketing to be successful (Chen and Popovich, 2003). Customers started demanding more customized products and services, as their loyalty to standardized goods and services diminished, leading to the need for implementing customer-centric tools within businesses (Almotairi, 2008). As technology evolved, CRM as a concept appeared to maximize the return of companies' efforts towards this new customer-centric business model. In the mid-1990s, CRM was mainly considered to be a range of technology-based customer solutions, such as sales force automation (SFA) (Payne and Frow, 2005).

Over the years, many definitions of CRM have appeared in literature, since the interpretation of this concept can depend on the academic background one has and on what one understands CRM for (Almotairi, 2008). For example, CRM can be adopted as a business philosophy instead of an information-system approach only used to enhance the effectiveness with which customers are dealt with (Almotairi, 2008). Swift (2001) described CRM as an "enterprise approach to understanding and influencing customer behavior through meaningful communications in order to improve customer acquisition, customer retention, customer loyalty, and customer profitability", which will be the underlying definition used throughout this document.

The basic propositions of CRM are that companies are able to create customer knowledge to effectively segment their customer base; establish and maintain long-term relationships with the profitable customers while deciding the best strategy to deal with the unprofitable ones; and customizing the product or service's promotion (Foss, Stone, and Ekinici, 2008).

CRM is set on the core stages of the customer lifecycle – acquisition, retention and extension, or development, of customers – in order to increase customer loyalty and, thereby, increase business profitability and sustainability (Paliouras and Siakas, 2017). According to Buttle

and Maklan (2015), companies build strategies and processes to move customers through the three stages. Considering customer acquisition, companies should get new customers that have a strong probability of being profitable overtime, as this is the first step into building a profitable customer base. Following successful acquisition, companies should maintain the continuous trading relationships over the long term with customers who have the greatest strategic value for the business. Once valuable customers are retained, companies move on to develop the value of customers, by cross-selling or up-selling (Buttle and Maklan, 2015).

Adopting CRM good practices and strategies allows companies to get a 360° view on every customer based on data mined from every customer touch point. By doing so, not only key customers' profiles are discovered, but also their patterns can be predicted with the use of technology, which allows for the efficient allocation and focus of marketing resources on all interactions with the customer, and results in significantly improved retention rates (Chen and Popovich, 2003). Companies that understand the behavior of their customers and are able to deliver them a seamless experience, through the coordination between marketing, sales, customer service and other customer touching areas, will see an increase in their value, since research shows that a 5% increase in retaining customers leads to a 25% or more increase in profitability (Saeed et al., 2013).

2.2. CHALLENGES AND KEY SUCCESS FACTORS IN IMPLEMENTING CRM STRATEGIES

Considering nowadays' competitive environment and the importance of having a close and strong relationship with customers so that companies are sustainable in the future, it is critical that the implementation of CRM as a business unit and its systems be carefully handled (Tekin, 2013). With this in mind, companies are investing in CRM applications to strengthen their relationships with customers, so that they are able to leverage on it as a comparative advantage to fight aggressive competition (Almotairi, 2008). However, investments in CRM technologies do not automatically

translate into more efficient interaction with customers. Most companies bought relationship management resources yet continued operating their businesses the same, assuming customers would value merely the results of their investments (Maklan et al., 2011).

2.2.1. CHALLENGES

Research shows that 60% to 80% of CRM projects fail to achieve their objectives (Kale, 2004). Literature has debated strongly why CRM implementation has proved unsuccessful so often and two overall key reasons seem to have been found.

One is that companies often do not know what exactly CRM entails, at the same that it is often wrongly considered a technological solution only or is viewed in a fragmented way (Foss, Stone, and Ekinici, 2008). Building on this, the second key reason is that companies fail to fully implement CRM as a central business process and do not understand what it takes to become thoroughly customer-centric. Due to this, companies frequently solely purchase and adopt CRM technology, which does not assure better marketing performance, as CRM implementation is a challenging and complex project based on the clear definition of business strategies, goals and priorities (Sanchez-Gutierrez et al., 2016).

