

A STUDY ON THE PRINT RECRUITMENT ADVERTISEMENT MARKET
IN HONG KONG WITH FOCUS ON
SOUTH CHINA MORNING POST, JOBMARKET, RECRUIT AND EASYFINDER

by

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ABSTRACT

Job search by reading print recruitment advertisement is an experience that almost nobody can miss. The market has been relatively stable with two newspaper supplements, Classified Post of South China Morning Post and JobMarket of Sing Tao Daily / HK Standard, benefiting from the market oligopoly they established. It was not until 1992 with the coming up of Recruit and EasyFinder, two non-newspaper publications, that competition became fierce. Owing to the significance of the market, the recent changes in the competitive environment and the deficiencies of similar studies, this study is pursued to give a more all-round report with data collected via literature review, product analysis, consumer surveys and case studies. The study shows that the critical factors of success rest with the product itself and breakthrough in the restricting 4 Ps¹. Despite the successful market entry, the newcomers would be unable to break the market oligopoly in a short period. For the established players, newcomers and potential entrants, this paper is expected to give them a clearer picture on the market positioning and directions to improve their positions.

¹Marketing strategies in product, price, place and promotion.

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CHAPTER I

INTRODUCTION

Why The Topic Is Chosen

The Market Significance

Job search by reading print recruitment advertisement is an experience that almost nobody can miss. This market significance implies that any market change can affect the mass job-searchers in some way.

The Dynamic Print Recruitment Classified Advertisement Market

Newspaper (or actually "print") recruitment classified advertisement market is then seen to be with much growth potential. The reasons behind include the stable increase in population, increased business activity, increased release of women labour and increased turnover claimed by employers.

In fact, the year 1992 saw two non-conventional newcomers namely Recruit and EasyFinder that are not developed out of established newspapers but single out recruitment advertisement as independent information for readers in need to obtain.

Purposes for Study

The purposes of this paper are therefore to analyze the print recruitment classified advertisement market, to examine if the newcomers' competitive strategies could help break the market oligopoly and how the market leaders react as well as to recommend appropriate business strategies for all market players.

Scope of Study

Since grouping of recruitment advertisements sized 0.6 sq. in. (square inch) [分類小廣告] makes up only a small portion of the total market value, this paper has excluded analysis on this segment and focused on irregular size recruitment advertisements. Meanwhile, the recent economic development has resulted in transfer of labour force from the primary sectors (mainly manufacturing) to the tertiary sectors (e.g. servicing). The relative importance of the white-collar segment has increased tremendously. Hence, study focus has been placed on this segment as well.

Definitions and Abbreviations

Recruitment classified advertisement can be termed as grouping of recruitment advertisements in sections for readers' ease of reading. Advertisement size can range from 0.6 sq. in. to a full page (294 sq. in.) for a newspaper. The term "ad." and "recruitment ad." used throughout this paper shall mean "advertisement(s)" and "the print recruitment classified advertisement(s)" respectively.

As regards the focused market players, all except Recruit use supplements to group recruitment ad. and separate effort is put in

for marketing the supplements. As such, the names of,

Classified Post of South China Morning Post,

JobMarket of Sing Tao Daily & HK Standard,

Recruit, and

JobFinder (青雲路) of EasyFinder (壹本便利),

will be used throughout this paper where relevant.

To increase the ease of reading, the following abbreviations of newspapers will be used throughout this paper.

<u>Abbreviation</u>	<u>English Full Name</u>	<u>Chinese Full Name</u>
ODN	Oriental Daily News	東方日報
SPDN	Sing Pao Daily News	成報
MPDN	Ming Pao Daily News	明報
TTDN	Tin Tin Daily News	天天日報
SCMP	South China Morning Post	南華早報
STD	Sing Tao Daily	星島日報
HKS	Hong Kong Standard	英文光報
HKET	Hong Kong Economic Times	經濟日報
WKYP	Wah Kiu Yat Po	華僑日報
WWP	Wen Wei Po	文匯報

Finally, it should be noted that since it is trade practice to give advertisers substantial discount especially for those who commit annual contract, gross instead of net market value will be quoted in this paper.

Overview

The rest of this paper is presented in seven chapters.

Chapter 2 discusses the methodology of data collected.

Chapter 3 briefly describes the newspaper development in Hong

Kong.

Chapter 4 analyzes the recruitment classified advertisement market in terms of industry profile, product profile, consumer profile, marketing mix and sources of competition. To give a more thorough picture, the entire newspaper market is analyzed where appropriate.

Chapter 5 evaluate the key findings from the surveys on readers and advertisers and the market players are positioned as perceived by the two kinds of consumers.

Chapter 6 examines the selected cases of Recruit, JobMarket of EasyFinder, Classified Post of SCMP, and JobMarket. The four market players' respective competitive strategies as well as readers' veiws towards their positioning are discussed.

Chapter 7 tries to identify the critical factors of success and recommend business strategies to all market players. A conclusion is given in Chapter 8.

CHAPTER II

METHODOLOGY

Sampling Method

Preliminary market data for this study was collected by literature review. To gather in-depth data on positioning analysis and strategies studies, the following were conducted.

Mini-surveys

All print recruitment classified advertisement medium need to attract particular and considerable readers to read their advertisements so that they can encourage advertisers to access these readers as possible candidates of their vacancies by advertising in the medium. Hence, the medium has two types of customers and strategies must be set to target. Reading habit of readers and advertising concerns of advertisers are therefore important considerations in strategies formulation.

To better understand the said reading habits and advertising concerns, data was collected via mail survey. Since job search experience and advertising practice are sensitive issues, face-to-face interview is not recommended and mail survey that allows anonymous answers to increase response rate has been undertaken.

On the readers side, a mini survey on a random sample of 400 people from the employed population was conducted. Questionnaires were mailed to tenants of randomly selected addresses from the three Hong Kong telephone directories. Since only the employed need to read recruitment advertisement, an employed member from each household was invited to fill in the questionnaire.

On the advertisers side, another mini survey on a random sample of 500 advertisers was conducted. They were randomly selected on a proportional basis from Recruit, JobFinder of EasyFinder, Classified Post of SCMP, and JobMarket within the same week in December 1992.

The sample numbers of 400 employed and 500 advertisers are purely arbitrary.

Case Studies

To examine the market dynamics from a more tangible perspective, case studies on established market players and newcomers were conducted. Recruit, JobFinder of EasyFinder, Classified Post of SCMP, and JobMarket are chosen. Interviews with related marketing personnel were arranged and emphasis of these case studies was on their marketing objectives and strategies.

Recruitment Advertisement Analysis

Product analysis can be done to reveal positioning of market players. A recruitment advertisement analysis was therefore done by counting the number of advertisement by position or job types etc. for Classified Post of SCMP, JobMarket, Recruit, and JobFinder of

EasyFinder in the same week of December 1992.

Data Collection & Analysis

Literature Review

Preliminary market data was gathered from firstly, related reference books or study reports to give a background; secondly, selected trade journals or reports to give the latest quantitative performance data of the market players; thirdly, official statistics to throw light on the market value and potential, and finally, related discussion articles on non-trade publications on the latest competitive situation.

The above helped give a background and general competitive situation of the market.

Mini-surveys

With respect to the readers survey, data on reading habit, unaided brand awareness, factors in product choice, job search experience and intention as well as views towards effectiveness of selected products were collected. These helped to throw light on firstly, how the readers' reading and job search habit affected the strategies of the market players; secondly, how much effort should be put in respective product feature, and finally, what the market players should do to maintain or improve their respective perceived market position.

For the advertisers survey, data on advertising practices, popular channels used by vacancy position, factors in product choice as well as views towards effectiveness of selected products were collected. These were analyzed to reflect how much effort should be put in respective product feature, and what the market players should do to maintain or improve their respective perceived market position.

Case Studies

Data collected include the marketing objectives, the inauguration process, the market share, the integrated strategies pursued as well as the perceived SWOT¹ of one self as well as that of the competitor(s). The findings implied the market positioning of the market players, the competitive environment as well as those successful strategies used by some but that could be pursued by others as well.

Recruitment Advertisement Analysis

As mentioned, recruitment advertisement analysis can reflect positioning of market players. In this connection, analysis and comparison by industry nature, position, years of experience, education, age range salary range specified in the advertisements of selected publications were conducted.

¹Strength, Weakness, Opportunity and Threats

CHAPTER III

NEWSPAPER DEVELOPMENT IN HONG KONG

The Publishing of Newspaper

Chung Wei Sin Pao (中外新報), the first Chinese newspaper, was established in 1860 by China Mail. The second one was Hwa Zhi Ri Pao (華字日報) set up by Daily Express.

In 1992, there were 47 Chinese dailies and 14 English dailies¹.

Among these, only 16 can be termed as major newspapers (大報) with the rest being subsidiary newspapers (小報). Although the number of English dailies amounts to 14 in 1992, only SCMP and HK Standard are the two more active ones.

Newspaper Advertisement

Advertisements could be found in Chinese newspaper as early as 1860 and had usually been placed in front page. Yet Wah Kiu Yat Pao revolutionized the practice to place news instead of advertisement to the front page in 1925.

¹Newspaper Registration Section, Television & Entertainment Licensing Authority (As of 30 Nov. 1992)

Classified advertisement was introduced in 1960s in the form of recruitment classified ad. that arose in response to the need of the prosperous light industrial development. It grew fast in the 1970s and early 1980s. Other categories such as property and automobiles followed suit.

Circulation of a newspaper is the most important selling point of newspaper advertisement. It has long been taken for granted that sound editorial boosts circulation which in turn boosts advertising revenue. The ratio of editorial to advertisement (EA ratio) is an important factor in planning editorial quantity every day. The EA ratio varies with newspaper as shown in table 3.1.

TABLE 3.1

RATIO OF EDITORIAL TO ADVERTISEMENT (SELECTED
NEWSPAPERS / PUBLICATIONS WITH CLASSIFIED AD.)

<u>Newspaper</u>	<u>Editorial %</u>	<u>Advertisement %</u>	<u>Classified % of Total Ad.</u>
ODN	35	65	~10
SPDN	35	65	10-15
SCMP weekday	35	65	40-50
Saturday	25	75	90-95
MPDN Mon-Thurs	65	35	~10
Friday	65	35	~25
TTDN	50	50	~5
STD	35	65	70-75
WWP	35	65	50-55
EXP(Career Guide)	50	50	100
EASYFINDER	45	55	85-90
RECRUIT	20	80	N/A

*Source : Based on generalization from various issues
in September 1992.*

The table reveals that there is no standard EA ratio. Generally speaking, advertisement % should not be less than 35% to sustain operation and should not exceed 65% or else the newspaper will become an "advertisements-paper" instead. Except for a few market leaders in the classified ad. market, display ad. is more important than classified ad. for most newspapers. In fact, the ratio of total market value of display ad. to that of classified ad. is 1.8 : 1.0 in 1991.

The newcomers in the recruitment ad. market have different orientation. While EasyFinder aligns to the market practice, Recruit is definitely a deviant in presenting at most 20% for editorial. Yet, while this was a kind of innovative presentation in HK, similar newspaper could be found even earlier in London when Loot, an advertising daily (5 days a week) that was made up of mostly classified, was founded in 1989.

CHAPTER IV

MARKET ANALYSIS

Industry Profile

Newspaper as an Advertising Medium

Newspaper is an important advertising medium and ranks second in terms of both media reach (Media Index) and market value (HK Adex)¹ when compared with other advertising media as shown by table 4.1.

