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line

Case Study

Line uses Big.Jobs to drive high-performance recruitment that keeps up with their hypergrowth

On a splendid growth trajectory, Line leans on Big.Jobs' human-assisted SaaS to build & run world-class recruitment operations and achieve hiring outcomes with 79% savings on cost-per-hire.

Read now

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Associate, Growth

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Company	Line
Website	www.useline.com
Industry	FinTech
HQ	San Francisco, California
Team Size	25-50 people
Team Location	Distributed
Stage	Early Stage (Seed)
Key Investors	Coinbase, Goodwater Capital, Techstars

Background

Line is a Silicon Valley-based high-growth FinTech startup that makes borrowing cash as easy as it was ever before. With its Cash Now Pay Later app, Line provides affordable, frictionless, and frequent access to money, thus delivering financial resilience to under-served active working professionals by helping them save, spend, plan and protect their finances. Founded in 2019 by Ex-Global Products Head of PayPal and Ex-COO of YourStory Media, Line is backed by top investors, including Coinbase and Techstars.

Looking at a rapidly growing business with a growth rate of 100% MoM with 99% user retention, Line's founding team increased their efforts to scale quickly from a team size of 11-15 employees to 50 employees to keep their product & business development up to the speed with their user growth. To provide strong foundational support to the expanding team, Line's primary focus was to close senior executive roles such as Director of Product, Director of Engineering, Director of Marketing, and Senior Data Scientist, to name a few.

Why Line picked Big.Jobs

Big.Jobs' human-assisted hiring platform enabled Line to perform exceptionally well in the competitive talent market & meet its hiring goals.

One-stop solution. Full stack hiring solution instead of hustling with multiple agencies or setting up an internal hiring team and then juggling between various HR tools and sourcing channels

On-demand. Quick onboarding with zero learning curve with the flexibility to scale up or down based on ever-changing hiring needs

Hiring experience. Provide a world-class hiring experience to candidates & its internal hiring managers at par with best orgs like Google

Time & cost-per-hire. Fast hiring closures to keep up with the company's hypergrowth with optimal costs

Employer branding. Create long-term value by elevating the employer brand for targeted candidate pools to stay competitive with larger brands that are fighting for the same talent

Distributed. Ability to run a world-class hiring operation sitting out of multiple time zones by spending only a few minutes every day

Job Position	Level
Director of Engineering	Senior
Chief Marketing Officer	Executive
Director of Product	Senior
Senior Data Engineer	Senior
SVP of Engineering	Executive

Some of Line's open job positions on Big.Jobs between Feb - May '22

> 66
> Big.Jobs is an integral part of our growth. Super quick onboarding, great product experience combined with equally good implementation. We were able to build a strong recruitment function & scale our team quickly with minimal efforts.
>
> **Akshay Krishniah**
> Founder & CEO

The Challenges

Founders of fast-growing companies spend a great deal of their time in hiring. They post jobs, reach out to their professional network to ask for referrals, talk to people, and are always looking to connect & hire people that raise the overall bar. However, as the hiring requirement scales, most early-stage startups realize that they cannot keep outperforming in the talent market.

High Drop-off Rates

Line's founding team would spend hours every week to discover and qualify candidate leads that match their requirements. However, the drop-offs were extremely high during attracting these candidates, nurturing them through various stages of the hiring process, and eventually converting them into hires.

> 💡 **Less than 10% of discovered candidates make it to the interview table**

Employer Branding

As an early-stage startup, Line was losing most of its top candidates to Unicorns and well-established corporates. Bigger and older companies have more established employer brands with better recall value and credibility in the talent market. This makes them more attractive and puts them at a higher position in the preference order of strong candidates. Building & leveraging an employer brand is a long-term process that involves a plethora of activities, including candidate education not just about the job role & company information but also highlighting internal culture and stories about mission, vision & people.

> 💡 **About 20% of the candidates who drop out of the interview process don't have enough information about the job opportunity & the company**

Candidate Experience

Providing a delightful candidate experience through the hiring lifecycle is imperative in today's challenging talent market. This includes creating a robust cadence for appropriate distribution of relevant information, swift scheduling of various interviews & assessments, and ensuring that nothing slips through the cracks until the hire is made. This gets tricky when your hiring plans are ambitious with multiple open positions & several stakeholders involved. Line's team faced similar challenges as they strived to deliver a great hiring experience to all incoming candidate leads.