These two main reasons are deconstructed by some researchers. Kirby (2001, *in* Tekin, 2013) states five arguments for CRM failure: 1) top management believing CRM does not require changes in different company aspects and its implementation is instantaneous; 2) assuming the customer is already well-known, thus not using available resources to collect and input all information related to the customer; 3) believing that, by acquiring a software package, CRM is fully obtained and not realizing there is a need for integration of present systems and change of organizational culture; 4) having inefficient communication between the departments involved in the process; 5) lacking impact metrics to evaluate the benefits and evolution CRM is bringing to the business.

Kale (2004) derived seven deadly sins for CRM failure, which are 1) looking at CRM as a technology initiative; 2) lacking customer-centric vision; 3) insufficient appreciation of customer lifetime value; 4) inadequate support from top management; 5) underestimating the importance of change management; 6) failing to re-engineer business processes; and 7) underestimating the difficulties involved in data mining and integration.

2.2.2. KEY SUCCESS FACTORS

Even though there is no standard model to lead companies through the implementation of CRM due to each company's singularity of culture and business processes (Tekin, 2013), literature has also discussed the key factors that make CRM implementation as a core business process more likely to be successful.

It is important to, firstly, understand the difference between CRM and CRM systems (or processes). As seen before, CRM is a business unit aiming to optimize customer profitability, satisfaction and consequent customer loyalty, that works as an integrated business strategy with customer needs at the heart of business decisions (Sanchez-Gutierrez et al., 2016). CRM systems are an indispensable piece of a company-wide CRM strategy. They are defined as technology-based management tools for creating customer knowledge in order to create, maintain and strengthen profitable relationships with customers (Foss, Stone, and Ekinci, 2008).

While CRM strategy is set on three pillars (Peppers and Rogers, 2004) – customer acquisition, customer retention and customer development –, CRM implementation depends on successful integration of processes, people, operations and marketing capabilities, which is possible through information, technology and processes (Payne and Frow, 2005). Almotairi (2008) analyzed previous studies on the matter and identified a group of the most generally accepted factors for CRM success amongst the reviewed literature. They are 1) top management support/commitment – it is crucial that top level management is fully engaged in the implementation, as CRM is an enterprise-wide strategy; 2) definition and communication of CRM strategy – to ease the transition

the working structure to a customer-centric approach; 3) cultural change – all organizational levels should be encouraged to learn from a new work structure and expected resistance towards this cultural change should be anticipated and minimized; 4) inter-departmental integration – as CRM will be set on the core of the company, integration of different departments that allows for a continuous flow of information to be shared is needed to deliver a unified perspective of the company to the customer; 5) skillful staff – as any implementation, employees are crucial for its success and issues related to resistance to change or learning new work systems should be considered; 6) having key information on customers – by acquiring and analyzing the right data on customers optimizes customer-centric strategies; 7) manage IT structure – IT is a facilitator for gathering and analyzing valuable customer data; 8) customer involvement – companies need customer involvement to be able to better analyze the customer relationship life cycle and find customer pains to be addressed.

2.2.3. CRM SOFTWARE

CRM software keeps within the same platform all the information on each interaction with an individual customer, unifying and coordinating all interaction channels (Maria and Iordache, n.d.). The implementation of a CRM software allows for 1) the existence of an integrated, individual view of customers with the use of analytical tools; 2) management of customer relationships regardless of communication channel used; and 3) improved effectiveness of processes involved in managing relationships (Chalmeta, 2006).

A CRM system is built around modules specific to different activities, such as sales, opportunity management, managing accounts, marketing and managing potential customers and contacts (Maria and Iordache, n.d.). Within these modules, companies can find several functions, which may demand extensive additional development, customization or integration effort. Companies that plan strongly their CRM systems' options in terms of phasing and development methodology are more likely to succeed in their implementation (Foss, Stone, and Ekinici, 2008).

Even though there are well-explained key success factors commonly agreed by some researchers and actionable key reasons for failure in implementing CRM strategies, there is no general model dictating how each company should tackle CRM processes and adopt strategies due to their singularity of culture and business processes (Tekin, 2013). By examining the specific case of Landing.jobs, I therefore hope to add to the existing body of knowledge on CRM diagnosis and strategy implementation, by answering the following research questions:

RQ1. What are the characteristics of Landing.jobs' current members and how can they be grouped into actionable segments?