TABLE 4.1

CONSUMPTION & MARKET VALUE OF DIFFERENT MEDIUM IN 1991

<u>Medium</u>	<u>Media Index</u> (%)	<u>Adex</u> (% share) (HK\$ Million)
TV	97%	3,780 (50%)
Newspaper	75%	2,140 (28%)
Magazine	29%	964 (13%)
Radio	39%	353 (5%)
Others	N/A	332 (4%)
Total	N/A	7,569 (100%)

Sources : SRH Media Index 1991
(Base : 4,994,000, All aged +9)
: HK Adex 1991 (Display ad. only)

¹Explanation of Media Index and HK Adex in appendix 1.

If we disregard the media reach, the cpm, ie. the average cost of reaching every thousand people, of newspaper is actually much lower than that of TV. This is also one of the reasons why newspaper surpasses TV as a popular recruitment ad. medium. For sure, the more important reason is that print media allows conveyance of more information than electronic media. The case is particularly imperative to recruitment ad. advertisers.

Market Value

Market potential in both display ad. and recruitment classified ad. are promising. The display ad. revenue of newspapers increased by 36% from HK\$2.14Bn² in 1991 to HK\$2.91Bn in 1992³.

As regards print recruitment ad. revenue, it increased from HK\$0.81Bn in 1991 to HK\$0.96Bn in 1992, indicating a rise of 19%⁴.

TABLE 4.2

PRINT RECRUITMENT AD. REVENUE (HK\$MILLION)

<u>Publication</u>	<u>1992</u>
SCMP	475 (49.5%)
JobMarket	361 (37.6%)
Others	124 (12.9%)
Total	960

Source : Adex records quoted from a TV program "The media" on TVB Jade, 28 Mar. 1993

²1 Bn = 1 Billion = 1,000,000,000, same for below.

³Quoted from HK Adex 1991 and 1992.

⁴Adex records quoted from a TV program, "The Media", on TVB Jade, 28 Mar., 1993.

The table reveals that SCMP earns a leading market position followed by JobMarket. It has been claimed that the market share of Recruit is 5% to 6% while that of EasyFinder is 3% to 5%.

Favourable Factors for Recruitment Ad. Market

It is without doubt that recruitment ad. is the most stable, prominent and fast-growing type of classified ad.. A number of favourable factors explain for the optimistic view commonly held.

Low unemployment rate

Unemployment rate decreased from 2.8% in 1986 to only 1.3% in 1990. Although the first half of 1992 saw a rise to 2.6%⁵, it is relatively low when compared with those in Western countries as around 10% in Canada and Australia could be found in early 1993.

Increased business activities

Double-digit growth in Gross Domestic Product has been experienced throughout the eighties and early nineties. The increased economic interchange between Hong Kong and China reinforces the belief of prosperous future for business activities in Hong Kong.

⁵Quoted from Annual Digest of Statistics, 1991, & Monthly Digest of Statistics, July 1992.

High labour turnover rate

High labour turnover rate is not uncommon in Hong Kong and it is particularly prevalent among those who just start their career and those in the clerical, sales and services occupation.

In 1992, 52% of the working population were in the sectors just mentioned⁶ but the percentage share of these sorts of vacancies in JobMarket, Recruit, and JobFinder of EasyFinder are 59.1%, 64.5% and 68.8% respectively⁷. It somehow reveals that these sectors experience higher turnover than other sectors and so have a larger than proportional share of vacancies advertised.

Product Profile

Recruitment ad. as a product of desirable information to readers can be analyzed by business nature, job position, years of experience, education, age range, salary range specified and whether telephone number is put in the ad. for direct contact.

Analysis has been done on Classified Post of SCMP, JobMarket, Recruit, and JobFinder of EasyFinder in a week in December 1992 and details are available in appendix 2. The following is a summary of the general findings and findings relating to market positioning are placed in section 7.1.

⁶General Household Survey Labour Force Characteristics, Quarterly Report, Jan to Mar 1992.

⁷Quoted from "Advertisement Analysis" in appendix 2.

Business Nature

Manufacturing constitutes the largest share in all publications ranging from 17% to 26% seconded by wholesale trade which ranges from 11% to 18% with the rest being of similar shares. The first two sectors' dominance is probably due to their relatively larger shares in total workforce.

Job Position

Clerical, secretarial or similar position ranks top in all publications with shares ranging from 29% to 46% closely followed by executive or supervisory position which ranges from 18% to 26%. This reveals that these positions are in great demand.

Share of blue collar or technical staff being relatively low is probably due to the fact that these posts are usually advertised in comprehensive dailies such as Oriental Daily News, Sing Pao Daily News and Tin Tin Daily News.

Share of senior management being relatively low as well is, however, understandable as the number is much smaller.

Years of Experience

Most of the jobs advertised do not specify the number of years of experience required but the most common range required is "1 to less than 3 years". This might be due to the fact that high turnover is prevalent among those who just start their career.

Education Level

The most prevalent level desired ranges from secondary to post-secondary.

Age Range

Majority of the jobs do not specify age range required.

Salary Range

Over 90% of the jobs do not specify salary range.

Whether Telephone Number Is Put In

Putting in telephone number implies that written application is not compulsory and this practice is more applicable to junior posts. Share of ad. with telephone number is much much higher in JobMarket, Recruit and JobFinder than in Classified Post.

Consumer Profile

As mentioned, a recruitment ad. medium is always confronted with two different types of customers namely readers and advertisers.

Readers

Different categories

Readers can be divided into several segments and the most critical classification criterion is job position. The common segments are blue collar / technical staff / servicing staff, clerical / secretarial / executive / supervisory posts, middle management / professional, senior management. The segment size varies and candidates from the same segment have similar reading or job search habit. Take for example, high turnover is prevalent in people at junior grades ie. servicing, clerical and secretarial posts.

No strong brand loyalty

Owing to the different nature of information being sought, strong brand loyalty would not exist in recruitment ad. as in newspaper.

Concern fitness & quantity

The most important concern in readers' choice of recruitment ad. publication should rest with suitability of jobs advertised and number of jobs advertised. The former helps save time in job search whilst the latter offers choice.

Advertisers

Most of the advertisers (firms) in Hong Kong are small to medium firms with a small human resources department. They are

willing to spend more to search for suitable candidates at senior grades. Owing to the high turnover in junior posts, however, a considerable portion of vacancies belongs to this class and the lump sum cost sometimes surpasses that for senior posts.

Marketing Mix Analysis

The need for a newspaper (or a print recruitment ad. medium) to cater for needs of both readers and advertisers implies two sets of 4 Ps (Product, Price, Place, Promotion).

4 Ps To Readers

Product

The product of editorial is an important and flexible strategy as editorial is the key to circulation in the long run and opening or closing of sections or changing direction of reporting is based mainly on human factor of production. However, editorial adjustment should not be done overnight or else stability in editorial policy cannot be maintained.

Price

Fixed pricing is pursued in general and the increase usually takes place every year. For instance, the unit price of a Chinese newspaper is HK\$3.5 in 1993 and increase in price is usually effective by consensus of the Association of Chinese Newspapers in

October every year.

Promotion

The market players pursue a wide range of tactics ranging from promotion via TV to use of premium. Among all recruitment ad. media, Classified Post of SCMP and JobMarket are the two more active ones in pursuing regular above-the-line promotion. Recruit relies more on use of premium and TV promotion at peak season of the year (ie. spring time when people tend to quit after receiving double-pay). EasyFinder pursues little promotion.

Nevertheless, while promotion is another flexible strategy that serves to promote awareness in the long run, premium offer is not the key in choice of recruitment ad. publication.

Place

Major distribution channel is monopolized by about 25 independent agents who will distribute the newspapers at midnight to sub-agents or newsstands direct. New channels, however, have been developed by various newspapers to reduce reliance on the traditional agent network. They include convenience stores and supermarkets where traffic is great.

As a consequence, among the 4 Ps to readers, the scope of control in descending order are promotion, product, distribution channel and price.

4 Ps To Advertisers

Product

To advertisers, the important product features should include how well the readers of a newspaper match the target of the advertiser and circulation (or readership). The type and quality of editorial are therefore also related.

Table 4.3 below helps indicate the market position of respective publication in terms of circulation or readership.

TABLE 4.3

CIRCULATION / READERSHIP OF SELECTED LOCAL
NEWSPAPERS / PUBLICATIONS IN 1992

<u>Newspaper / Publication</u>	<u>Circulation / Readership Claimed</u>
STD	290,000M
SCMP	242,000M
HKS	139,173R
WKYP	383,775R
JOBMARKET	360,000R
EASYFINDER	100,000C
RECRUIT	120,000C

Sources : Claims listed in rate cards of various newspapers & SCMP, 7 October 1992 (SRH Media Index 1992)

*Remark C : Circulation Claimed
R : Readership Claimed
M : Readership shown by Media Index 1992 based on 4,951,000, all aged +9*

Price

Advertisement rate should also be an important attribute to advertisers. Indeed, advertisers concern both absolute and relative prices as well as discount available. Absolute price means the advertising rate while relative price refers to the cpm ie. the average cost per thousand circulation. A simplified rate comparison is done below by extracting data from various rate cards.

TABLE 4.4
COMPARISON OF CLASSIFIED AD. RATES OF
SELECTED PUBLICATIONS IN 1992

<u>Newspaper</u>	<u>Unit</u>	<u>Unit Rate HK\$</u>	<u>Comparable Rate Per ccm</u>	<u>Features</u>
SCMP	ccm	125	125	<ul style="list-style-type: none"> . daily issue available . clear-cut daily classifications . special sections on different weekday . "JobLine" to provide 24-hour phone resume service
JOBMARKET	ccm	108	108	<ul style="list-style-type: none"> . Mon-Sat issues available . joint publishing with HKS is cost-effective . "Early bird" discount available . "Free JobMarket Hotline Service" available
EASYFINDER	F/P, 4C or B/W Q/P(min)	8,000 2,000	55	<ul style="list-style-type: none"> . weekly issue available on Thursday

<u>Newspaper</u>	<u>Unit</u>	<u>Unit Rate</u> <u>HK\$</u>	<u>Comparable Rate</u> <u>Per ccm</u>	<u>Features</u>
RECRUIT	F/P, B/W 1ccm (min 10)	8,000 80	80	<ul style="list-style-type: none"> . Weekly issue available on Friday . Selected MTR stations to handle order increase advertisers' flexibility . "Easy Resume" and "Recruit Easy" are available

Key¹ : ccm = column cm (1 cm x 30mm)
 cci = column inch (1 inch x 1.2 inch; 1 cci = 2.58 ccm)
 ROP = Run of Page (Inner Page)
 F/P = Full Page (54cm x 36 cm for newspaper; 23.5cm x 19.5cm for EasyFinder; 36cm x 25.4 cm for Recruit)
 J/P = Junior Page
 Q/P = Quarter Page
 4C = 4 Colour
 B/W = Black and White

SCMP and JobMarket are the most expensive in unit cost followed by Recruit and then EasyFinder.

Promotion

As for organized promotion, little is done to target advertisers and personal selling is much emphasized.

Place

Distribution channel is an intangible concept in this aspect.

¹For mechanical details, please refer to appendix 3.

Among the 4 Ps to advertisers, the scope of control of newspapers is more even but the greatest variable still rests with product features. As for price, the rate could be adjusted only once a year so as to maintain stability.

Entry / Exit Barrier

Entry Barrier

Although a newspaper and a recruitment ad. medium provide product of very different nature, some of their entry barriers are quite the same due to the similar nature of operation.

The entry barrier to establish a newspaper is extremely high. Firstly, it involves heavy initial capital investment in printing machines as well as appointment of sound editorial and sales personnel (HK\$20Mn - HK\$40Mn for Hong Kong Economic Times). This problem is less serious for recruitment ad. medium as editorial team is usually not required.

