Global 500 Web Site Recruiting
2002 Survey

An Internet Intelligence Report
by iLogos Research

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The Global 500 survey examines the top 500 companies worldwide use of corporate Web sites to achieve human capital acquisition objectives. The purpose of this study is to determine the percentage of Global 500 companies that integrate the corporate Web site in an enterprise recruiting strategy. It further observes the use of corporate Web sites for recruiting by region and by industry. *Global 500 Web Site Recruiting, 2002 Survey* examines trends and forecasts future adoption for corporate Web site recruiting and other related practices. This study is a continuation of ongoing research conducted annually since 1998 by iLogos Research.

### Key Findings

- In 2002, 91% of the Global 500 use corporate Web sites for recruiting.

Although the Global 500 have continued to increase in the adoption of the corporate Web site for recruiting, the year-to-year growth continues to diminish. There is a three percentage point increase this year, up from 88 percent in 2001.

![Corporate Web Site Recruiting by Global 500 Companies, 1998 – 2002](chart)

Figure 1: Corporate Web Site Recruiting by Global 500 Companies, 1998-2002

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1 The Global 500 group of companies is a list of the largest companies in the world, based on gross revenue, compiled by *Fortune Magazine*. 
By Region

- Global 500 companies using corporate Web sites for recruiting in 2002 represent 90% of companies headquartered in Asia and the Pacific Rim, 92% of European-based companies, and 95% of North American-based companies.

This year the study shows the gap is narrowing between the North American-based Global 500 companies and those in the European and Asia-Pacific regions, with only five percentage points separating the lowest from the highest.
The Asia-Pacific region has had only a slight growth in the use of the corporate Web site for recruiting, with an increase of two percentage points since 2001. Switching places for this year with the Asia-Pacific region, the European Global 500 companies show the largest yearly percentage growth in the rate for corporate Web site recruiting, with an increase of nine percentage points. For the second year, the North American-based Global 500 has had only a slight increase in the use of the corporate Web site for recruiting, with a growth of just two percentage points this year.

**Figure 3: Corporate Web Site Recruiting by Global 500 Companies By Region, 2000-2002**

The Asia-Pacific region has had only a slight growth in the use of the corporate Web site for recruiting, with an increase of two percentage points since 2001. Switching places for this year with the Asia-Pacific region, the European Global 500 companies show the largest yearly percentage growth in the rate for corporate Web site recruiting, with an increase of nine percentage points. For the second year, the North American-based Global 500 has had only a slight increase in the use of the corporate Web site for recruiting, with a growth of just two percentage points this year.
By Industry

- Global 500 corporations using the corporate Web sites for recruiting in 2002 represent:
  - 100% of companies in the Healthcare sector
  - 98% of companies in the Manufacturing sector
  - 95% of companies in the High Tech sector
  - 92% of companies in the Consumer sector
  - 92% of companies in the Transportation sector
  - 91% of companies in the Wholesale sector
  - 88% of companies in the Natural Resources sector
  - 87% of companies in the Financial sector
  - 84% of companies in the Utilities sector

With the exception of Transportation and Healthcare, all sectors have had growth in the adoption rate of corporate Web site recruiting.
Analysis and Forecast

The yearly increases in the rate of adoption of corporate Web site recruiting by the Global 500 since 1998 closely matches the predictions of the "diffusion of innovation" theory for the adoption of technological innovation. This theory divides adoption into segments starting with innovators, moving through early adopters, early majority, late majority, and finally laggards.

The diffusion of innovations theory holds that the rate of adoption of a new technology will accelerate once the technology has moved out of the pioneering innovators and early adopters phases into the mainstream. After a majority has embraced the new technology, the increase in the rate of adoption diminishes, as the “late-adopters” or laggards, with more conservative attitudes to change, take longer to embrace the innovation.

Figure 5: The Innovation Adoption Curve

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In 1994, corporations started to use the Internet as a new medium to recruit. Using 1994 as the starting year for the practice of corporate Web site recruiting, and estimating the rates of adoption by the Global 500 for the intervening years prior to the beginning of the iLogos Research study, the adoption curve for corporate Web site recruiting is shown in figure 6, above. The figure shows a considerable delay between adoption by the early innovators and the subsequent conversion of the majority. This is again consistent with broader technology adoption theories as discussed especially in Moore and McKenna's *Crossing the Chasm*.³

Today, close to 10 years after, we are reaching close to total adoption of this technology among Global 500 corporations with an adoption rate of 91 percent, only a three percentage point increase over last year. Paradigmatic of late adoption of a new technology, the 45 remaining Global 500 corporations not engaging in corporate Web site recruiting will take a relatively long time to join the group of corporations benefiting from it.

With corporate Web site recruiting now at the point of saturation in the Global 500, the next wave of innovation and competitive advantage has already begun. It will occur in back-end automation, and is already evident. In *Trends in Fortune 500 Careers Web Site Recruiting*,⁴ iLogos Research tracked best practices of corporate Web

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site recruiting utilized by the Fortune 500. The two-year study showed signs that the Fortune 500⁵ has reached the end of the early adoption stage for best practices that demand sophisticated back-end databases and recruitment automation software. Online candidate pre-screening and candidate relationship management technology are examples of specific best practices that are likely to experience robust growth as they become adopted by the majority of major corporations in the United States.