RQ2. How is the company performing across the customer journey and how can it improve?

RQ3. How can the company reach more of the desired types of talent?

3. METHODOLOGY

The research methodology followed to derive a CRM strategy for Landing.jobs started with the diagnostic of current Marketing and CRM strategies and practices through several business interviews with the Marketing team and CRM responsible, the Talent team, the Product team and the Business Development team.

Following the diagnostic, Landing.jobs' customer base was analyzed. The total data analyzed was retrieved from the registration form users fill when registering on the platform and generated from members' platform activity history.

The behavior of the total of 107102 members was then analyzed within seven variables: user region (*user_region*); last time the profile was updated (*profile_updated_at*); experience level (*experience_level*); availability (*availability*); relocation (*relocation*); newsletter subscription (*newsletter_subscribed*); and assignment of talent advocate (*talent_advocate*) (Figure 22 – slide 79 of the report). This analysis had a limitation regarding the variable “experience level”. Since this variable does not automatically update throughout time, it was assumed that members updated this

field the last time they updated their profile information. The variable was adjusted for the year 2019 based on this assumption and further mentioned as “real experience level” (*real_experience_level*). However, the last time the profile was updated was also not available for all members, with 28478 members not having this information.

Thirdly, the customer journey was analyzed and adapted to Landing.jobs’ specific business environment according to what the company identified as customer-experience key phases.

Following this analysis, an online survey was distributed to gain deeper insights about tech professional’s behaviors towards several situations of interest to the implementation of a CRM strategy. The survey was shared amongst Landing.jobs’ user base and on social media. A total of 237 answers were collected, all belonging to technology-related higher education areas.

Lastly, a market search of several CRM platforms was conducted, based on the identification of Landing.jobs’ CRM needs and current priorities.

4. ANALYSIS AND DISCUSSION

4.1. DATABASE SEGMENTATION

- RQ1: What are the characteristics of Landing.jobs’ current members and how can they be grouped into actionable segments?

With regard to the first research question, seven variables were descriptively analyzed as a starting point to mapping user base characteristics, carrying a total of 117102 members at the time of the analysis. Each variable had a significant number of members who did not provide the respective information (variable specific data input as “null”)(Figure 22 – slide 79 of the report), which poses a limitation to any analysis of user base behavior and a severe problem considering further segmentation of the user base for optimizing CRM and marketing efforts.

Considering this project’s scope, as well as Landing.jobs’ marketing strategies in place and current value proposition, the most relevant problems arise considering user region, experience level, availability, assignment of talent advocate and last time the profile was updated.

In terms of user region, 19208 (16.40%) do not provide information regarding location. This poses a real threat to Landing.jobs marketing efforts' efficiency, since Landing.jobs marketing and talent teams are user-region-oriented, with user region being the preferred segmentation variable for marketing purposes. As of now, solely based on this single-variable missing data, Landing.jobs is incapable of market fit job postings to 16.40% of its user base. PT is the most present location (21.28%) and BR is the second (15.53%) (Figure 24 – slide 82 of the report).

Considering experience level, 32396 members had not shared this information with Landing.jobs. After updating the variable to "real experience level" with "last time profile was updated" and "experience level", Landing.jobs' user base is characterized by a majority of Senior talent (43.70%), followed by Intermediate talent (10.14%) and Junior talent (6.81%). Adding to this, Landing.jobs can be considered to be unaware of the real experience level of 39.34% of its user base (46607 members) (Figure 25 – slide 83 of the report), which can harm the efficacy of marketing efforts regarding job postings to each member, at the same time it can negatively impact the overall success of user base applications'.