Secondly, for business to break even after several years is not uncommon. It is because for a new newspaper to attract advertisers to place advertisements, there must be adequate circulation and this depends very much on whether the editorial can satisfy readers' information needs. This problem is also applied for any recruitment ad. medium.

Thirdly, sound editorial personnel are not easy to source and preparation might take a long time.

Finally, the most important of all, successful launching of a new newspaper depends very much on the relationship with the

agents/wholesalers. As the industry practice is that there is no sales return, newsstands will be unwilling to help distribute if without the support of the agents/wholesalers. The same case applies to recruitment ad. medium.

The long way to go explains very well how come market leaders of classified advertisements are usually established newspapers. Their strength in launching classified advertisements lies in their remarkable circulation as well as the economies of scale.

Exit Barrier

Exit barrier is moderate to low. Although there is heavy initial capital investment, the printing machines can be discarded for sale and the number of employee to be layoff is limited. There is no need to build up fixed asset for exclusive use.

Sources of Competition

Industry Competitors

For newspapers in general, competition is much keener than several years ago. This can be reflected in the decrease in the total number of newspapers as well as the increased above-the-line promotional activities of various newspapers such as Express and Hong Kong Economic Times.

In the aspect of recruitment ad., competition is keen between SCMP and JobMarket in particular but other publications such as Ming Pao and Express also put in much effort to increase their shares. While SCMP is a established leader, the rest try to strive for cost

leadership, product differentiation or distribution differentiation.

New Entrants

Recruit and EasyFinder differentiate themselves in product, presentation, promotion and distribution.

Substitutes

Telemedia brings in possibility for classified ad. to be seen in non-print media. TVB has actually launched an advertising package for recruitment ad. in October 1991 but failed¹. The current classified package that can be pursued is only for consumer products. It is classified in the sense that spots with identical theme are grouped in one time slot.

Another indirect competitor is actually an advertiser itself. Some consultants firms will advertise a number of vacancies on behalf of their clients meaning that a newspaper receives less orders than what should be as the consultants firms advertise more economically. Another new kind of agency poses a more direct competition instead as this agency only advertise a form for applicants to fill in information and fax back. The vacancies will not be advertised in fact².

¹Quoted from an article on Hong Kong Economic Times, 12 October 1991.

²Quoted from an article on Hong Kong Economic Times, 15 July 1992.

CHAPTER V

SURVEY FINDINGS

Key Findings From Survey On Readers¹

A survey on readers was conducted on a random sample of 400 people from the employed population from 5 February to 12 February 1993. Questionnaires were mailed to tenants of randomly selected addresses from the three Hong Kong telephone directories. The survey recorded a response rate of 39% ie. 156 respondents.

Reading & Job Search Habit

The findings reveal that there is a strong brand loyalty in newspaper reading but free offer is always welcome.

Among all recruitment ad. publications, SCMP has the highest unaided brand awareness followed by JobMarket. Recruit, EasyFinder and Ming Pao Gold Page have identical rating.

Not all readers (28%) read recruitment ad. only when they need a new job. Most of the readers tend to read as a habit or occasionally to keep in pace with the market changes. This also reinforces the fact that high turnover is not uncommon.

¹Survey results in appendix 4.

This reading habit somehow favours the capture of captive audience which refers to those readers that have no immediate need in job search but are suitable candidates to advertisers.

Attributes in Product Choice

Most of the readers take the recruitment ad. themselves as important considerations (being "important", "quite important" or "very important") in the choice of recruitment ad. publication:

a. Many choices in jobs	82%
b. Many types of jobs	70%
c. Vacancies advertised fit in own qualification	88%
d. Clear classification of job types	76%

Other features not directly related to the recruitment ad. are less important:

a. Frequency of issuance (e.g. over once a week)	54%
b. Offer career-related editorial	61%
c. Integration with general editorial such as current news and features ie. ad. from daily newspaper	41%
d. Free of charge	24%
e. Organization of games to offer premium	16%

Job Search Experience & Intention

SCMP is not only the most important job search medium but is increasing in popularity. This is shown by the fact that only 28% of the respondents' current jobs were searched from SCMP but 51% will

search their next job via SCMP. The same increased popularity can be found in Recruit and personnel agency. JobMarket, however, experienced a drop.

In addition, the said case of SCMP together with SCMP's image of provision of quality and high grade jobs reveal that job searchers tend to look for jobs better in grade than their current ones via a BETTER channel.

As regards job search intention, 31% indicates a position answer. Indeed, 33% out of those with less than 3-year-experience and 34% out of those holding servicing, clerical, secretarial, executive or supervisory positions intend to look for a new job. These relatively high percentages reveal the high turnover rate in these segments.

Perceptions Towards Selected Publications

SCMP has the strongest rating in all four important attributes ie. suitability, favourable quantity, adequate types and clear classification of jobs followed by JobMarket. Recruit ranks third in the said attributes except for the suitability of jobs. Hence, SCMP has an unbeatable position in readers' eyes.

Although Recruit has an identical rating in unaided brand awareness with EasyFinder, the former has a much stronger identity as a recruitment ad. publication. EasyFinder is taken more as a entertainment magazine and has a weak product identity in the market.

In the case of Ming Pao Gold Page, despite its identical rating with Recruit in unaided brand awareness, there is relatively less comment on its product attribute meaning that it is not a common

medium.

Key Findings From Survey On Advertisers¹

A survey on advertisers was conducted on a random sample of 500 advertisers who were selected on a proportional basis from Recruit, JobFinder of EasyFinder, Classified Post of SCMP, and JobMarket within the same week in December 1992 from 5 February to 12 February 1993. The survey recorded a response of 43% ie. 214 respondents.

Advertising Needs

Most of the advertisers in Hong Kong are small to medium firms with a small human resources department. They have fair need to advertise vacancies as 70% need to place ad 50 times or below every year.

Popular Channels to Recruit

For all posts in general, the most popular channel is SCMP. Secondary channels include JobMarket, Recruit, Oriental Daily News and personnel agencies. The identical rating in JobMarket and Recruit reveals that despite the relatively short history of Recruit, the newcomer begins to threaten the position of JobMarket.

As by segment, Oriental Daily News is the most widely used channel for blue collar / technical staff / servicing staff followed

¹Survey results in appendix 5.

by SCMP while in all other segments, SCMP has the strongest position.

Attributes in Medium Choice

To advertisers, the three most important product features include how well the readers of a newspaper match the target of the advertiser, the circulation (or readership) and the advertising rate. Their order of importance is consistent for all market segments.

Implications of Survey Findings on Market Positioning

Relevant findings from the two surveys can be used to present perceptions of both readers and advertisers simultaneously in the suitability of individual medium offering posts at different market segments. The following table is self-explanatory.

TABLE 5.1

MARKETING POSITIONING ANALYSIS BY SUITABILITY FOR DIFFERENT JOB TYPES

Blue collar / Technical staff/ Servicing staff

	Readers' View ¹		Advertisers' View ²	
SCMP	fit	45%	fit	49%
JobMarket	quite fit	67%	fairly fit	32%
Recruit	quite fit	63%	fairly fit	34%
EasyFinder	quite fit	59%	Not so fit	17%

For advertisers, Oriental Daily News (53%) is the most appropriate channel.

¹Refer to survey findings on appendix 4.

²Refer to survey findings in appendix 5.

Clerical, secretarial or similar / Executive or supervisory

	Readers' View		Advertisers' View	
SCMP	very fit	76%	very fit	78%
JobMarket	very fit	78%	fit	45%
Recruit	very fit	79%	fit	40%
EasyFinder	very fit	70%	Not so fit	13%

Middle management / Professional

	Readers' View		Advertisers' View	
SCMP	very fit	80%	very fit	85%
JobMarket	quite fit	66%	Not so fit	13%
Recruit	fairly fit	36%	Not so fit	14%
EasyFinder	Not so fit	20%	Not fit	5%

Senior management

	Readers' View		Advertisers' View	
SCMP	very fit	79%	very fit	78%
JobMarket	fairly fit	33%	Not fit	7%
Recruit	fairly fit	13%	Not fit	8%
EasyFinder	Not fit	7%	Not fit	2%

Implications

Table 5.1 indicates that readers hold a more favourable view for JobMarket and Recruit in all types of job when compared with advertisers'.

Further analysis reveals that although the readers take JobMarket as offering very suitable vacancies for clerical to supervisory posts and quite suitable vacancies for middle management or professional posts, only very few (out of the 66% of the respondents who are holding these job types) will actually search job via JobMarket. Most of them will search via SCMP. This shows that

readers will always search job via the BEST channel, despite the presence of other channels that can offer appropriate posts. This is understandable for ordinary people will always look up and search jobs in better grade.

CHAPTER VI

CASE STUDIES ON MAJOR MARKET PLAYERS

The Case of Jobfinder of Easyfinder

Similar to *Classified Post* of SCMP, *JobFinder* is a supplementary item of *EasyFinder* which was first issued in February 1992. *EasyFinder* has undergone a number of changes in product presentation and the latest version (by March 1993) is made up of 3 booklets namely "*JobFinder*", "*Recruitment Ad.*" and "*EasyFinder*"¹.

To learn about major marketing strategies of *JobFinder*, an interview was conducted with Mr. Morris Ho, the Publisher of *Easy Finder Ltd.*, on 25 March 1993. Below is a summary of the findings.

History and Background

EasyFinder was originated from *Next*, which was issued in March 1990 as a unique weekly that became very successful then. When first launched, *EasyFinder* was inserted in *Next* as a separate copy to present the classified ad. removed from *Next* so that *Next* can have a cleaner presentation. It identifies itself as a publication to provide information on consumption and entertainment for young people aged from 18 to 30. It therefore "borrows" reputation of *Next* to

¹Sample covers in appendix 7.

target a non-core segment of *Next*.

In order to have a more unique identity and to reduce wastage cost arisen from the different market positioning of *Next* and *EasyFinder* (mature readers of *Next* will not read *EasyFinder*), the latter was subsequently put on sale alone. This can be termed as a unique development strategy of the *Next* Group. When revenue from classified ad. relating to consumption and entertainment was found to fluctuate with seasons, the idea of launching *JobFinder*, a recruitment classified ad. section, came up to stabilize income flow.

By January 1993, *JobFinder* was singled out from *EasyFinder* to present in 2 separate copies career-related editorial and recruitment ad. The three copies, however, share in the same target and are still put for sale as a set.

Currently, there are 18 staff members for *EasyFinder* and 35 for *JobFinder*.

Marketing Organization and Objectives

The company has only 2 marketing staff to promote both *EasyFinder* and *JobFinder* but backup such as design and production are offered by *Next*.

The objective of *EasyFinder* is to provide useful information relating to consumption and entertainment for young people aged between 18 and 30. *JobFinder* is more taken to be a sideline business to maintain stable income but is intended to become a successful job search magazine for the young employed.

Customer Analysis

Readers of *JobFinder* are limited to the same segment of *EasyFinder*. In short, they are young people who are in the early stage of their career, change job often and are aged from 18 to 30. In fact, most of the recruitment ad. ask for candidates from this segment.

On the advertisers side, unlike other recruitment ad. publications which has a wide range of advertisers, *JobFinder* is particularly well-received among personnel agencies.

In terms of recruitment ad. revenue, the current market share of *JobFinder* is 3% to 5%.

Marketing Strategies

For readers

Little systematic planned marketing strategy can be found in retrospect of *JobFinder*'s development. Its development is more by trial and error. Product is taken to be the most important element and it is believed that it takes time for it to become mature.