There were multiple interviewers & other decision makers sitting out of various timezones and the dynamic nature of work meant everyone had limited bandwidth. This led to scheduling & alignment issues, a longer time to complete the process & less than ideal candidate experience.

> 💡 **Scheduling issues could lead to up to a 50% increase in interview completion times**

Frustration with other alternatives

> 💡 **DIY or internal recruiting team or external HR agency - these form the consideration set for an early-stage founder**

Before subscribing to Big.Jobs, Line explored them all. Initially, Line had a nascent hiring operation with the founder leading the recruitment efforts to find & hire great people. But no founder can keep making 100 calls a day to prospective candidates. As the requirement scaled, Line tried outsourcing the hiring operations to external agencies in India, the UK, and the US.

HR agencies still use age-old, traditional methods of candidate acquisition & this often means you lose out in the talent market. The candidate leads recommended by the agencies were below the expectations of the Line's hiring bar. When they had a good candidate, it was also shared with all the agencies' customers resulting in much higher drop-offs. An agency doesn't care who hires their candidates as long as someone hires them.

Moreover, they're very expensive (15-20% of the annual salary). They don't create any longer-term value for the company's employer brand and the overall experience of working with them is more than frustrating.

Line briefly attempted to set up an internal team to pick this up but quickly realized that building a strong recruitment team takes months. Bringing solid recruiters, building a world-class hiring process, equipping them with relevant tools & resources, and ensuring that they perform well is itself a significant challenge. And more often than not, recruiting teams keep juggling between various SaaS tools & sourcing channels without realizing desired outcomes.

How Big.Jobs compared with existing alternatives

Big.Jobs is a superhuman recruiter on a subscription. We're building a white labeled full-stack SaaS platform that uses a people + software approach to take charge of end-to-end hiring operations of the company across all recruitment channels & drive the process to create a fantastic experience for companies & candidates. This means that hiring companies get on-demand access to world-class recruitment that is highly effective so that founders & hiring managers can focus their time on interviewing and making hiring decisions.

The figure on the next page gives a detailed comparison of how Big.Jobs compares with other existing alternatives:

FEATURES	big.jobs	HR AGENCY	INTERNAL RECRUITMENT TEAM
Full-stack recruitment software (SEO-optimized Career Hub, Referral Engine, Applicant Tracking System)	✓	✗	✗
Time to onboard & implement (No learning curve & your team spends only spends time in interviewing & making hiring decisions)	✓	✓	✗
On-demand (No fixed costs, flexibility to scale up & down)	✓	✓	✗
Inbound Sourcing (Access to 10+ job boards, inbound leads from talent marketing)	✓	✗	✓
Outbound Sourcing (Phone, email, WhatsApp & inMail outreach to qualified leads in 10+ databases, talent communities, alumni groups etc.)	✓	✓	✓
Employer Branding (Huge collection of custom-made candidate outreach material & templates to attract candidates)	✓	✗	✓
Deep Screening (Smart algorithmic matching further refined by a first round phone screening of every candidate)	✓	✗	✗
Concierge Support (Your own Talent Manager for scheduling & logistics, timely updates & reminders, and expert advice)	✓	✗	✓
Candidate Experience & Preboarding (End-to-end ownership to provide a delightful experience to every candidate throughout the hiring process till their joining)	✓	✗	✓
Calibration & Benchmarking (Consultation on recruiting strategy, refining job requirements, provide talent market insights, compensation benchmarking etc.)	✓	✗	✗

Solution

Onboarding & Kickoff

After Line subscribed for Big.Jobs, our Head of Operations, Sunil Jain (an IIT Delhi graduate and seasoned engineer himself), assisted by Srishty Mukherjee (Sr Talent Manager), collaborated with Line's team to get them started. It was a 3 step process that was completed within a week:

a. Data Gathering

- Learn about the company, team culture, hiring requirements,
- Collaborating with all the stakeholders to understand existing processes & challenges noted down the discrepancies and gathered all the data points that will be later used for configuring the platform for Line's use.

b. Configuring the platform

Talent Team of Big.Jobs went to the drawing board to perform a bunch of preparation activities:

- Configure Career Hub, Slack & Applicant Tracking apps based on Line's needs
- Configure Job Pages, calibrate sourcing parameters
- Copywriting Candidate Experience Kits: Highly personalized outreach collateral & templates to elevate Line's brand & create deeper engagement with prospective candidates. This included
- Personalized email, WhatsApp & InMail outreach templates
- Company & job information kit
- Interview Success Kit
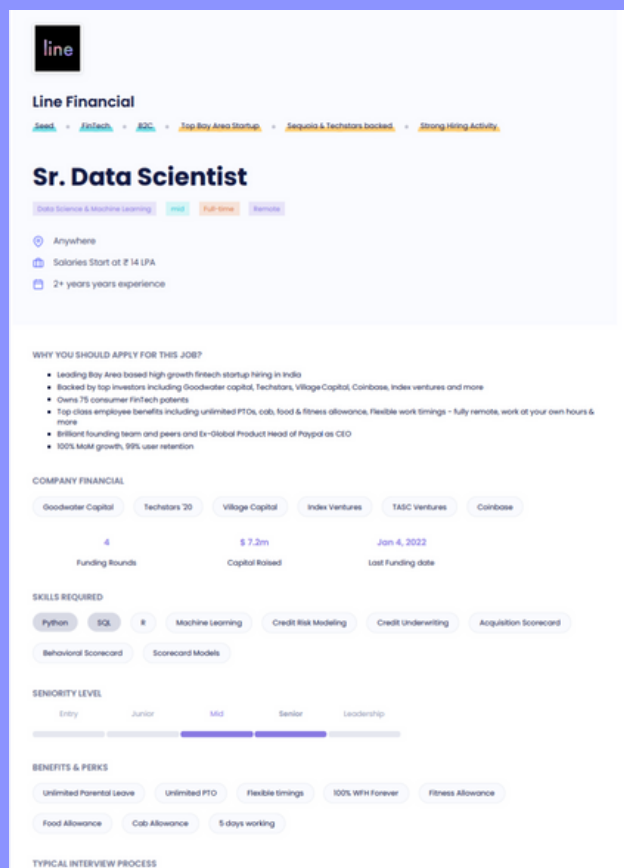- Deep screening questionnaire
- Social Media Kit

White-label product & outreach material that puts Line's brand on the front & center, and provides a great user experience to potential candidates
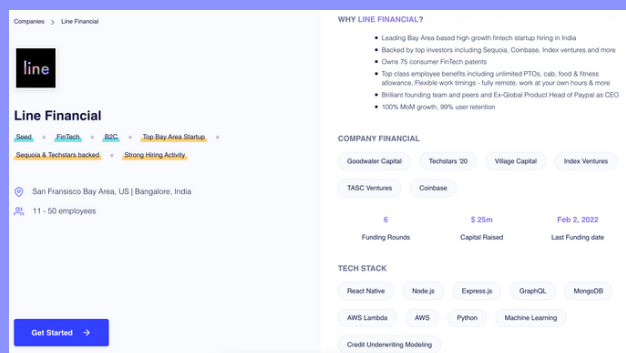
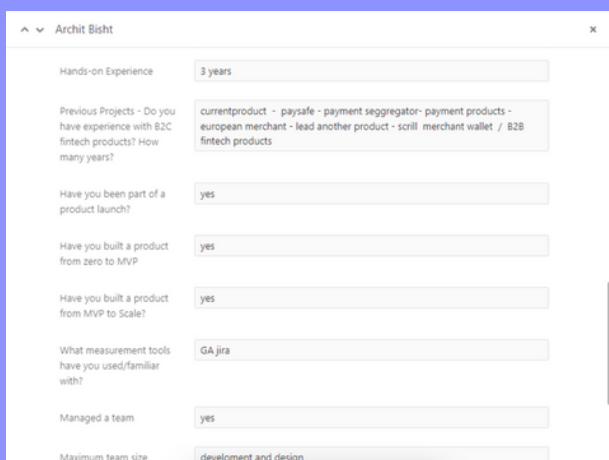Career Hub for Line
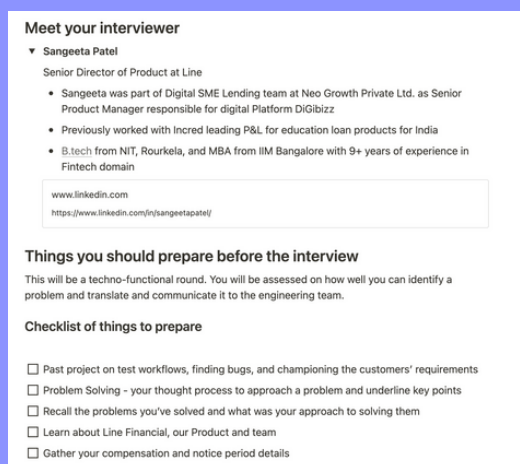
Interview Success Kits