The frequency of the variable availability distributes between chosen options as following: "I'm currently employed but looking for a new challenge" (36.74%); "Looking for a job to start immediately" (31.46%); and "Not right now" (21.60%); choice was left blank by 11941 (10.20%) members (Figure 26 – slide 84 of the report). Furthermore, 54.90% of Senior talent selected the "I'm currently employed but looking for a new challenge" option, while Junior talent mostly selected the "Looking for a job to start immediately" (65.58%). Intermediate talent distributed mainly within the two aforementioned options (41.57% considered currently employed and 47.54% was looking for a job at the time of analysis), with only 10.84% choosing "Not right now" (*Appendix 1*). When relating last time the profile was updated with availability, 52.26% of those who chose "Not right now" do not update their profile since the first semester of 2016 (*Appendix 2*). Faced with this, Landing.jobs already started sending out reactivation campaigns to members

who have not updated their profile for a long time. Availability is a relevant variable in terms of marketing efforts, as Landing.jobs can differentiate its strategies to meet each option-based group's needs.

When looking at last time the profile was updated, 46.29% last updated their profile between the first semester of 2016 and the last semester of 2017, while 29.40% last updated between the first semester of 2018 and the last semester of 2019 (Figure 27 – slide 85 of the report). Furthermore, of those who updated their profile more recently, i.e. between 2018_S1 and 2019_S2, 21.08% are Juniors, 18.64% Intermediates, 59.03% are Seniors and just 1.24% are *null*, while 31.66% of those who updated between 2016_S1 and 2017_S2 are *null*.

Lastly, after discussing the variable talent advocate with the Talent team's chief, it was understood that the variable is outdated in the database and there is no consistent tracking of which candidates have a talent advocate, nor there is a formal and registered process to have one assigned to a candidate.

As Chen and Popovich (2003) point out, companies ought to have a 360° view on customers based on data in order to optimize marketing efforts to each segment and improve retention rates. At this point, Landing.jobs does not have enough talent knowledge to segment the user base into actionable segments and to optimize its marketing efforts.

4.2. CURRENT CUSTOMER JOURNEY ANALYSIS

- RQ2: How is the company performing across the customer journey and how can it improve?

In order to analyze Landing.jobs' performance across the customer journey, the four phases were defined accordingly to Landing.jobs' business environment as following.

Awareness considers the phase in which talent becomes conscious of the service's existence. Talent may become aware of the service via online ads powered by Landing.jobs; aggregators such as CareerJet or Jooble; free channels as Facebook Groups or social media accounts; and through word of mouth or SEO.

Consideration happens when talent registers to evaluate taking part of Landing.jobs' service offering, i.e. to apply to job postings, and may gather more information from various sources, such as checking Landing.jobs' website to read testimonials, its blog or the F.A.Q. section; check any of Landing.jobs' social media accounts; and asking for third-party opinions on their past or current experiences with the service. After gathering information, talent can be assumed to compare Landing.jobs' value proposition to those of its competitors.

Conversion comprehends the stage in which talent is already a user of the platform and proceeds to become a candidate, by submitting at least one job application. Talent enters many platform funnels (Figure 21 – 77 of the report), i.e. from candidate to candidate hired, throughout his or hers lifetime at Landing.jobs by submitting many applications. At this point in the customer journey, Landing.jobs takes on efforts to move the candidate through the various steps of the platform funnel, which are remarketing ads; e-mail talent job pushes (the suggestion of three to five job openings that are supposed to match the talent's profile); and e-mail branded job pushes (promotion of several job openings from a specific employer).

Retention involves talent receiving efforts to remain an active member of the Landing.jobs' community. Landing.jobs prioritizes e-mail marketing as a channel for this purpose, sending out communication for the promotion of events or MeetUps; special projects; weekly newsletters; and profile enrichment or update campaigns. This phase is rather hard to develop due to Landing.jobs industry's nature, as after being hired talent tends to end the relationship with the service because they do not see any added value of continuing it.

Critical pain points were mainly identified in the consideration, conversion and retention phases. Yet, customer pain points full description of the awareness phase can be found on the report from slide 97 to 102.