When *JobFinder* was first added in *EasyFinder*, the market place concept was applied. It has been expected that readers would read the recruitment ad. when quite a number are placed there and nothing supporting needed to be done. When the concept was found to be inapplicable for the time being, more supporting elements were added. Firstly, career-related editorial for the young segment was inserted to add value to it. Secondly, *JobFinder* was singled out from *EasyFinder* to give a unique identity. Finally, to target the young

segment, recruitment ad. is packaged to be vivid in colour so as to avoid the boring mood.

The unit price is kept as reasonable as possible and newsstands hawkers are encouraged to place *JobFinder* as the covering copy for the whole set. Not much promotion has been done by *JobFinder* so far and only occasional one such as offer of compact disc player to those who find a job successfully via *JobFinder* earlier in 1993 (at peak season) could be found.

For advertisers

The main marketing tactic rests with price. Much discount or even free placement have been used to encourage trial. At present, competitive pricing is pursued.

Future Strategies

By May or June 1993, the copies of *JobFinder* together with *Recruitment Ad.* will be separated from *EasyFinder* to be put on sale alone. This is consistent with the development strategy of *Next* indeed. Apart from this, no particular promotion will be done for *JobFinder*.

The Case Of Recruit

*Recruit*¹ was first published by the Hong Kong Transit Publishing Co. Ltd. on 3 July 1992. It is exclusively distributed at high traffic flow points of all stations of Mass Transit Railway (MTR) to passengers free on every Friday.

Over 90% of the pages are made up of recruitment classified ad. with the rest being career-related editorial or communication platform of MTRC and its passengers.

To learn about major marketing strategies of *Recruit*, an interview was conducted with Ms. Ifan Chan, the Marketing Director of the Hong Kong Transit Publishing Co. Ltd., on 14 January 1993. Below is a summary of the findings.

Company History and Background

MTRC made an invitation to tender on a self-financing publication product to enhance passenger service beyond regular transportation several years ago. The Hong Kong Transit Publishing Co. Ltd. was then formed among a few international partners in August 1991 to go for the bid. The partners include *the Publiciters* from Switzerland, *Pearl & Dean*, the current sole agent for advertising at MTR stations, Robert Chow, one of the founders of *JobMarket*, and some other sleeping partners. They came up with the idea of *Recruit* and succeeded in winning the bid.

The Company at present holds about 60 full-time employees and 40 part-time workers reside in MTR stations to ensure smooth

¹Sample cover in appendix 8.

distribution of the copies.

The idea of launching *Recruit* came up with a view of how to utilize the vast traffic flow in MTR stations. Most passengers are junior to middle white-collar whose positions constitute a substantial portion of vacancies advertised in the market and they tend to have high turnover rate. Hence, *Recruit* is structured to offer employment information including recruitment classified ad. and career-related editorial.

Missions of the Company are to enhance passenger service of MTR and to enhance response of the publication.

As regards the role of MTRC, *Recruit* is to be self-financing and so MTRC only provides suitable spots for distribution. The current contract signed regulates circulation at 120,000 copies per week as well as free and exclusive distribution at all MTR stations.

Marketing Organization and Objectives

The Company has a separate Marketing Department to promote circulation of *Recruit* but has no formal unit for marketing research. Research is conducted by outside appointment.

Quantitative marketing objective is not to be disclosed but in general, the Company aims to enhance response of the publication by facilitating readers in looking for jobs and advertisers in looking for suitable candidates.

Customer Analysis

Owing to the contractual restrictions imposed on the Company, the customer profile has to go side-by-side with the passenger profile of MTR. As mentioned, this means a massive white-collar class such as clerical, secretarial and executive levels with a high turnover rate. The profile lacks director and senior manager class with monthly salary exceeding HK\$30,000.

Recruit is intended to capture the captive audience who are not actively seeking jobs but are qualified in the eyes of the advertisers. This means a new segment that is not actively attacked by other market players.

As shown by survey findings, people will not read recruitment ad. only when they need a new job but will read to check market changes. The survey findings actually echo what *Recruit* is doing. This is undoubtedly an advantage of *Recruit* over its competitors which capture mainly active job-seekers.

Recruit's market share is 5-6% in terms of sales revenue and 14% in terms of volume.

Marketing Strategies

Niche of free & exclusive distribution

The two most important competitive advantages of *Recruit* to readers rest with "price" and "place" ie. free and exclusive distribution within MTR stations as no other publications can compete with *Recruit* on this arena. While a normal job-seeker would have to make purchase decision on publications priced, a passenger can easily

obtain a copy of *Recruit* by impulse pick-up.

Nevertheless, the rationale for *Recruit* being free of charge stems more from restrictions. Firstly, the editorial support is inadequate to justify its charging readers and secondly, it is a condition stipulated by MTRC.

Product differentiation

Other significant strategies include the uniqueness of the product itself with a clear identity of offering employment information, thoughtful distribution after office hours on every Friday to facilitate weekend job search for the busy Hong Kong people, and on-going promotion to offer free premium² to those who could find a job via *Recruit*.

Technological leadership

Recent efforts are directed towards product improvement. EASY-RESUME³ is designed for inactive job-seekers (the captive audience) to put down their information easily instead of writing application letters. A further integrated product improvement namely RECRUIT EASY⁴ was launched in February 1993. It is a computerized matching system for *Recruit* to match advertisers' requirements and job-seekers' qualification on behalf of the advertisers. This can be applied to most of the vacancies advertised in *Recruit* as the profile

²Refer to appendix 9.

³Refer to appendix 10.

⁴Refer to appendix 11.

means no complicated requirements.

Competitive pricing

To advertisers, price has been an emphasis at the outset and 70% discount was offered. When stable connection with advertisers was gradually built up, the discount was reduced to 40% in October 1992. For sure, the substantial circulation sounds extraordinary favourable and those competitive advantages to readers are also attractions to advertisers.

Future Strategies

Marketing efforts will still be directed towards facilitating readers in job search and advertisers in getting the right candidate(s).

The Case of Classified Post of SCMP

*Classified Post*¹ is a supplementary part of the leading English newspaper, *SCMP*, and is an established publication for recruitment classified ad. Although the Saturday issue is the most popular as it is a gradual development in view of the weekend job search need of the busy Hong Kong people, *Classified Post* is actually available throughout weekdays. Meanwhile, while recruitment classified ad. make up most of the pages, automobile and property classified ad. can also

¹Refer to sample cover on appendix 12.

be found. In this study, however, only the recruitment classified ad. will be concerned.

To learn more about the marketing strategies of this publication, an interview was conducted with Ms. Sylvia Wilson, Marketing Manager of *Classified Post*, on 10 February 1993. Below is a summary of the findings.

History and Background

The date of formalization of *Classified Post* in its current form is not available. When *SCMP* was founded in 1903, the community need for advertisements instead of news at that time resulted in placement of classified ad. (with no clear categorization) on the front page at the outset. Hence, classified ad. has a long history in *SCMP*.

When community need turned to news gradually, classified ad. on front page were gradually replaced by news since then.

Marketing Organization and Objectives

There is a Marketing Department for *Classified Post* but market research is commissioned to be done by outside research companies.

The marketing objective of *Classified Post* is always to be the market leader via continuous promotion and product improvement.

Customer Analysis

The readership profile of *SCMP* is made up of a class of well-educated and well-paid people with a substantial portion belongs

to middle to upper management. The profile is therefore quite high and unique as compared with those of other newspapers. While the profile of *Classified Post* will inevitably go side-by-side with that of *SCMP*, the wide range of quality jobs offered help attract additional readers from lower levels particularly on Saturday.

Marketing Strategies

Product differentiation

On the readers side, the most significant competitive advantage of *Classified Post* is in the product itself. This means the offering of a wide range of jobs from clerical to top management as well as the provision of quality jobs from reputable companies. In fact, *Classified Post* is still the top publication in terms of the number of vacancies advertised.

As for mature readers, specialized editorial helps in increasing readership so that "appointment" pages can be added to target the right candidates. The Thursday "Banking & Finance", the Wednesday "Building & Construction", the Tuesday "Computers & Technology" and the Sunday "Executive" all serve this purpose.

Market penetration by *Careers Post*²

To specifically cater for the needs of the junior grade posts, a *Careers Post* was established to offer career-related editorial and

²Refer to appendix 13.

recruitment ad. for this sector two years ago. The market sector served includes clerical or young executives with monthly salary below HK\$8,000. When *WKYP* was purchased by the *SCMP* Group in late 1991, *Careers Post* was also inserted in *WKYP* with a Chinese version of career-related editorial to capitalize on the readership of *WKYP* as well.

Technological leadership

Efforts have been put in to facilitate readers in job search and advertisers in getting quick response via the set up of "JobLine" system³. JobLine allows job-seekers to record personal information and check advertisers' response by phone and thus save time of both parties in writing and screening application letters. This is particularly useful for those junior grade posts and advertisers in urgent need of recruitment.

In addition, advertisers can also count on computerized page-making for all classified ad. that increase flexibility and salesmen's audio-typing technique which guarantee fast processing. This technology advantage is an added benefit to current sales service such as free artwork also offered by other competitors.

Corresponding promotion

As regards promotion, it is mainly directed towards upgrading status of the newspaper. Exhibition at "Educational Expo",

³Refer to appendix 14.

scholarship to further study, open competition in writing or similar sort and complimentary copies of dictionary or career-related books are the tactics used. All these combine to give an impression that *SCMP* strives to give self-development opportunities for young people and upgrade the status of the newspaper in the long run.

Premium pricing

On the advertisers side, circulation of the newspaper and the quality of the readers are the major attractions. Although premium pricing is pursued with no discount at all, the quality of readers justify so and response is well.

Future Strategies

Promotion activities to maintain and upgrade the status of the newspaper are still emphasized and no particular attention will be paid to what are done by the competitors.

The Case of JobMarket of Sing Tao Daily & HK Standard

*JobMarket*¹ is inserted in both *STD* and *HKS* to utilize the combined readership. Similar to *Classified Post*, it is available on all weekdays but the Friday issue is emphasized to facilitate weekend job search. It specializes only in recruitment classified ad.

¹Refer to sample cover in appendix 15.

Request for interview is turned down and so the following are brief perceptions from other competitors.

History and Background

STD and *HKS* are operated under the same roof of the Sing Tao Group. *JobMarket* was launched in the mid eighties.

Customers Analysis

The readers belong to junior grade to middle management level. Corresponding range of jobs is offered.

Marketing Strategies

Heavy above-the-line promotion is done to increase readership and discount and special packages are the main tactics to attract advertisers.

More recent product improvement is the use of "*JobMarket* Hotline Service". Applicants' calls are received during office hour and details dropped down will be faxed or mailed to the advertisers. This is intended to save time and effort of both readers and advertisers. *Classified Post's* JobLine is of similar nature but is handled by voice response system instead of human beings. Meanwhile, unlike *Recruit*, matching will not be done.

Future Strategies

Since *Recruit* poses a direct threat to *JobMarket*, the following actions will be taken to fight back.

- a. Prevent *Recruit* from exclusive distribution at MTR stations via legal action.
- b. Distribution of *JobMarket* outside exits of selected MTR stations.
- c. Combine with *Tin Tin Daily News*, its sister newspaper under the same roof, in insertion of *JobMarket* to boost overall circulation to 300,000 copies.

Summary on the Perceived Competitive Environment

Market Potential

The market is viewed to be fast-growing and the low unemployment rate reinforces the belief that the supply of jobs is at present greater than demand for jobs. With the approach of 1997, large-scale construction and infrastructure projects are expected to create even more jobs in the market. This market potential allows the running of several recruitment ad. publications and competition is expected to be keener than before.