Job Pages

c. Subscription Kickoff

Within a week, our Talent team was ready to kickoff the subscription for Line. All hiring managers from Line were invited for a call for the commencement, where our Talent Team helped them with:

- Demo & onboarding on Big.Jobs product and explaining how it'll all work going forward.
- Finalizing the Hiring Playbook for Line that'll be followed through the course of the subscription.
- Sharing talent market insights in terms of compensation, skillset, experience & other relevant details. This allowed Line to set benchmarks and further fine-tune their sourcing parameters.
- Showing the Candidate Experience Kit, Screening Questionnaire, Comms Kit and all the branding material that will be used to attract, nurture and convert the candidates through the hiring lifecycle.
- Align all stakeholders.

Deep Screening Questionnaire

Human-assisted Recruitment Orchestration

'Orchestration' is a common term taken from the field of IT, outbound sales & marketing. It means arranging fragmented tasks and automating them together to optimize a workflow.

When applied to recruitment, it means stringing together numerous tasks involved in sourcing, vetting, scheduling, logistics, and pipeline management and using technology & automation to deliver a seamless process.

Sourcing Orchestration at Scale

The first step in any recruitment orchestration cycle is Sourcing. As Big.Jobs is a human-assisted platform; our Talent Team took end-to-end ownership of talent sourcing for Line across all recruitment channels & also ran the process to create a fantastic experience for companies & candidates.

Lead Generation (Inbound & Outbound)

In order to acquire leads of qualified talent for Line's job positions, Big.Jobs used a variety of sourcing channels depending on the geography, including (but not limited to):

- Job boards (LinkedIn Jobs, ZipRecruiter, Naukri.com, Hirist, IIMJobs, Stack Overflow, Dribbble, GitHub)
- Databases (Apollo.io, Naukri ResDex, LinkedIn Recruiter)
- SEO-optimized Career Hub
- Google Search & Display
- Twitter, Reddit
- Alumni groups, developer communities
- Candidate referrals

Building & Leveraging Line's Employer Brand

Big.Jobs is a white-label offering, so the entire talent acquisition happened by building & leveraging Line's employer brand. This results in companies quickly building a strong pipeline of highly engaged quality candidates. The conversions are better, with very high shortlist rates and lower dropoffs. You end up not making a better hire, but you also ensure that each & every candidate that has gone through your hiring process has had a positive experience with your brand.

	DISCOVERED LEADS	ALGORITHMIC SCREENING	DEEP SCREENING	RECOMMENDED TO HIRING MANAGER
CHIEF MARKETING OFFICER	396	226	42	19
DIRECTOR OF ENGINEERING	357	78	47	29
DIRECTOR OF PRODUCT	792	354	97	61
SR DATA ENGINEER	633	388	112	69
SVP OF ENGINEERING	282	67	29	9
TOTAL	2460	1113 45.2%	327 29.3%	187 57.1%

Deep Data on All Candidates

All the potential candidates attracted through sourcing were invited to signup & provide further information about their skills, experience, and preferences. All of this happened through a white-labeled Career Hub configured for Line by Big.Jobs. This enabled Line to comprehensively capture 20+ data points on every potential candidate to match them with open job positions.

Screening

All candidates were attracted through inbound, outbound, and referral channels and provided all the required data points, then went through a rigorous 2-step screening process.

Algorithmic Matching & Match Score

Big.Jobs employs sophisticated machine learning models that intelligently match candidates on 40+ parameters to identify the best candidates who meet Line Financial's specific requirements. The screening process begins with an intelligent algorithmic screening on various job boards; candidates above a set threshold match score are then phone screened by our calling team.

Deep Phone Screening with Talent Team

The Talent Team then contacts the candidates who have passed the phone screening to educate them about Line and to gather additional information about the candidate using a customized questionnaire. Only the best candidates are recommended with a Deep profile, which includes a summary of the candidates to provide Akshay and his hiring managers with additional information beyond their resumes.

Outreach

Sourcing & screening operations (at least when done well) are extremely time-consuming. There is a lot of fragmentation & work involved in qualifying good candidates to become potential applicants for your open job positions. Big.Jobs uses a combination of advanced workflow automation & human assistance to perform a highly effective outreach process.