**Conclusion**

Early innovator companies understood the power of the Internet as a channel to attract new candidates. Presently, corporate Careers Web site adoption among Global 500 corporations has reached levels of saturation.

While the most innovative companies understood the power of the Internet as a medium to attract new candidates several years ago, they are now well on the way to streamline their processes completely. As a consequence, we are seeing a second curve of innovation that is only in its infancy stage. New recruitment technology integrates the results of the first wave of innovation—the corporate Careers Web site—with a comprehensive back-end system, which builds on the first innovations to yield superior results. Therefore we are forecasting an acceleration of the use of integrated solutions, reaching the early majority phase in 2002-2003.

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⁵ The Fortune 500 group of companies is a list of the largest companies in the United States, based on gross revenue, compiled by *Fortune Magazine*. 
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Methodology

Data for this study was gathered by visiting each of the Web sites of the Global 500 corporations. Data collection was performed in February 2002.

All opinions contained in this document are based on information available at the time of creation of the document and are subject to change. All brand product names are marks or registered marks of their respective companies.

All data gathered for this report is accurate as of the date gathered and is subject to change due to the dynamics of the Internet.
About iLogos Research

iLogos Research analyzes best practices and innovative staffing technologies to provide intelligence, strategies, financial models and results-based consulting to large corporations, to optimize the assignment of human capital assets. The research driven consulting practice produces primary data on industry trends, impact of new technologies, best practice methodologies and benchmarking to provide fundamental metrics and intelligence-based actions.

Published reports and studies include *Trends in Fortune 500 Careers Web Site Recruiting; Best Practices for European 500 Career Web Site Recruiting; Perception vs. Reality: Jobseeker Behavior Online; Best Practices for Fortune 500 Career Web Site Recruiting; Global 500 Web Site Recruiting Surveys; Lessons from the Global 500, 1999; and Achieving Results with Internet Recruiting, 1998*. Founded in 1997 as iLogos Internet Intelligence, iLogos Research today is recognized as the most rigorous source of data for human capital Internet-related issues.

iLogos Research (www.ilogos.com) is the independent research and consulting division of Taleo. Taleo (www.taleo.com) is the leading provider of enterprise-wide staffing management solutions for Global 1000 companies.

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About Taleo

Taleo (www.taleo.com) powers enterprise-wide staffing management for leading companies across many industries. Taleo clients include Hewlett-Packard, Dow Chemical (NYSE: DOW), Agilent Technologies, The Gillette Company, Deloitte & Touche, Bombardier Aerospace and Transportation, UnitedHealth Group, Sutter Health, among many others. Taleo’s full-service offering includes the software, services and computing infrastructure to enable large corporations to rapidly improve staffing processes. Taleo is considered to be the best-practice ASP for staffing management solutions, based on its proprietary ACE Methodology™, designed in collaboration with large corporations to improve the corporate staffing and internal talent matching and deployment processes, through reengineering. Taleo is a member of the HR-XML consortium.

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iLogos Research Bibliography

**Trends in Fortune 500 Careers Web Site Recruiting**
This report presents a view of the ongoing levels of implementation of best practices among the Fortune 500 in 2001. As well, the report gives a clear explanation of the nuances and implications of the adoption of specific best practices.
(Available by order)

**Best Practices for European 500 Career Web Site Recruiting**
This report analyzes the Current Practices of the European 500 group of companies, and measures them against the ideal standard set by the 20 Best Practices. The report also makes predictions for future career Web site practices and recruiting trends in Europe.
(Available by order)

**Perception vs. Reality: Jobseeker Behavior Online**
This report is the industry’s first comprehensive survey citing valuable observations about online candidate behavior, preferences and expectations to large corporations offering employment.
(Available by order)

**Global 500 Web Site Recruiting, 2001 Survey**
Study reports online Web site recruiting activities for large global corporations has expanded significantly in Europe and Asia Pacific.
(Free Download)

**Best Practices for Fortune 500 Career Web Site Recruiting**
A groundbreaking benchmark study of recruiting practices on the Web sites of North America’s leading companies.
(Available by order)

**Addendum: Canadian Top 100 Companies**
Addendum to Best Practices for Fortune 500 Career Web Site Recruiting
(Available by order)

**Global 500 Web Site Recruiting, 2000 Survey**
Study on the Web site recruiting activities of the world’s largest corporations finds dramatic growth.
(Free download)

**Lessons from the Global 500, 1999**
Comprehensive white paper analyzes Internet recruiting developments including branding, active and passive candidate recruitment, and identifies best practices.
(Available by order)

**Achieving Results with Internet Recruiting, 1998**
Detailed Internet Intelligence Report evaluates early adopter Internet recruiting techniques, including online and offline advertising and job board use, and assesses associated costs and efficiencies.
All reports are available at [http://www.ilogos.com/](http://www.ilogos.com/).
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