Competitive Environment

Despite the increasing number of competitors, *Classified Post of SCMP* is still the market leader which has successfully implemented the market place concept due to its long establishment. *JobMarket* and *Recruit* follow suit.

Strengths and Weaknesses

SCMP

SCMP has a very strong product base that brings to it a firmly established status and offers the widest range of jobs.

On the readers side, it is believed that two consumer characteristics help maintain the current position of *Classified Post of SCMP* so long as it can provide quality jobs. Firstly, busy people in Hong Kong would not waste time on publication that cannot offer quality options in jobs. Secondly, people tend to have a drive for career advancement and shall only search job via better and better channel throughout their development.

On the advertisers side, it monopolizes jobs at the upper management level and so key positions must be advertised in it. Its ability to maintain quality readers justifies the premium pricing strategy pursued.

The JobLine system aims at increasing quantity but not quality of candidates yet advertisers concern fitness of candidates most.

JobMarket

JobMarket can be taken as a major competitor to SCMP but it provides lower level jobs.

JobMarket is in lack of a strong product and relies solely on push sales ie. by discount and packages (buy two get one free).

The problem of SCMP's JobLine also applies to the JobMarket Hotline.

Recruit

In terms of selling service, a survey done by SRH on advertisers reveals that the salesmen of *Recruit* are more professional than those of *Classified Post of SCMP* and *JobMarket*.

The problem of SCMP's *JobLine* also applies to *Easy Resume* of *Recruit*.

Wastage is particularly great for *Recruit* as Friday evening is usually fever time and so people would be unwilling to bring along the publication all evening. Meanwhile, for those who have to work late, they might not be able to get a copy (the number is limited to 120,000 copies).

EasyFinder

JobFinder includes excessive ads of personnel agencies.

In terms of issuance frequency and timing, *JobFinder* is taken to be more suitable as it is launched every Thursday, 1 to 2 days earlier than the prime issue of competitors.

Threats and Opportunities

Although competition is keener than before, it is believed that the market can accommodate players targeting at different segment.

Threats from substitutes or new entrants are not mentioned.

CHAPTER VII

EVALUATION & RECOMMENDATIONS

Positioning & Strategies Analysis

Relevant comparisons among SCMP, JobMarket, Recruit and EasyFinder should be done in their marketing mix, positioning and competitive strategies. Findings from the surveys, the interviews as well as the recruitment advertisement analysis contribute to the following analysis.

Marketing Mix And Positioning

Marketing mix comparison

TABLE 7.1

MARKETING MIX COMPARISON

<u>Product</u>	<u>SCMP</u>	<u>JobMarket</u>	<u>Recruit</u>	<u>EasyFinder</u>
Readers' awareness	high	high	fair	fair
Range of jobs	widest	wide	fair	fair
No. of jobs	greatest	great	fair	fair

	<u>SCMP</u>	<u>JobMarket</u>	<u>Recruit</u>	<u>EasyFinder</u>
<u>Price</u>				
To readers	fair	fair	N/A	fair
To advertisers	premium pricing	market pricing	competitive pricing	competitive pricing
<u>Place</u>				
At Newsstands?	Yes	Yes	No	Yes
At convenience stores?	Yes	Yes	No	Yes
Other channels?	No	No	MTR	No
Exclusive?	No	No	Yes	No
<u>Promotion</u>	Active all year	Active all year	Seasonal but active	Seasonal but inactive

Market positioning analysis by advertisement analysis¹

1. Business nature

While SCMP and Recruit are "crammed with ad from all industries, JobMarket and EasyFinder are abandoned by several industries as proper channels for advertising vacancies. The first two publications are therefore viewed by advertisers as having a larger variety of readers.

2. Job range

SCMP has a wide spectrum of jobs ranging from blue collar to senior management but Recruit and EasyFinder have no post for senior

¹Refer to appendix 2.

management. SCMP has even a dominant position in professional positions when compared with the other three. While both JobMarket and Recruit are dominated by clerical, secretarial, executive and supervisory positions, EasyFinder is dominated by clerical, secretarial and servicing positions. In short, in terms of provision of jobs by descending profile, SCMP ranks number one followed by JobMarket, Recruit and then EasyFinder. Perceptions of both readers and advertisers as shown in the survey findings in chapter 5 reinforce the same.

3. Education

While most of the jobs in JobMarket, Recruit and EasyFinder require secondary level, university level constitute a dominant share in SCMP. This again reinforces the fact that SCMP caters for readers at senior position.

4. Age range

The age range of 23 to 30 ie. the stage of building up one's career, is most common among all four publications but the percentage share of SCMP is only half of those of the other three. SCMP have more mature readers.

5. Whether telephone number is put in for junior post

The fact that the share of ad with telephone number is much much higher in JobMarket, Recruit and EasyFinder than in SCMP again indicates SCMP's positioning of providing less junior posts and more

senior posts relatively.

Implications

The above self-explanatory analyses combine to imply that SCMP has a very strong market position in whatever aspects in the eyes of both readers and advertisers. EasyFinder, however, is at the other end. It is in lack of a strong identity, not well known and have a poor position in the advertisers' eyes.

Competitive Strategies And Positioning

The correlation between the four players' competitive strategies and their positioning are summarized in table 7.2. As a refreshment, the marketing objectives of the four focused publications are put down hereinbelow:

SCMP

Always to be the market leader via continuous promotion and product improvement.

JobMarket

Not available.

Recruit

To enhance response of the publication by facilitating readers in looking for jobs and advertisers in looking for suitable

candidates.

JobFinder

To become a successful job search magazine for the young employed.

TABLE 7.2

COMPETITIVE STRATEGIES & POSITIONING ANALYSIS

Strategies

SCMP

Product Differentiation

Strong product base with quality editorial for executives and managers

Focus

Focus on certain segment
Exclusive for senior management

Market Penetration

Develop Careers Post to attack other market segments as well

Market Leader Strategy

Take over Wah Kiu Yat Po
Heavy advertising and promotion

Technological Leadership

Page-making & audio-typing to facilitate order placement
"JobLine" to increase ease in recruitment

Price Policy

Charge premium prices for quality product

Positioning

Dominance in senior & professional jobs and so can offer wide range of jobs by position not wholly offered by competitors

Offer wide range of jobs by industry nature as well

Be the market leader at all times

Strategies**JOBMARKET**Focus

Focus on white-collar segment

Market Leader Strategy

Heavy advertising and promotion

Technological Leadership

Page-making & audio-typing to

facilitate order placement

"JobMarket Hotline" to increase ease in recruitment

RECRUITProduct Differentiation

Strong identity as free recruitment ad. publication

New Market Niche

Exclusive distribution at MTR stations

Market Expansion

Capture captive audience by "Easy Resume", premium and free offer to induce impulse pick-up among MTR passengers

Technological Leadership

"Recruit Easy" to increase ease in recruitment

Price Policy

Push sales by first offering 70% off and than 40% off to advertisers

EASYFINDERFocus

Focus on lower end of white-collar and servicing segments

Positioning

Offer a wide range of jobs with emphasis in clerical, secretarial, executive & supervisory positions

Also offer a wide range of jobs by industry nature

Publicize to offer quality instead of quantity of jobs as SCMP offers the most

Offer mostly white-collar jobs with emphasis in clerical, secretarial, executive and supervisory positions

Publicize to offer quality and quantity of jobs as it is just after SCMP

Offer mainly clerical, secretarial and servicing posts

Market Expansion

Capture captive audience by inserting JobFinder in EasyFinder and premium offer

Popular among agency advertisers

Market Follower Strategy

Duplicate popular feature by offering premium as Recruit

Price Policy

Push sales by initial offer of free placement then much discount

Implications

Table 7.2 is rather self-explanatory but still we can come up with the following implications.

SCMP pursues an all-round strategy with improvement in all aspects but particular focus in continuous product improvement to maintain her leading position.

JobMarket focuses on quality white-collar jobs coupled with heavy advertising. It therefore has a different positioning from SCMP yet direct competition in terms of white-collar jobs offer does exist.

Recruit's market niche and positioning are more a result of contractual restriction. The most important strategy of Recruit is therefore its intention of continuous improvement in giving ease to both readers and advertisers in job search and recruitment so as to increase response of the captive audience.

EasyFinder's strategies are relatively inactive when compared with others and so could only attain a weak positioning back up by competitive pricing for the time being.

Critical Factors of Success

Prior to evaluating the critical factors of success, it is also critical to define what is meant by "success" in this connection. The term can have two levels of attainment, one being successful market entry, ie. the newcomers can secure certain income sources after several months' operation. While Recruit has attained this, EasyFinder is still marginal. The other is an established position but not necessarily the market leader. This first level of definition will be applied here.

The critical factors of success in the print recruitment ad market identified are more internal than external at present. The main reason lies in the favourable economic condition of Hong Kong that results in continuous low unemployment rate. Meanwhile, the factors should also be analyzed from the perspectives of both readers and advertisers.

For Readers

Brand identity

A strong brand identity of a recruitment ad. publication is particularly essential for non-regular readers as it must come to their minds immediately when they need to do job search. SCMP, JobMarket and Recruit succeed in building up a strong brand identity but maintaining awareness is rather primary. Effort must be put in to create a strong brand image that well matches one's positioning. SCMP's TV commercial jingle "Up Where We Belong" matches well with

her provision of quality jobs and so does Recruit which portrays her readers as young white-collars travelling by MTR. Although JobMarket put in diversified professional figures in her TV commercial, her positioning in the white-collar market indicates a poor match.

Quality and quantity

The suitability of readers is quoted as the most important attribute by advertisers. Indeed, readers' perception and job search habit shape the advertising practice of advertisers.

Firstly, readers always tend to look up and will search jobs at grades higher than their current ones. Secondly, busy Hong Kong people will prefer to read the BEST publication, if any, instead of reading several GOOD ones. Wide spectrum of quality jobs slightly oriented to middle to senior management will therefore continuously bring in new readers. To maintain a wide spectrum of quality jobs, the positioning of the publication must match well with career-related editorial to teach readers how to move up. This is best exemplified in SCMP.

In launching time, adequate advertisements must be placed to offer CHOICE to readers or else the readers cannot be maintained to sustain the interest of advertisers. Offer quantity at launch time and subsequent maintenance are very important. The best converse example can be found in Express' Career Guide, which experiences fast drop in readers due to the limited quantity of ad.

Recruit performs well in the latter aspect. Its development in offering a wide spectrum of quality jobs, however, is restricted by its exclusive distribution at MTR stations as it can never reach

her provision of quality jobs and so does Recruit which portrays her readers as young white-collar travellers by MTR. Although JobMarket put in diversified professional figures in her TV commercial, her positioning in the white-collar market indicates a poor match.

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response.

For Advertisers

As the suitability of readers is quoted as the most important attribute of advertisers, the critical factors of success in a medium's bringing in suitable readers are also applicable to advertisers. In addition, there are also other exclusive factors.

Circulation

Being quoted as the second most important attribute by advertisers¹, circulation is undoubtedly a factor of concern. That was why STD and HKS combined their circulation for JobMarket and SCMP and WKYP did the same for Careers Post.

Circulation is, however, only an entry point. All current market players have approximately 100,000 copies in circulation. Hence, those publications that have below this market average will find much difficulty in launching. Recruit's exclusive circulation of 120,000 free copies at MTR stations right from its being launched removes the said difficulty tactfully for a newcomer without any publishing background. Similarly, JobFinder being first inserted in EasyFinder to share in the readers of Next/EasyFinder is also a successful tactic.