Consideration sets the path for pains felt in the following phase, conversion, by misleading talent on what the service actually represents. Both tech talent and non-tech talent come across

Landing.jobs on the awareness phase and should be filtered in this phase, by non-tech talent realizing the service does not match its needs. However, both Landing.jobs' website landing page and F.A.Q. section do not offer a clear understanding of who is the target of the service, with the landing page stating "Connecting you with top tech companies throughout Europe" and the F.A.Q. section mentioning Landing.jobs' main target is digital talent, which nowadays is a very broad concept and does not accurately represent Landing.jobs' target (Figures 34 and 35 – slide 105 of the report). This miscommunication leads non-tech talent to sign up for the platform and feeling the pain of not receiving adequate communication or not finding job offers fit to their background, given the nature of Landing.jobs' job postings in the conversion phase. Moreover, talent is promised feedback and support when reading through the landing page and the About Us section of Landing.jobs' website (Figures 36 and 37 – slide 106 of the report). As seen previously in the database analysis, the variable Talent Advocate is not currently registered. Adding to this, there is no certainty that every candidate receives feedback on his or hers application in terms of notifications or via e-mail, which takes the promise "Always get feedback" to create pain in the next customer journey phase when candidates do not hear back from Landing.jobs on the state of their applications.

Conversion can be seen as the most essential customer phase of the journey. For this reason, it is very important to secure that Landing.jobs offers what it promises in the two first phases, thereby proving its value to talent through communication. At this point, Landing.jobs is unaware of every communication in terms of platform notifications existing with the members. Moreover, Landing.jobs does not know the frequency with which notifications are being sent nor the totality of triggers, with only estimates being in place. As for Landing.jobs' e-mail job pushes (targeted and branded), two pains have been identified. Firstly, job pushes are segmented according to the Geographies Mapping criteria (Figure 33 – slide 102 of the report) leading members to be unaware of the platform's total offer. Secondly, job pushes' offers are not tailored enough to the member's

job status, mainly due to the inaccuracy or absence of certain data fields, creating pain in the following ways: 1) Candidate in process may receive a job push at any phase of the process; 2) candidate hired may still receive a job push; 3) candidate rejected by a certain employer may receive a job push for the same position to which he or she was rejected recently; 4) member is not actively in search of a job (they are just curious on what is on the market) and receives communication as a member who is actively looking for one; 5) member receives suggestions of job positions he or she is not qualified for; 6) potentially qualified users fail to receive communication since they do not have enough information on their profile to be part of the segmentation strategies. When comparing Landing.jobs current performance to Swift's (2001) CRM definition, it is visible that Landing.jobs ought to avoid incoherent communication to be received by talent due to the lack of variables to segment job pushes based on job search status, as customers should receive meaningful communications to improve customer loyalty and profitability.

When on the retention phase, talent feels pain when they continue to receive communication as any other member in the conversion phase. Job pushes may still be sent even though talent was recently hired. Furthermore, even though Landing.jobs keeps track of members' attendance of previous editions for certain events, such as the Landing Festival, data is not kept all on the same database. Since there is no database concentrating members attendance and their profile, members are likely to receive the same event promotion content about the same event twice instead of receiving more interesting content about the following edition. All in all, current retention efforts from Landing.jobs fall short to Foss, Stone and Ekinci's (2008) view on CRM underlying propositions and Buttle and Maklan's (2015) customer retention definition.

4.3. TALENT KNOWLEDGE

- RQ3: How can the company reach more of the desired types of talent?

As a tentative to gather more relevant talent insights to understand how can Landing.jobs reach the desired type of talent, an online survey was distributed. The sample consists of 237

answers from tech professionals, as this was defined as Landing.jobs' desired talent, with ages ranging from 21 to 32 years old, leading to an average age of 25.6 years. Tech professionals currently working in Portugal were the most respondent (43.46%), followed by *Other* (22.36%) and by *OtherEU* (8.86%). Overall, the frequency of location gathered does not accurately depict Landing.jobs' user base location distribution (*Appendix 3*).

Considering the sample's educational background, 64.14% answered that the last degree obtained was a Bachelor's degree, while 35.86% last got a Master's degree. Regardless of the type of degree lastly obtained, Computer Engineering or related is the most common study area (45.15%), followed by Computer Science or related (32.07%), Information Systems or Technologies or related (12.66%), and Data Science or related (10.13%). When asked to score the quality of received career support from their University, the average score is 4.54 out of 10, with 10 being "outstanding quality".

