

Diagnostic Analysis of Recruitment Processes for a Multinational Corporation

Executive Summary

Recruitment of the right talent has been a long existing issue for organizations of varying size for decades. In particular, recruitment for a multinational corporation is a complex process that must consider multiple decision making factors. This document aims to provide both breadth and depth in understanding the recruitment industry through the case study of a fictional client. The study was conducted based on basic knowledge on the recruitment industry and its history, and the culture influences on the industry, as well as the characteristics of 4 major types of recruitment providers which include

- 1) inhouse recruitment division
- 2) traditional recruitment agencies
- 3) executive search firms, and
- 4) online recruitment services. Dimensions of each service providers examined include their organizational structure, key operating strategy, influential factors and representative case studies.

The future trend for the recruitment industry can be summarized as migration to online social media tools for automated and better targeted job advertisement, disintermediation between job seekers and providers and globalization of the labour market. Then based on the observed trends in the industry, we have provided a comprehensive recommendation for the client which are summarized as follows:

- **Inhouse recruitment division:** This approach is suited for entry to the middle management positions, where customization is needed for positions and employment programs such as student internships and graduate programs.
- **Recruitment agency:** Middle middle management when the hiring organization wants to take more responsibility for screening, interviewing and negotiating with candidates.
- **Executive search firm:** Senior officers/board positions when it is critical to hire the most qualified person available with a high degree of confidentiality throughout the hunt.
- **Internet:** When there is a need to establish online presence, use automation and data analytics tools and the need to hire from other geographical regions.