This, however, does not mean that those with circulation much beyond 100,000 copies will sure-win. Circulation is a favourable

¹Survey findings on appendix 5.

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¹Survey findings on appendix 5.

factor to convince advertisers but quality of readers is a more important concern.

Pricing

Advertisement rate is quoted as the third most important attribute by advertisers in medium choice. Pricing of one must be reasonable relative to its competitors in the provision of suitable readers. That is why SCMP can command premium pricing for quality "product" (readers in this case) but Recruit and EasyFinder have to pursue competitive pricing due to their new positions.

In fact, in launching time, large quantity of ad. to attract readers is usually generated by much discount. Recruit and EasyFinder offered very good examples in this connection.

Recommendations

Market players at different stages of development have different areas of attention but they also share in some common recommendations.

For Established Players

Upkeep circulation by NOT maintaining but improving editorial quality.

Pursue "Me-too" strategy so that a full range of service with specific ones initiated by competitors or newcomers could be maintained. For instance, the standard form of Easy Resume of Recruit to save screening time for junior posts for advertisers should be set

among all players.

Continuous product or service improvement to upgrade oneself as well as to increase ease in readers' application and advertisers' recruitment is recommended.

For Newcomers

Continuous product or service improvement is recommended for both Recruit and EasyFinder as they are not established enough to stand for further competition from other newcomers or fight-back from current market players.

For EasyFinder in particular, efforts must be put in to increase public awareness of its identity. In addition, a wide spectrum of quality jobs for its target market is preferred to the current over-emphasis in ads by personnel agencies, which gives an image of a narrow range of jobs.

For Potential Entrants

The situation is not as favourable as in 1991. It is because the increase in number of recruitment ad. publication is not coupled with increased reading among current job searchers. That is why Recruit and EasyFinder try to increase reading frequency of the captive audience. Hence, a very strong brand identity must be built up right from the beginning and tactics must be developed to induce trial reading.

Potential entrants must identify a niche to get into the market. It can be in the form of breakthrough in 4 Ps or focus in

certain market segment provided that synergy benefits can be obtained. Take for example, Next magazine recently inserted "Executive", a recruitment ad section for senior management to capitalize its current readership profile of executives aged from 25 to 39. Given Next's substantial readership, advertisers are more ready to be convinced even though it is only capturing captive audience.

For a publication that has to start without any circulation, much discounted pricing must be pursued so as to have a large quantity of ad at least at launch time. The cases of Recruit and EasyFinder are the best examples.

As a final remark for all, instead of focusing on candidates proliferation for advertisers, quality should be the concern as suitability of candidates is always more important than quantity. Measures should be developed to focus on how to get suitable candidates to advertisers.

CHAPTER VIII

CONCLUSION

This paper has studied the white-collar recruitment ad market by focused studies on SCMP, JobMarket, Recruit and EasyFinder. Surveys on both readers and advertisers have also been conducted. Although the sample sizes and the sampling method might reduce accuracy of the data collected, attempts have been made to present a full view to facilitate market evaluation.

The studies reveal that recruitment ad can be presented in a form other than a supplementary item of a newspaper. Recruit is particularly successful as a newcomer in taking breakthrough in the restricting 4 Ps.

Owing to their long established positions and other factors, SCMP and JobMarket still hold substantial market shares. For Recruit and EasyFinder to break the market oligopoly in a short time might be too difficult as they have restrictions in presenting a comparable wide spectrum of quality jobs. It is expected that competition will still be fierce so long as the economic condition is expected to be well.

APPENDIX I : THE ADVERTISING MEDIA INDEX

THE ADVERTISING MEDIA INDEX

The Advertising Media Index is a regular report published by the Advertising Research Bureau. It is a subscription service. The index is based on the "Advertising Expenditure" data published in the "Advertising Expenditure" section of the "Advertising Age" magazine. The index is based on the data for the year 1960 and is published in the form of a book.

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APPENDIX 1 : HK ADEX & SRH MEDIA INDEX

HK Adex

HK Adex is a regular report published by SRG and is for open subscription. The full name of HK Adex is "Hong Kong Advertising Expenditure". It monitors the advertising dollars turning up in different medium every day. Since discount to advertisers cannot be captured in every placement, HK Adex can only monitor gross value.

To advertisers, the report reveals the advertising dollars of their competitors and help monitor their promotional activities. To each advertising medium, the report reveals the market share of itself as well as its competitors and help understand the overall market positioning.

Nevertheless, HK Adex only monitors major medium in accordance with the "law of great numbers". The newspapers monitored for display ad include ODN, SPDN, MPDN, STD, TTDN, HKEJ, HKET, WWP, HKDN, EXP, TKP, WKYP, STEP, HKCD, NEP, MN, SCMP and HKS. The newspapers monitored for classified ad include HKET, HKS, MPDN, ODN, SPDN, STD, SCMP, TTDN, WWP. Despite the incomplete coverage, HK Adex remains to be the only source for disclosing the approximate industry figures.

SRH Media Index

The SRH Media Index is a report that reveals readers/audience consumption of different medium and is also for open subscription. The data come from on going interviews all year round actually starting from several months before the year claimed. The average sample size per year is about 8,500 people aged 9 or above.

Demographics of sample are also covered and so for those who are listed in the index, the data can be used direct as a reflection of their readers/audience profile, just as what ODN has utilized.

As for newspapers, only ten with the highest readers consumption will be listed and it is also a commonly used indicator of advertising effectiveness by many advertisers and media planners. Nevertheless, since ABC-audited circulation sometimes offer contradictory results (e.g ABC showing up trend of a newspaper instead of down trend revealed by Media Index), some began to question the accuracy of Media Index and play safe to also consider ABC-audited circulation. After all, Media Index remains to be the widely used indicator in the related industries.

APPENDIX 2 : RECRUITMENT ADVERTISEMENT ANALYSIS

This recruitment advertisement analysis is done by counting the number of recruitment ad. by industry nature, position, years of experience, education, age range, salary range specified in selected recruitment ad. publications including Classified Post of SCMP, JobMarket, Recruit and JobFinder of EasyFinder. Whether telephone number is put in the ad. for direct contact is also examined.

Business Nature	SCMP		JobMarket		Recruit		EasyFinder	
	#	%	#	%	#	%	#	%
0. Not Specified	383	21.6%	111	32.2%	280	32.2%	43	23.1%
1. Construction	134	7.6%	11	3.2%	31	3.6%	0	0.0%
2. Manufacturing	465	26.3%	83	24.1%	187	21.5%	32	17.2%
3. Real Estate	68	3.8%	7	2.0%	11	1.3%	0	0.0%
4. Communications	119	6.7%	11	3.2%	68	7.8%	21	11.3%
5. Utilities	35	2.0%	0	0.0%	12	1.4%	2	1.1%
6. Government	23	1.3%	0	0.0%	6	0.7%	0	0.0%
7. Insurance	4	0.2%	0	0.0%	2	0.2%	3	1.6%
8. Banking/Finance	49	2.8%	14	4.1%	57	6.6%	25	13.4%
9. Transportation/Shipping	46	2.6%	1	0.3%	35	4.0%	10	5.4%
A. Professional services	51	2.9%	3	0.9%	11	1.3%	4	2.2%
B. Services	107	6.0%	14	4.1%	22	2.5%	10	5.4%
C. Wholesales	243	13.7%	63	18.3%	132	15.2%	21	11.3%
D. Retail trade	43	2.4%	27	7.8%	16	1.8%	15	8.1%
E. Others	225	12.7%	33	9.6%	117	13.4%	17	9.1%
Total	1770		345		870		186	

Position	SCMP		JobMarket		Recruit		EasyFinder	
	#	%	#	%	#	%	#	%
1. Blue collar	3	0.2%	5	1.4%	12	1.4%	3	1.6%
2. Technical staff	83	4.7%	11	3.2%	45	5.2%	7	3.8%
3. Servicing staff	110	6.2%	47	13.6%	166	19.1%	58	31.2%
4. Clerical, Secretarial or similar	513	29.0%	157	45.5%	395	45.4%	70	37.6%
5. Executive or supervisory	456	25.8%	77	22.3%	174	20.0%	33	17.7%
6. Middle Management	192	10.8%	21	6.1%	17	2.0%	5	2.7%
7. Professional	394	22.3%	26	7.5%	61	7.0%	10	5.4%
8. Senior Management/Proprietor	16	0.9%	1	0.3%	0	0.0%	0	0.0%
9. Others	3	0.2%	0	0.0%	0	0.0%	0	0.0%
Total	1770		345		870		186	

Experience	SCMP		JobMarket		Recruit		EasyFinder	
	#	%	#	%	#	%	#	%
0. Not Specified	591	33.4%	177	51.3%	368	42.3%	85	45.7%
1. Less than one year	29	1.6%	0	0.0%	34	3.9%	20	10.8%
2. 1 to less than 3 years	563	31.8%	106	30.7%	333	38.3%	64	34.4%
3. 3 to less than 5 years	323	18.2%	43	12.5%	95	10.9%	14	7.5%
4. 5 to 10 years	228	12.9%	18	5.2%	39	4.5%	3	1.6%
5. more than 10 years	36	2.0%	1	0.3%	1	0.1%	0	0.0%
Total	1770		345		870		186	

Education	SCMP		JobMarket		Recruit		EasyFinder	
	#	%	#	%	#	%	#	%
0. Not Specified	471	26.6%	113	32.8%	204	23.4%	47	25.3%
1 University >	349	19.7%	9	2.6%	59	6.8%	8	4.3%
2. Post Secondary	538	30.4%	80	23.2%	152	17.5%	26	14.0%
3. Secondary/High School	409	23.1%	143	41.4%	453	52.1%	105	56.5%
4. Primary / Others	3	0.2%	0	0.0%	2	0.2%	0	0.0%

Age Range	SCMP		JobMarket		Recruit		EasyFinder	
	#	%	#	%	#	%	#	%
0. Not Specified	1523	86.0%	264	76.5%	663	76.2%	124	66.7%
1. < 22	27	1.5%	7	2.0%	16	1.8%	9	4.8%
2. 23-30	208	11.8%	71	20.6%	185	21.3%	52	28.0%
3. > 31	12	0.7%	3	0.9%	6	0.7%	1	0.5%

Salary Range	SCMP		JobMarket		Recruit		EasyFinder	
	#	%	#	%	#	%	#	%
0. Not Specified	1598	90.3%	318	92.2%	813	93.4%	172	92.5%
1. < \$5,000	1	0.1%	3	0.9%	2	0.2%	0	0.0%
2. \$5,001-10,000	65	3.7%	15	4.3%	49	5.6%	10	5.4%
3. \$10,001-15,000	40	2.3%	7	2.0%	6	0.7%	3	1.6%
4. \$15,001-25,000	34	1.9%	1	0.3%	0	0.0%	0	0.0%
5. \$25,001-35,000	24	1.4%	1	0.3%	0	0.0%	1	0.5%
6. > 35,000	8	0.5%	0	0.0%	0	0.0%	0	0.0%

Telephone HotLine Service	SCMP		JobMarket		Recruit		EasyFinder	
	#	%	#	%	#	%	#	%
Telephone HotLine Service	396	22.4%	245	71.0%	538	61.8%	145	78.0%

APPENDIX 3 : MECHANICAL DETAILS

Different newspaper have different mechanical details, the following are generalized data for easy understanding.

