

# Logitech Case Study

## Filling executive roles



### Company Profile

Logitech is a \$2 billion, global corporation offering a wide range of personal peripheral devices for computers, console games, digital music players and home entertainment systems. It is the worldwide leader in many of its product categories and a member of the NASDAQ 100. Their key office is in Fremont, California; other North American office locations include Vancouver, Washington and Toronto, Canada. Over 1,000 of its 7,000 worldwide employees are in North America. John Zwieg, Director of Staffing, is responsible for overseeing Logitech's corporate staffing department for the Americas. John's team fills positions across diverse disciplines including finance, operations, sales and engineering. He personally works with his staff to fill executive level roles.

### The Business Situation

As a company known for innovation, Logitech attracts many job applications through its own website. However, Logitech faces challenges in recruiting the best talent for vital director and executive roles. The applicant pool for senior level positions tends to be passive; qualified professionals may not even be thinking of changing positions. Adding to the difficulty, Logitech frequently needs applicants with very specific backgrounds in consumer technology or computer peripherals. John reports, "As technology changes, companies are opening different kinds of jobs, or they're putting multiple skill sets together in one job, which makes it harder to find that right candidate."

John and his staff tried a number of ways to reach talented executives. In addition to their own website and database, they tried posting open positions to job boards, but they discovered that candidates at that level rarely use them. They bought lists from companies that "scrape the Internet" for the names of possible candidates. Often they received unqualified, expensive and ineffective lists. John says, "When you buy these lists, you don't know if these people are available, you don't have references for them, and you're spending a lot more money, so your cost per hire significantly increases."

They outsourced some positions to agencies, but the agency resources were not better than their own, and of course the agency fees of 30% to 35% of total compensation (including bonuses and forecasted commissions) were extremely expensive. The talent pool of senior managers, directors, vice presidents and C-level executives remained elusive. It typically took 70 days to fill a director or vice president position - a long wait for needed skills.

*“Today we outsource less than 1% of our jobs to agencies. It's radically impacted cost savings.”*

John Zwieg, Director of Staffing, Logitech

## The Solution

In October of 2005, John decided to give LinkedIn a try. His recruiters put up five job postings on LinkedIn and were impressed by the quality of the candidates who responded. John says, “We were pretty surprised to find how popular LinkedIn is, because we didn't quite understand social networking. We had heard about LinkedIn, but we didn't quite understand the power of the [LinkedIn] network and the close degrees to which people are related.” Pleased with Logitech's success using LinkedIn, John signed on for a Pro package, which included job posting access, expanded InMail® capabilities, increased Introduction privileges, more LinkedIn network results and access to tools designed to increase the productivity of corporate staffing departments.

Since then, Logitech's hiring rate using LinkedIn has escalated. From September 2006 to February 2007, Logitech filled approximately 60% of its open high-level positions using LinkedIn. At the time of this case study, John reported that Logitech was interviewing candidates for an additional six positions of director and above - and all candidates were sourced through LinkedIn. “Today, 25% of our hires in the Americas are through LinkedIn, and we are starting to use it internationally. Most of the rest come from our own website or database, our employees, or direct referrals. When I personally do searches for the vice presidents and directors here, I only use LinkedIn.”

“LinkedIn gives us the ability to reach top candidates who used to be unreachable,” John said. “LinkedIn allows high level, passive candidates to seek the next step in their careers under the radar without being too visible about it.”

## Posting Open Positions on LinkedIn

When Logitech recruiters receive an open req, they post the position to the Logitech website and search the company's own databases. Since senior positions are particularly difficult to fill, John and his staff also immediately post these on the LinkedIn Jobs Network. John always makes sure to inform his own network of open positions as well. John explains, “I always want my network to be notified. As a matter of fact, we just hired a Director of Facilities that came through my own network.”

As new positions open, John goes back to LinkedIn to review candidates who responded to previous job postings but were not hired. Often he finds someone who is perfect for a new opening. John declares, “I really like the fact that LinkedIn saves this historical information. It enables me to target an InMail campaign to these people. It's like having a specialized, mini-database!”

## Getting Results

In addition to posting open jobs, Logitech reaches out directly to qualified passive applicants and likely referral sources through InMail. John says, “People in high-level positions don't come knocking on the door. You have to go find them.” Logitech recruiters search for industry experience and skill sets, but they also search for candidates who list certain previous employers. The recruiters then send top candidates messages via InMail. When InMail arrives in candidates' email inboxes, it is identified as originating at LinkedIn.

John explains, “InMail is an unbelievable tool, because it isn't spam; it is a trusted email. The receiver will open that email and make a response. Even if they are not interested themselves, they'll write and say, ‘Thanks, I'm not interested this time, but I do know somebody who is.’ We're searching right now for a Director of Compensation and Benefits; one prospective candidate gave us five leads, and we're interviewing three of those. What I like about LinkedIn so much is that if the candidate isn't interested or doesn't have the exact skill set we need for the position, about 50% of the time we get a good referral. LinkedIn's a great referral network!”

## High Performance Recruiting

“Where it used to take 70 days to fill a director or vice president position, today, it takes around 40 days,” says John. “This makes it much easier for our hiring managers. The two things I never want to hear are ‘I'm not getting enough resumes’ and ‘I can't fill my job.’”

“We are also using search firms much less,” John continues. “Today we outsource less than 1% of our jobs to agencies. It's radically impacted cost savings.”

John explains, “It's the next generation of recruiting... but really it's a much more efficient and cost-effective way of returning to the traditional method of looking through your contact list, calling people you know to see if they are interested and getting referrals. But with LinkedIn, you can reach much, much further.”

“People from the LinkedIn community tell me again and again that LinkedIn is a trusted source,” John continues. “LinkedIn has tapped into that community of executives with specialized skills, and those top applicants are talking to each other. Usually they are also the candidates who are on the cutting edge of a discipline.”

## “Phenomenal” Customer Service

A company is only as good as its service to its customers. John says, “The support we get from all the internal groups is exceptional. They're knowledgeable, there's quick turn around and quick response. Throughout the organization, no matter what our need, the response time has been phenomenal. LinkedIn is never too busy for their customers.”

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