When it comes to employment situation, 82.70% are currently employed, either part-time or full-time, with 40.08% of these being employed in Portugal and 6.75% in Brazil (*Appendix 4*). Considering the full sample, 31.12% works on Software industry, 25.51% on Information Technology industry and 10.20% on Business, Consulting and Management industry. The most common process for obtaining their first job is "I applied to a job I found online" (33.16%), with "I was contacted by the company and invited to the recruitment process" coming second (20.92%) and "Through a career fair or other type of networking environment" being the least common process (3.57%).

Lastly, sample's media consumption habits were analyzed. Social media (20.00%), physical newspapers (18.04%) and online newspapers (17.25%) are the most common used news channels, with radio being the least channel consumed for news purpose (4.18%) (Figure 42 – slide 119 of the report). Landing.jobs is able to reach this talent mainly on YouTube, Instagram and LinkedIn, as when they were asked to distribute 100 minutes through a list of 9 social media platforms, the

average distribution was as following: YouTube (30.07 minutes), Instagram (17.17 minutes), LinkedIn (16.81 minutes), Facebook (12.51 minutes), Reddit (10.99 minutes), Twitter (8.65 minutes), Quora (3.05 minutes), Tumblr (0.49 minutes), VK (0.26 minutes) (Figure 43 – slide 120 of the report).

As Buttle and Maklan (2015) state, companies should acquire customers who have a strong probability of being profitable overtime. This is achieved by knowing their user base and being able to segment apart profitable customers from unprofitable ones, which is why Landing.jobs should increase its talent insights, taking on these survey results as a first step to understand its members behaviors and preferences.

5. **RECOMMENDATIONS**

First of all, Landing.jobs should focus on improving their knowledge base on talent to be able to effectively segment the user base. To do so, it needs to resolve the inaccuracy and absence of certain fields that are used to segment the user base for current marketing efforts. It is recommended that users are required to fill all fields of the registration forms in an accurate manner. This is achieved by making those fields mandatory and by changing the wording of question four to “Which **job category(ies)** currently describe you best?” instead of requiring areas of interest. Moreover, survey results such as the ones analyzed in the previous chapter (4.3.) should be taken into consideration at the time of strategy drawing, as they add further practical knowledge on where to reach desired talent. As an example, when implementing the recommendation for the awareness phase stated in slide 126 of the report, Landing.jobs could apply the results on social media consumption habits of the survey’s sample to better define which channels to use.

Considering the customer journey talent goes through, Landing.jobs should address pains encountered in each phase and defined in the previous chapter (4.2.) as following (recommendations for the Awareness stage can be found on slides 123 – 127 of the report).

When talent enters consideration they should see Landing.jobs clearly as a tech-job marketplace. To do so, it is recommended that Landing.jobs change its description on the landing page to “Connecting you with **tech job opportunities** in top tech companies throughout Europe” and the answer to question 5 on the F.A.Q. section to “Everyone is free to join but in our platform **you’ll find mainly tech-related jobs**, such as back end developer (...)”.

As stated in the previous chapter (4.2.), in the conversion stage communication is key. To resolve the gap of information Landing.jobs is currently feeling of platform notifications, three processes of change are recommended: 1) mapping all communication members are currently receiving (Who? When? What? Why?); 2) revamping all communication, in order to optimize it and develop strategies to assure the majority of candidates receives some sort of feedback; 3) understanding CRM good practices put in place, so that there is no overlap with other CRM strategies and communication does not become harsh on candidates, by setting up a maximum number of communication campaigns per a certain period of time. Furthermore, Landing.jobs should improve its communication relevance by improving its knowledge on talent and create new variables taking into account the members’ platform history, such as applied to, returning which job or company the member has applied before; and hires, as the number of times the member was hired through the platform. Communication can also be enriched by creating personalized approaches, such as:

- 1) Brand awareness campaign, as an automated campaign to potential members that provide their e-mail in the consideration phase. The prospect receives an e-mail introducing the service and the brand, with examples of positions currently available, as a way to decrease the consideration and conversion times.
- 2) Relocation campaign, to be sent when a member that has selected “Not available for relocation” applies to a job in a different region from the one he or she is located in, so that he or she receives adequate job pushes based on their updated location preferences.