All outreach was highly personalized to create a deeper engagement with all incoming leads. It takes countless phone calls, emails, and WhatsApp messages to bring potential candidates to the interview table. We say countless, but we actually counted them.

For instance, chart below represents the role-based breakdown of the number of phone calls Big.Jobs conducted to discover, attract, screen & recommend potential candidates to Line's hiring managers. During the four-month period, a total of 3471 calls were made. And here's the data for the number of phone calls from our Talent Team. This is before they even step onto the interview table. Once they're in the interview process, it takes another set of back-and-forth communication efforts for scheduling, nurturing, and ensuring that they go smoothly until the end of the hiring process.

2,286 phone calls were made between Feb-May '22 to discover, attract, screen & recommend potential candidates
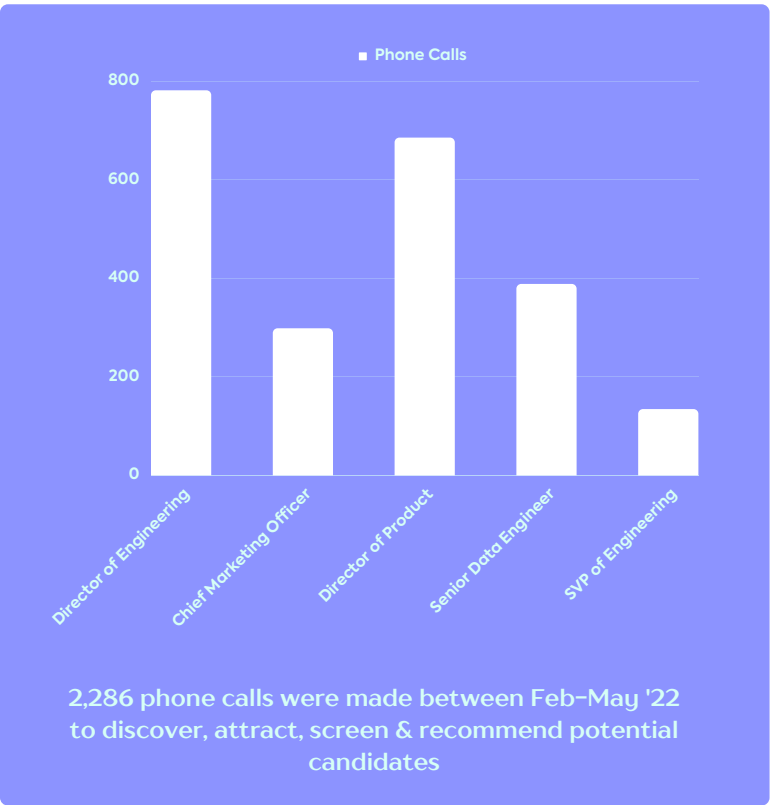
Product & Concierge Experience for Line's Team

Big.Jobs uses a combination of web & Slack apps to provide a bespoke experience to our customers.

> **Our customers spend time only on interviewing and making hiring decisions, everything else is managed by Big.Jobs using our software + people**

A typical day for Line's team with Big.Jobs

Let's consider the example of Sangeetha, Head of Product at Line, who is hiring Product Managers for her team. Her Talent Manager, Srishty, is with her at every step managing every candidate in her pipeline, giving her an effortless hiring experience.

A typical Daily Digest delivered on Slack

Applicant Tracking System

From there, Sangeetha hops onto the web app to check everything that's happening in the various stages of the hiring pipeline, as well as statistics on how her recruitment orchestration is running. On the dashboard, she can see a snapshot of her hiring pipeline & its health.

Hiring Manager's Dashboard

Recruitment Orchestration in Action

Sangeetha can get deeper visibility into everything and witness the 'recruitment orchestration' in action. She could check a daily, weekly, or monthly view of all candidate leads and details of every single interaction during their journey through their discovery, acquisition, and screening process. She can learn about the performance of various sourcing channels and conversion rates of outbound campaigns.

In less than 5 minutes, she gets on top of her end-to-end hiring operations & effectively makes important decisions based on it.

Deep Candidate Profile

To enable hiring managers to shortlist better, every recommended candidate comes with a Deep Profile that contains 20+ data points, including a Match Score, current & expected compensation, resume, LinkedIn, experience & skillset history, and more. This is further supported by a personalized note by Sangeetha's Talent Manager on why this candidate would make a good fit, technically & culturally, based on the Deep Screening Call done. The deep phone screening is based on a questionnaire set by Sangeetha, and she can also access detailed responses of each candidate.