English Newspaper

Page size	Front F/P	490mm(L) x 360mm(W)
	ROP F/P	540mm(L) x 360mm(W)
Columns to a page		10
Column width		35mm
Unit for sale	Column cm (ccm)	1 column x 1cm

Chinese Newspaper

Page size	F/P	21" (L) x 14 (W)
	Centre spread	21" (L) x 28 3/4" (W)

EasyFinder

Page size	F/P	235mm(L) x 195mm(W)
	H/P - Vertical	235mm(L) x 95mm(W)
	- Horizontal	115mm(L) x 195mm(W)
	Q/P	115mm(L) x 95mm(W)

Recruit

Page size	F/P	360mm(L) x 254mm(W)
Columns to a page		8
Column width		30mm

For easy calculation, cci and ccm are generalized to be :
 1 cci = 1 inch x 1 column (1.2 inch)
 1 ccm = 1 cm x 1 column (30 mm)

APPENDIX 4 : RESULTS OF SURVEY ON READERS & QUESTIONNAIRE

Period conducted : 5 February to 12 February 1993
 Sample : 400
 Response : 156 (39%)

SECTION I : READING HABIT

General Newspaper

1a. Newspaper that only read or often read FIRST:

1. Oriental Daily News	33%
2. Sing Pao Daily News	14%
3. Tin Tin Daily News	3%
4. Ming Pao Daily News	13%
5. Sing Tao Daily	1%
6. HK Economic Journal	8%
7. HK Economic Times	20%
8. South China Morning Post	3%
9. Hong Kong Standard	0%
A. Hong Kong Daily News	1%
B. Express	3%
C. Wah Kiu Yat Pao	0%
No answer	1%

1b. Time read for 1a.

1. Less than 1 year	0%
2. 1 to 2 years	10%
3. Over 2 years but less than 4 years	17%
4. 4 years or more	73%

2. a. For a new daily newspaper,

1. Will buy	32%
2. Will not buy	24%
3. Will buy probably	43%
No answer	1%

b. For a FREE new daily newspaper,

1. Will read	72%
2. Will not read	5%
3. Will read probably	21%
No answer	2%

c. Reasons for answers being "NO" in 2a and 2b.

- | | |
|---|-----|
| 1. Personal habit of reading the current one. | 60% |
| 2. Don't have the time to read one more. | 40% |

 Q1 & Q2 reveal that most readers have strong brand loyalty in newspaper reading but free offer is always welcome.

Recruitment Classified Advertisement

3. Awareness of publications that have recruitment classified advertisement:

1. Classified Post of SCMP	21%
2. Hong Kong Standard	12%
3. Sing Tao Daily	15%
4. Recruit	9%
5. JobFinder of Next's EasyFinder	9%
6. Ming Pao Gold Page	9%
7. Career Guide of Express	2%
8. Oriental Daily News	7%
9. Sing Pao Daily News	5%
A. Next Magazine	3%
B. Others	3%
No answer	5%

4. When will recruitment classified advertisement be read?

1. Frequently, as a habit	8%
2. Sometimes, to check market changes	38%
3. Seldom, when I just happened to read	17%
4. Only when I want a new job	28%
5. Never	7%
6. Others	1%
No answer	1%

5. Degree of importance of various product features of a publication with recruitment classified ad:

(1 = least important ..2..3..4.. 5 = most important,
 N = No answer)

	1	2	3	4	5	N
a. Many choices in jobs	1%	14%	29%	24%	29%	3%
b. Many types of jobs	5%	22%	25%	21%	24%	3%
c. Vacancies advertised fit in own qualification	1%	8%	17%	24%	47%	3%
d. Clear classification of job types	5%	16%	41%	13%	22%	3%
e. Frequency of issuance (e.g. > once a week)	17%	26%	32%	8%	14%	3%

	1	2	3	4	5	73 N
f. Offer career-related editorial	3%	32%	36%	14%	11%	5%
g. With long establishment	54%	16%	12%	9%	4%	5%
h. Integration with general editorial such as current news and features ie. ad. from daily newspaper	26%	28%	21%	12%	8%	5%
i. Free of charge	53%	18%	14%	8%	1%	5%
j. Premium offer	71%	8%	11%	3%	3%	5%
k. Others	0%	1%	0%	1%	0%	97%

 The product of recruitment ad is much more important than other features not directly related to the ad in the choice of recruitment ad publication.

SECTION II : JOB SEARCH EXPERIENCE

6. Current job = first job?

1. Yes	13%
2. No	82%
No answer	5%

7. How was the vacancy of the current job realized?

1. Recruitment ad from a publication namely

a. SCMP	28%
b. JobMarket	10%
c. Recruit	1%
d. EasyFinder	0%
e. Others	15%

2. Appointment service of the institute graduated	3%
3. Personnel agency	9%
4. From acquaintances	19%
5. Others	6%
No answer	8%

8. Will look for a new job in the coming 6 months?

1. Yes	31%
2. No	60%
No answer	9%

 33% out of those with less than 3-year-experience and 34% out of those holding servicing, clerical, secretarial, executive or supervisory positions intend to look for a new job. These relatively high percentages reveal the high turnover rate in these segments.

9. Channel(s) for job search if need to:

1. Recruitment ad from a publication namely	
a. SCMP	51%
b. JobMarket	8%
c. Recruit	5%
d. EasyFinder	0%
e. Others	1%
2. Personnel agency	17%
3. From acquaintances	5%
4. Others	4%
No answer	8%

SECTION III : VIEWS TOWARDS SELECTED PUBLICATIONS

10. Frequency of reading Next, EasyFinder and Recruit:

(1 = Frequently; 2 = Sometimes; 3 = Seldom; 4 = Never; N = No answer)

	1	2	3	4	N
a. Next	16%	43%	28%	7%	7%
b. EasyFinder	9%	42%	30%	9%	9%
c. Recruit	9%	29%	39%	13%	9%

11. Meaning of EasyFinder and Recruit:

<u>EasyFinder</u>	<u>Recruit</u>	
66%	12%	1. A leisure reading
28%	63%	2. A mean to search for jobs
66%	8%	3. A reference for entertainment
11%	17%	4. No comment

12. Views towards selected recruitment classified ad publications:

a. Quantity of ads (1 = Excessive; 2 = Enough; 3 = Not enough; 4 = No comment; N = No answer)

	1	2	3	4	N
1. SCMP	14%	68%	1%	10%	8%
2. JobMarket	9%	47%	10%	26%	8%
3. Recruit	10%	35%	23%	32%	0%
4. EasyFinder	14%	24%	15%	37%	9%
5. Ming Pao Gold Page	0%	13%	33%	44%	10%

b. Types of jobs (1 = Excessive; 2 = Enough; 3 = Not enough; 4 = No comment; N = No answer)

	1	2	3	4	N
1. SCMP	7%	76%	3%	8%	6%
2. JobMarket	4%	46%	20%	20%	10%
3. Recruit	4%	32%	24%	32%	9%
4. EasyFinder	3%	26%	25%	37%	9%
5. Ming Pao Gold Page	1%	18%	29%	42%	9%

c. Whether vacancies advertised fit in own qualification
(1 = Fit; 2 = Not fit; 3 = No comment; N = No answer)

	1	2	3	N
1. SCMP	59%	5%	29%	7%
2. JobMarket	42%	12%	37%	9%
3. Recruit	17%	34%	39%	9%
4. EasyFinder	20%	32%	41%	8%
5. Ming Pao Gold Page	12%	20%	61%	8%

d. Clear classification in job types
(1 = Very clear; 2 = Fairly clear; 3 = Not clear; 4 = No comment N = No answer)

	1	2	3	4	N
1. SCMP	32%	49%	4%	9%	7%
2. JobMarket	2%	45%	8%	16%	29%
3. Recruit	12%	33%	17%	28%	11%
4. EasyFinder	8%	30%	21%	32%	9%
5. Ming Pao Gold Page	3%	28%	13%	47%	9%

e. Frequency of issuing recruitment classified ad
 (1 = Excessive; 2 = Enough; 3 = Not enough;
 4 = No comment; N = No answer)

	1	2	3	4	N
1. SCMP	3%	70%	4%	16%	8%
2. JobMarket	3%	55%	5%	28%	9%
3. Recruit	0%	47%	12%	32%	9%
4. EasyFinder	0%	45%	13%	34%	8%
5. Ming Pao Gold Page	0%	30%	8%	53%	9%

f. Pricing (1 = Cheap; 2 = Fair; 3 = Expensive;
 4 = No comment; N = No answer)

	1	2	3	4	N
1. SCMP	9%	53%	24%	8%	7%
2. JobMarket	18%	51%	7%	16%	8%
3. EasyFinder	18%	37%	12%	25%	8%
4. Ming Pao Gold Page	11%	47%	0%	33%	9%

13. Degree of agreeing that the following publications can offer suitable vacancies to the respondent:

(1 = Totally agree; 2 = Agree; 3 = Totally disagree;
 4 = No comment; N = No answer)

	1	2	3	4	N
1. SCMP	26%	54%	5%	11%	4%
2. JobMarket	12%	49%	13%	21%	5%
3. Recruit	4%	34%	30%	24%	8%
4. EasyFinder	5%	30%	30%	28%	7%
5. Ming Pao Gold Page	3%	21%	21%	47%	8%

14. Publications that can offer the following suitable vacancies:

A = Blue collar / Technical staff / Servicing staff
 B = Clerical, secretarial or similar / Executive or supervisory
 C = Middle management / Professional
 D = Senior management

	A	B	C	D
1. SCMP	45%	76%	80%	79%
2. JobMarket	67%	78%	66%	33%
3. Recruit	63%	79%	36%	13%
4. EasyFinder	59%	70%	20%	7%
5. Ming Pao Gold Page	55%	63%	26%	12%

 SCMP's Classified Post offers a wide spectrum of jobs but is oriented to provision of jobs from middle to senior management. Others are perceived as giving less variety and is oriented to provision of clerical to supervisory positions.

SECTION IV : PERSONAL PARTICULARS

15. Sex:

1. Male	66%
2. Female	32%
No answer	2%

16. Education level:

1. University or above	30%
2. Post Secondary / Matriculated	42%
3. Secondary	25%
4. Primary or below	0%
No answer	3%

17. Business nature:

1. Construction	13%
2. Manufacturing	8%
3. Real estate	1%
4. Communications	1%
5. Utilities	5%
6. Government	8%
7. Insurance	0%
8. Banking/Finance	16%
A. Transportation/Shipping	4%
B. Professional services	8%
C. Servicing industry	4%
D. Wholesale trade (Im/Ex)	13%
E. Retail trade	4%
F. Others	12%
No answer	3%

18. Position:

1. Blue collar	1%
2. Technical staff	5%
3. Servicing / sales staff	11%
4. Clerical, secretarial or similar	21%
5. Executive or supervisory	7%
6. Middle Management	17%
7. Professional	21%
8. Senior Management or Proprietor	9%
9. Others	5%
No answer	3%

19. Monthly salary:

1. Less than \$5,000	1%
2. \$5,000 to \$9,999	29%
3. \$10,000 to \$14,999	13%
4. \$15,000 to \$24,999	25%
5. \$25,000 to \$34,999	13%
6. \$35,000 or above	13%
No answer	6%

20. Working experience:

1. Less than one year	5%
2. 1 to less than 3 years	7%
3. 3 to less than 5 years	13%
4. 5 to 10 years	28%
5. More than 10 years	43%
No answer	4%

ENGLISH TRANSLATION OF QUESTIONNAIRE FOR SURVEY ON READERS

Dear Tenant,

SURVEY ON READING HABIT OF RECRUITMENT CLASSIFIED ADVERTISEMENT

I am an MBA student of the Chinese University of Hong Kong and am doing a survey on readers' reading habit of recruitment classified advertisement in fulfillment of the Program requirement.

