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## Sony Electronics Case Study

### Highlights

- Found 25 percent of its hires on LinkedIn in just five months.
- Transformed the company's employment brand using a LinkedIn Career Page and InMail messaging.
- Turned to the LinkedIn Jobs Network and Work with Us ads to tap employee networks and scale recruiting efforts.

### Company Profile

Headquartered in San Diego, CA, Sony Electronics is the division of the Sony Corporation, one of the world's most recognized and admired brands. Sony Electronics develops and manufactures many of the company's consumer products, including televisions, laptops and cameras.

### Business Challenge – Revitalizing the Employment Brand to Attract Top Talent

When Peter Moore joined Sony Electronics (SEL) in April 2011 to lead its talent acquisition efforts, the company was combating a negative reputation at its San Diego headquarters after many manufacturing jobs were moved overseas. These moves hurt SEL's brand in the local community, as fewer candidates applied for open positions and employees were being asked to work harder with fewer resources.

The company's job board-driven approach to recruitment became less effective as this image prevailed, and recruiters had a tough time attracting applicants for their growing number of open requisitions.

“We didn't really have an effective approach to sourcing,” said Peter. So with the goals of revamping SEL's employment brand and driving better recruiting results, Peter turned to LinkedIn.

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“LinkedIn became an exciting tool not only for me, but also for my recruiters,” Peter said. “I don’t think they were aware of all of its capabilities.”

In the process of building the employment brand, Peter emphasized that SEL was a local company that continued to recruit and grow. He joined local organizations and helped recruiters spread that message to the candidate population. He evolved existing messaging to include a fresh tone that would attract younger workers and help SEL compete with the technology companies in Silicon Valley.

## Making Recruiters Visible and Accessible

As he worked to develop SEL’s LinkedIn Career Page, Peter knew that candidates wanted to speak directly with a person, not an applicant tracking system.

“Putting our recruiters front and center on the page was my primary goal,” Peter said.

In the beginning, some recruiters were a little hesitant about posting personal information and making themselves so accessible to candidates. LinkedIn media consultants came on site to help the team understand LinkedIn’s security features and best practices for engaging with candidates without being over-exposed.

Now the Career Page features a personal welcome from each recruiter, including their functional focus, as well as videos about Sony products and benefits information. Peter plans to add video testimonials from employees describing how they came to Sony and growth opportunities in the business.

## Turning “Order Takers” into Strategic Business Partners

Using LinkedIn has changed the way the team interacts with hiring managers. In the past, recruiters went into requisition meetings and asked the hiring managers what they needed. Now thanks to LinkedIn, recruiters can easily prepare a slate of candidates and come into the meeting with information about the market, where to find candidates and what challenges they may encounter.

“All in all, LinkedIn has made us look more intelligent to the business,” Peter said. “With LinkedIn’s help we’ve become a strategic partner versus just an order taker.”

## Sourcing in Their Sleep

By posting openings to the LinkedIn Jobs Network and deploying LinkedIn Work with Us ads, Sony taps into its employees’ networks.

Posted jobs that match a visitor’s experience are featured on SEL employees’ profile pages, showcasing relevant opportunities to a candidate in the context of his relationship with the Sony employee. Candidates also connect with employees behind the scenes when messages and job opportunities are forwarded throughout their networks.

“Every time someone clicks on one of our employees and then sees a relevant opportunity, it brings them to the business faster than we can find them,” he said. “In my mind, that doubles our workforce.”

In just five months of expanding its use of LinkedIn Talent Solutions, SEL has found 25 percent of its hires through LinkedIn – including both researchers on Peter’s team. Peter began a search on LinkedIn for these roles on a Monday and built rapport with two candidates. By Friday they were already being considered as serious candidates.

“LinkedIn adds significant value to me, our recruiters and our business, by helping us do more with less.” Peter said. “LinkedIn does a lot of the heavy lifting for us so we can focus on other projects and on collaborating with our hiring managers, because we know LinkedIn is hard at work for us behind the scenes.”

### LinkedIn User Tips from Peter

- Don’t have a hard and fast rule about connecting with candidates right away. The goal should be to drive for some level of engagement, even if it comes down the road.
- If you are a government contractor, target carefully and use consistent search strings. You can source safe in the knowledge that LinkedIn Recruiter supports OFCCP compliance.

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