Daily view of sourcing operations

Deep Candidate Profile

Detailed info & notes collected for every candidate

Smart Concierge on Slack

Big.Jobs Slack Concierge uses a combination of smart widgets and actual humans to provide seamless support. As Sangeetha gets on with her day, Big.Jobs Talent Team is always with her every step of the way via Slack.

For instance, Sangeetha gets timely reminders & updates about her upcoming interviews. She also gets all the information she needs in order to conduct better interviews. She can provide interview feedback, exchange notes with her Talent Team or get any custom support in case she needs it.
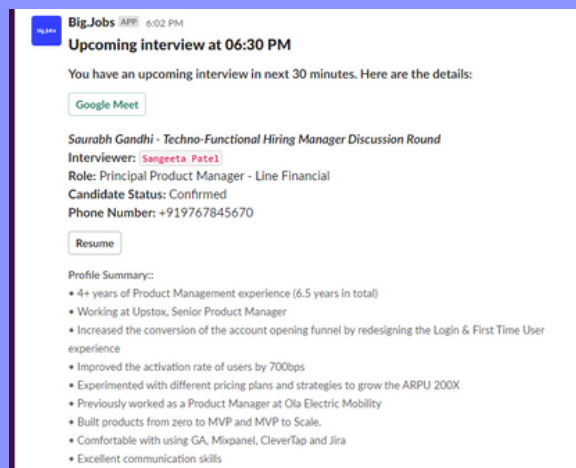
Upcoming interview reminder on Slack Concierge

Similar concierge support is provided on the other end to all the candidates in Line's hiring pipeline. This not only ensures zero operational delays & lower drop-offs in the hiring funnel but also provides a delightful user experience on both sides of the interview table.

The interview turnout rate of Line is 92% – significantly better than the industry average.

Job Offer Rollout & Preboarding

As the competition for acquiring top talent heated up, Line was increasingly experiencing candidate drop-offs after they accepted their job offers. The problem got a lot more aggravated in the post-COVID era, wherein entire hiring lifecycles happened remotely.

Industry average for job offer-rollout to joining ratio is less than 40% in tech-hiring

This makes Preboarding an extremely important part of Big.Jobs subscription as an important tool to improve offer-to-joining ratios. Preboarding is an engagement with your new hire after they accept your job offer till the day they join your organization.

Again, using a combination of 'people + software,' Big.Jobs enabled Line to run an effective preboarding process.

Here are some of the things that were part of Line's preboarding for incoming joinees:

- Personalize the preboarding program to fit the notice period of their new joinees and share the details with them.
- Send a welcome kit (company swag, personalized letter etc.)
- Get their feedback on the hiring process
- Introduce them to their reporting manager, and assign a buddy or a mentor, foster a sense of belonging and connection
- Get a headstart on paperwork
- Giving them early access to some of the internal resources for their learning & development

Outcomes

Shortlist & Interviews

All the qualified candidates who cleared the 2-step screening process were recommended to Line's hiring managers for a shortlist by their Talent Managers. Line's hiring managers interviewed all of the candidates who were shortlisted. The average shortlist percentage for all positions is 49.7% percent.

Interview Shortlist Rates
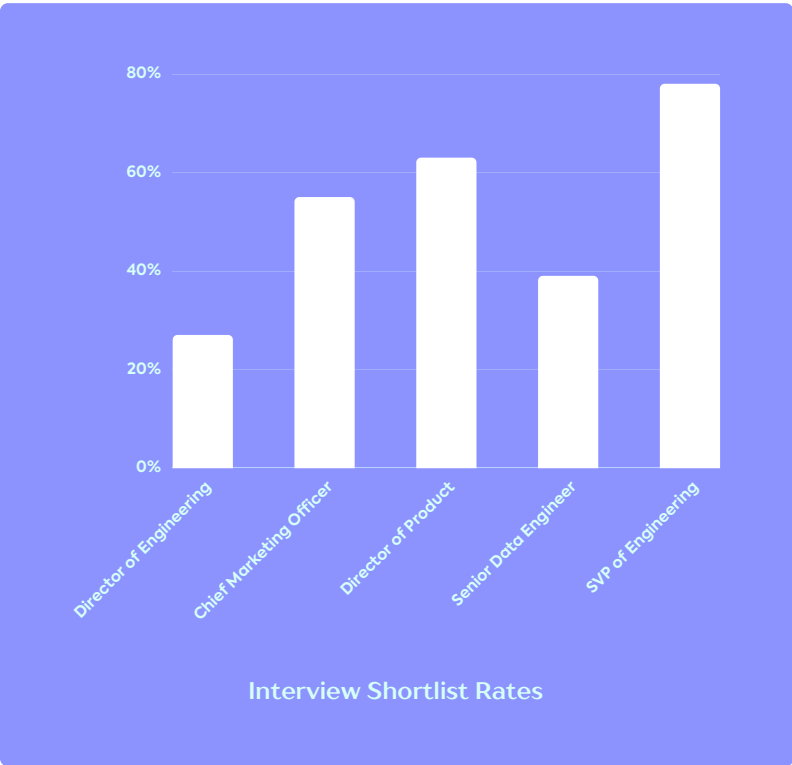
> **Line interviewed 1 out of every 2 candidates that were recommended by their Talent Team**

