Chapter III

Job Search at Naukri.com:
Case Study of a Successful Dot-Com Venture in India

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Abstract

This chapter presents the case study of a successful dot-com venture in India, Naukri.com, in the job search market. We begin by providing an overview of job search methods in both general and the specific Indian contexts. The advent and growth of the e-recruitment market is also discussed. We then provide background information for Naukri.com by focusing on its business model, growth, organizational structure and human resource management. The product/service offerings of Naukri.com for recruiters and job-seekers are discussed next. We then provide a critical analysis of the consumers of the company and its competitors. We conclude by assessing Naukri.com's marketing strategy during initial (1997-2000) and recent (2001-2004) time periods.

Introduction

Until 1997, job seekers in India would wait the whole week for the weekly supplements of various newspapers or sundry employment journals and gazettes to learn about vacancies and job openings in the industry. Then came the Internet and threatened to push the days of white envelopes to oblivion. In India, a forerunner in ushering in the change in the way one looks at job hunting today is a relatively small, but rapidly growing company, Naukri.com. Today, it is regarded as one of the most resourceful destinations for job seekers, ranging from a seasoned professional to a recent graduate. According to the CEO of Naukri.com, the major challenge that the organization currently faces is the management of growth. The company had steadily grown from Rs. 40 lacs to Rs. 1 crore to a Rs. 20 crore company in the year 2004. The next year's target is Rs. 45 crores.[2] Management of such rapid growth in such a short period of time requires effective strategies not only to attract talent but also to retain it. Therefore, in the middle of 2004, the challenges facing Naukri.com involved the issues related to organizing its e-business and the proper management of its growth.

Job Search Methods and the Advent of E-Recruitment

Job Search Methods: General Approaches

Several methods have been recognized as the standard methods of job search in the United States and other parts of the world (www.bls.gov/oco/oco20042.htm). A representative list of these methods, along with their comparative description, is provided below:

1. *Personal contacts/Networking:* In this method, family, friends, and acquaintances of the job seeker offer one of the most effective ways to find a job. They may help the candidate directly or put him/her in touch with someone else who can. Such *networking* can lead to information about specific job openings, many of which may not be publicly posted. Networking, or referrals, has emerged as one of the most productive ways to find a job in recent years, and has been loosely defined as follows—*When you let others know that you are looking for a job, and they let someone else know, and so on.*

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