- 3) “Finish your profile” campaign, as an automated campaign to be sent to users that have recently joined the platform and still have a considerable number of information missing, in order to gather customer data and adapt communication.
- 4) “Apply before it’s gone!” campaign, as an automated campaign to be sent when members start an application and do not finish it.
- 5) Similar jobs e-mail, as an automated e-mail to be sent when a job posting the member has previously applied to closes, informing him or her of similar job positions in the marketplace.

Lastly, Landing.jobs should foster a sense of community as value added to remain loyal to the platform and move on to the retention stage. To do so, it is proposed that candidates continue to receive helpful and tailored content even after being hired. An adjusted RFM model should be adopted, as well as the integration of behavioral variables, to better derive the value of the members of the platform and, consequently, optimize CRM efforts to each segment, based on their value. The adjusted RFM model takes into account user recency (Recency), as the number of weeks that has passed since the member last visited the platform, within the last three months; user frequency (Frequency), as the number of sessions the member took part in within the last three months; and average session duration (Monetary), as the average session duration of the member in the last three months, with the most valuable (monetary speaking) outcome being the member that has a higher average session duration. The behavioral variables proposed to evaluate engagement in this phase are: 1) lapsed user, if no applications were conducted in the last 90 days; 2) contact activity, to understand the behavior towards e-mail communication, considering opening, clicking (any of the last 5 e-mails), not opening (a specific e-mail) and not clicking (a specific e-mail); and 3) recently hired, to analyze the candidates recently hired through the platform. In addition to this, it is recommended that events promotion audience should be segmented according to 1) events attended in the past; 2) contact activity mentioned before; and 3) purchase activity of last events.

After adopting these changes, not only special attention should be given to more engaged members, but also events promotion should be optimized. Campaigns that communicate to engaged members that they are a valuable part of Landing.jobs' community should be pursued, such as an e-mail celebrating the 6th month of being hired ("*6-month being hired anniversary*"), and special discounts could be offered to these more engaged members.

To streamline all aspects recommended above, it is proposed that Landing.jobs adopts a CRM platform. This software should meet Landing.jobs' CRM needs of 1) automating email marketing and platform notifications; 2) concentrate user data into a single platform easily accessible and allowing for profile segmentation; 3) campaign control and tracking; 4) contact/account management; 5) tracking of customer journey phases; 6) LinkedIn integration; 7) remote access in PC and mobile; 8) possible customization. Based on Chalmers (2006), a CRM software should offer the facilitated creation of reports and allow for a 360° view of the members of the platform, so that CRM strategies can be derived for each segment, thereby optimizing consequent tailored efforts and improve the effectiveness of relationship management processes.

6. CONCLUSIONS

CRM should be adopted as a company-wide business center that is aligned with the company's overall strategy, instead of a mere software solution. Companies that fail to see CRM as a core business unit tend to fail when trying to implement it, or do not see the return on their investment. With the integration of a CRM business unit, companies should be able to keep track of every interaction with customers, increasing their knowledge center with data mined from those interactions and use it to put in motion strategies to get, keep and retain valuable customers, as well as strategies to churn less valuable ones.

Throughout this research, it was detectable that Landing.jobs is not adopting CRM as a core business unit, which was identified by Sanchez-Gutierrez *et al.* (2016) as a key reason for failure of implementing CRM. Furthermore, based on the eight most commonly agreed key success factors

Almotairi (2008) gathered from previous studies, it was observable that Landing.jobs is not fully defining a CRM strategy, at the same time data acquisition and analysis are not being optimized, not allowing for the creation of valuable talent knowledge and talent involvement should be fostered. To aid changes needed on data acquisition, a business requirement was started out to describe the needs of the Marketing and Talent team and the pains to be addressed so that implementing a CRM platform becomes easier. This is a work in progress to be continued by Landing.jobs to which current data situation (as is) and the goal to be achieved (go to) are presented in an Excel document as a support of the written business requirement.