Jobs Offered & Hired

After taking all the shortlisted candidates through the interview & assessment process, Line rolled out job offers to 11 candidates in total for all their open positions.

> **Every 9th interview resulted in a job offer at Line, and avg time per hire was just 15 days!**

Most of the candidates had to serve a notice period in their previous organizations before they could join their new position at Line. The selected candidates were taken through the Preboarding phase to ensure they have everything they need in order to prepare for their upcoming job at Line.

This resulted in a significant increase in joining rates of selected candidates. Against an industry average of 35-40%, Line was able to maintain an offer-to-joining rate of ~55%. 6 out of 11 candidates who were offered the job ended up joining the company.

Cost-per-hire Savings

Line absolutely crushed their hiring goals in record time by closing the key senior and leadership hires they needed to scale their business. With their subscription, they ensured a great user experience for their hiring managers & their candidates. All of the above was achieved with an extraordinarily low cost-per-hire for their team.

79.2%

Line's cost-per-hire was 79.2% lower than other alternatives.
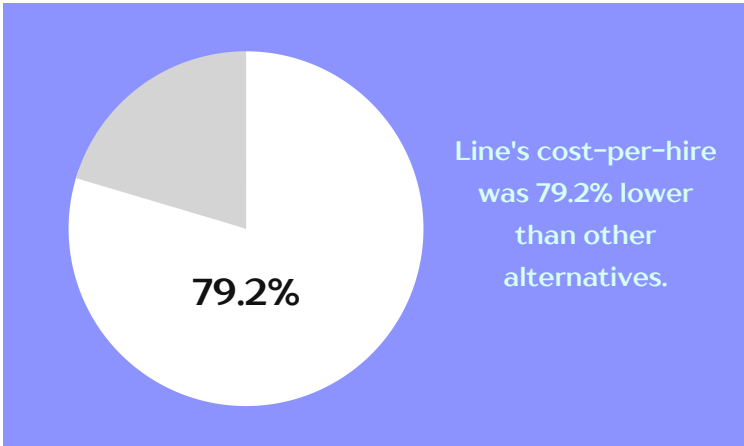
	INTERVIEWED	JOB OFFERED	HIRED
CHIEF MARKETING OFFICER	5	2	1
DIRECTOR OF ENGINEERING	16	2	2
DIRECTOR OF PRODUCT	38	3	1
SR DATA ENGINEER	27	2	1
SVP OF ENGINEERING	7	2	1
TOTAL	**93**	**11** **11.8%**	**6** **54.5%**

Number of candidates in various stages of interview pipeline

49.73%
INTERVIEW SHORTLIST RATE

6
TOTAL HIRED

15
AVG DAYS PER HIRE

54.6%
OFFER TO JOINING RATE

11
TOTAL OFFERS

79.2%
SAVINGS ON COST PER HIRE

Path Ahead

With their Big.Jobs subscription, Line continues to close more roles and recruit top talent without having to set up their recruitment team. This enables them to save a lot of time, effort & money to focus more on their product and customers. They're saving over 20 hours per week per hiring manager and thousands of dollars for every hire they make.

With a recent funding round of $25M in debt and equity, Line will continue to build an inclusive modern financial network that allows individuals to establish trust and credit-worthiness without the need for Credit checks.

Big.Jobs will continue to act as the extended arm of line hiring helping Line to hire a strong team of doers, makers, and hustlers to build the future of financial services

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SUPERHUMAN RECRUITER

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