After tackling pains in each customer phase, thus becoming easier and more efficient to improve the relationship with talent, Landing.jobs will be able to derive specific strategies to each talent segment and define CRM efforts accordingly. Landing.jobs should follow Almotairi's (2008) revised success factors in implementing CRM, in order to improve its likelihood to smoothly put into action all necessary changes for adopting a CRM strategy.

The research results are limited by the absence and inaccuracy of important data fields found in the user base analysis, which restricted any major behavior conclusions that could be reached from it. The survey results may be also limited due to the sample's location distribution not matching Landing.jobs' user base distribution of user regions. Further research should be taken to validate the survey results in regards to talent's preferences, preferably with a broader and more accurate sample, so that strategies built on this knowledge are rigorous.

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8. APPENDIX

Appendix 1: Table of user base availability distribution based on Experience Talent Categories

Count of id Availability	Real Experience Tal				#VALUE!	Grand Total
	Intermediate	Junior	Senior			
I'm currently employed but looking for a new challenge	41.57%	29.35%	54.90%	16.60%	36.74%	
Looking for a job to start immediately.	47.54%	65.58%	35.71%	16.69%	31.46%	
Not right now	10.84%	5.00%	9.33%	40.88%	21.60%	
null	0.06%	0.06%	0.06%	25.83%	10.20%	
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	

Table 1: User base availability distribution based on Experience Talent Categories

Appendix 2: Table of user base availability distribution based on Last Time Profile Was Updated

Count of id Availability	Real Experience Talent Category										#VALUE!	Grand Total
	2016_S1	2016_S2	2017_S1	2017_S2	2018_S1	2018_S2	2019_S1	2019_S2				
I'm currently employed but looking for a new challenge	15.30%	14.85%	8.85%	7.14%	5.52%	9.32%	11.81%	11.53%	15.68%	100.00%		
Looking for a job to start immediately.	11.41%	12.11%	8.10%	7.32%	6.62%	10.33%	13.49%	13.89%	16.73%	100.00%		
Not right now	52.26%	16.51%	6.29%	3.57%	1.00%	1.55%	1.40%	1.16%	16.26%	100.00%		
null	0.00%	0.00%	0.00%	0.98%	0.80%	0.42%	0.28%	1.62%	95.90%	100.00%		
Grand Total	20.50%	12.84%	7.16%	5.80%	4.41%	7.05%	8.92%	9.02%	24.32%	100.00%		

Table 2: User base availability distribution based on Last Time Profile Was Updated

Appendix 3: Comparison of survey sample's user region distribution vs. Landing.jobs' user base

user region distribution

REGION OF RESIDENCE	
REGION OF RESIDENCE	% ANSWERS
PT	43.46%
OTHERS	22.36%
OTHER EU	8.86%
BR	8.02%
OTHER SA	6.75%
DE	4.22%
OTHER EUROPE	3.80%
ES	2.53%
Grand Total	100.00%

Table 3: Survey sample's user region distribution

User_Region	Count of id
PT	21.28%
Other	17.70%
null	16.40%
BR	15.53%
OtherEU	12.03%
DE	4.39%
OtherEurope	4.17%
ES	3.80%
OtherSA	3.70%
NL	0.99%
Grand Total	100.00%

Table 4: Landing.jobs' user base user region distribution

Appendix 4: Table of survey sample's employment distribution by user region

CURRENT EMPLOYMENT SITUATION	
CURRENT EMPLOYMENT	% ANSWERS
<input checked="" type="radio"/> No	17.30%
null	17.30%
<input checked="" type="radio"/> Yes	82.70%
BR	6.75%
DE	1.69%
ES	2.11%
OTHER EU	5.49%
OTHER EUROPE	3.80%
OTHER SA	6.33%
OTHERS	16.46%
PT	40.08%
Grand Total	100.00%

Table 5: Survey sample's employment distribution by user region



LANDING . JOBS

Field Lab in CRM

- Talent success drivers in tech professionals
- Laying the foundations for successful CRM

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