The questionnaire below will only take you a few minutes to answer and I would much appreciate it if one of your family members at work (employed) could finish it and return to me on or before 12 February 1993.

Thank you.

Chan Ming Chu, Ada
(Year 3, Part-time MBA Programme, CUHK)

SURVEY ON READING HABIT OF RECRUITMENT CLASSIFIED ADVERTISEMENT

Unless otherwise specified, only ONE answer should be ticked.

SECTION I: READING HABIT

General Newspaper

1a. Which of the following is the newspaper that you only read or often read FIRST?

- | | | | |
|-----------------------------|---------------------|-----------------------------|--------------------------|
| 1. <input type="checkbox"/> | Oriental Daily News | 8. <input type="checkbox"/> | South China Morning Post |
| 2. <input type="checkbox"/> | Sing Pao Daily News | 9. <input type="checkbox"/> | Hong Kong Standard |
| 3. <input type="checkbox"/> | Tin Tin Daily News | A. <input type="checkbox"/> | Hong Kong Daily News |
| 4. <input type="checkbox"/> | Ming Pao Daily News | B. <input type="checkbox"/> | Express |
| 5. <input type="checkbox"/> | Sing Tao Daily | C. <input type="checkbox"/> | Wah Kiu Yat Pao |
| 6. <input type="checkbox"/> | HK Economic Journal | D. <input type="checkbox"/> | Others (Please specify) |
| 7. <input type="checkbox"/> | HK Economic Times | | _____ |

1b. How long have you been reading this newspaper?

- | | | | |
|-----------------------------|------------------|-----------------------------|------------------------------------|
| 1. <input type="checkbox"/> | Less than 1 year | 3. <input type="checkbox"/> | Over 2 years but less than 4 years |
| 2. <input type="checkbox"/> | 1 to 2 years | 4. <input type="checkbox"/> | 4 years or more |

2. If you realize that a NEW daily newspaper is coming up in the market, will you try to

a. buy it?.

1. Yes
2. No
3. Probably

b. read it provided that it is free of charge?

1. Yes
2. No
3. Probably

If both of your answers are "NO", why?

1. Personal habit of reading the current one.
2. Don't have the time to read one more.
3. Other reason : _____

Recruitment Classified Advertisement

3. Name the newspapers or publications that you know having recruitment classified advertisement.

4. When will you read recruitment classified advertisement?

1. Frequently, as a habit
2. Sometimes, to check market changes
3. Seldom, when I just happened to read
4. Only when I want a new job
5. Never
6. Others (please specify) _____

5. Give your **RATING**, not ranking, to the following product features of a newspaper or publication with recruitment classified ad from "1" to "5" :
(1 = least important ..2..3..4.. 5 = most important)

- a. Many choices in jobs _____
- b. Many types of jobs _____
- c. Vacancies advertised fit in own qualification _____
- d. Clear classification of job types _____

- e. Frequency of issuance (e.g. > once a week) _____
 - f. Offer career-related editorial _____
 - g. With long establishment _____
 - h. Integration with general editorial such as current news and features ie. ad. from daily newspaper _____
 - i. Free of charge _____
 - j. Organization of games to offer premium _____
 - k. Others (please specify) _____
-

SECTION II : JOB SEARCH EXPERIENCE

6. Is your current job your first job?
1. ___ Yes 2. ___ No
7. How do you realize about the vacancy of your current job?
1. ___ Recruitment ad from a newspaper or publication namely
- | | |
|------------------|--------------------------------|
| 1. ___ SCMP | 4. ___ EasyFinder |
| 2. ___ JobMarket | 5. ___ Others (please specify) |
| 3. ___ Recruit | |
-
2. ___ Appointment service of the institute I graduated
3. ___ Personnel agency
4. ___ From acquaintances
5. ___ Others (please specify) _____
8. Do you intend to look for a new job in the coming 6 months?
1. ___ Yes 2. ___ No
9. Suppose you are going to look for a new job then, which of the following channels will you mainly search from?
1. ___ Recruitment ad from a newspaper or publication namely
- | | |
|------------------|--------------------------------|
| 1. ___ SCMP | 4. ___ EasyFinder |
| 2. ___ JobMarket | 5. ___ Others (please specify) |
| 3. ___ Recruit | |
-

2. ___ Personnel agency
3. ___ From acquaintances
4. ___ Others (please specify) _____

SECTION III : VIEWS TOWARDS SELECTED PUBLICATIONS

10. How often do you read the following?
(1 = Frequently; 2 = Sometimes; 3 = Seldom; 4 = Never)

- a. Next _____ b. EasyFinder _____ c. Recruit _____

11. How useful the following to you?
(You can TICK more than one)

EasyFinder

Recruit

1. A leisure reading
2. A mean to search for jobs
3. A reference for entertainment
4. No comment
5. Others (Please specify)

EasyFinder _____

Recruit _____

12. Please indicate your views towards the following recruitment classified ad publications.

a. Quantity of ads (1 = Excessive; 2 = Enough;
3 = Not enough; 4 = No comment)

1. ___ SCMP
2. ___ JobMarket
3. ___ Recruit

4. ___ EasyFinder
5. ___ Ming Pao Gold Page

b. Types of jobs (1 = Excessive; 2 = Enough;
3 = Not enough; 4 = No comment)

1. ___ SCMP
2. ___ JobMarket
3. ___ Recruit

4. ___ EasyFinder
5. ___ Ming Pao Gold Page

c. Whether vacancies advertised fit in own qualification
(1 = Fit; 2 = Not fit; 3 = No comment)

1. ___ SCMP
2. ___ JobMarket
3. ___ Recruit

4. ___ EasyFinder
5. ___ Ming Pao Gold Page

d. Clear classification in job types

(1 = Very clear; 2 = Fairly clear; 3 = Not clear;
4 = No comment)

- | | |
|---------------------------------------|--|
| 1. <input type="checkbox"/> SCMP | 4. <input type="checkbox"/> EasyFinder |
| 2. <input type="checkbox"/> JobMarket | 5. <input type="checkbox"/> Ming Pao Gold Page |
| 3. <input type="checkbox"/> Recruit | |

e. Frequency of issuing recruitment classified ad

(1 = Excessive; 2 = Enough; 3 = Not enough;
4 = No comment)

- | | |
|---------------------------------------|--|
| 1. <input type="checkbox"/> SCMP | 4. <input type="checkbox"/> EasyFinder |
| 2. <input type="checkbox"/> JobMarket | 5. <input type="checkbox"/> Ming Pao Gold Page |
| 3. <input type="checkbox"/> Recruit | |

f. Pricing (1 = Cheap; 2 = Fair; 3 = Expensive;
4 = No comment)

- | | |
|---------------------------------------|--|
| 1. <input type="checkbox"/> SCMP | 4. <input type="checkbox"/> EasyFinder |
| 2. <input type="checkbox"/> JobMarket | 5. <input type="checkbox"/> Ming Pao Gold Page |
| 3. <input type="checkbox"/> Recruit | |

13. To what extent do you agree that the following publications can offer you suitable vacancies?

(1 = Totally agree; 2 = Agree; 3 = Totally disagree;
4 = No comment)

- | | |
|---------------------------------------|--|
| 1. <input type="checkbox"/> SCMP | 4. <input type="checkbox"/> EasyFinder |
| 2. <input type="checkbox"/> JobMarket | 5. <input type="checkbox"/> Ming Pao Gold Page |
| 3. <input type="checkbox"/> Recruit | |

14. Which of the publications do you think can offer suitable vacancies for the following types of position?
(You can TICK more than one)

- A = Blue collar / Technical staff / Servicing staff
B = Clerical, secretarial or similar / Executive or supervisory
C = Middle management / Professional
D = Senior management

	A	B	C	D
1. SCMP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. JobMarket	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Recruit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. EasyFinder	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Ming Pao Gold Page	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION IV : PERSONAL PARTICULARS

15. Your sex is :

1. Male 2. Female

16. Your education level is :

1. University or above
 2. Post Secondary / Matriculated
 3. Secondary
 4. Primary or below

17. What is the main business nature of your company?

- | | |
|--|---|
| 1. <input type="checkbox"/> Construction | 8. <input type="checkbox"/> Banking/Finance |
| 2. <input type="checkbox"/> Manufacturing | A. <input type="checkbox"/> Transportation/Shipping |
| 3. <input type="checkbox"/> Real estate | B. <input type="checkbox"/> Professional services |
| 4. <input type="checkbox"/> Communications | C. <input type="checkbox"/> Servicing industry |
| 5. <input type="checkbox"/> Utilities | D. <input type="checkbox"/> Wholesale trade (Im/Ex) |
| 6. <input type="checkbox"/> Government | E. <input type="checkbox"/> Retail trade |
| 7. <input type="checkbox"/> Insurance | F. <input type="checkbox"/> Others |

18. Your current position belongs to a kind of :

1. Blue collar
 2. Technical staff
 3. Servicing / sales staff
 4. Clerical, secretarial or similar
 5. Executive or supervisory
 6. Middle Management
 7. Professional (please specify) _____
 8. Senior Management or Proprietor
 9. Others

19. Your current monthly salary is :

- | | |
|--|--|
| 1. <input type="checkbox"/> less than \$5,000 | 4. <input type="checkbox"/> \$15,000 to \$24,999 |
| 2. <input type="checkbox"/> \$5,000 to \$9,999 | 5. <input type="checkbox"/> \$25,000 to \$34,999 |
| 3. <input type="checkbox"/> \$10,000 to \$14,999 | 6. <input type="checkbox"/> \$35,000 or above |

20. Your number of years of working experience :

- | | |
|--|--|
| 1. <input type="checkbox"/> Less than one year | 4. <input type="checkbox"/> 5 to 10 years |
| 2. <input type="checkbox"/> 1 to less than 3 years | 5. <input type="checkbox"/> More than 10 years |
| 3. <input type="checkbox"/> 3 to less than 5 years | |

Thank you for your co-operation.



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「招聘分類廣告」閱讀習慣問卷調查

敬啟者：

本人為「香港中文大學」工商管理學院碩士課程的學生。由於課程所需，現正進行一項與香港「招聘分類廣告」市場有關的問卷調查，旨為探討消費者對此類廣告的閱讀習慣。懇請閣下抽出數分鐘的時間，填妥此問卷，封好並於二月十二日前寄回。

多謝合作！

「香港中文大學」工商管理學院
碩士課程三年級學生

陳明珠謹啟

請由府上一位在職人士填答此問卷。

「招聘分類廣告」閱讀習慣問卷調查

填答下列問題時，除另行註明外，只需選擇一個答案，並請在適當位置上加☐。

I 閱讀習慣

一般報章

1a. 你日常通常先讀或只讀的報章是： (1)

- | | |
|---------|-------------|
| 1☐ 東方日報 | 8☐ 壹星早報 |
| 2☐ 成報 | 9☐ 英文虎報 |
| 3☐ 天天日報 | A☐ 新報 |
| 4☐ 明報 | B☐ 快報 |
| 5☐ 星島日報 | C☐ 華僑日報 |
| 6☐ 信報 | D☐ 其他 (請註明) |
| 7☐ 經濟日報 | _____ |

1b. 你閱讀這份報章有多久？ (2)

- | | |
|---------|--------------|
| 1☐ 少過一年 | 3☐ 超過兩年但少於四年 |
| 2☐ 一至兩年 | 4☐ 四年以上 |

2. 若你知道將有一份新的報章投入市場，你會否嘗試 (3)

a. 購買一讀

- 1☐ 會
2☐ 不會
3☐ 可能

b. 閱讀假如是免費贈閱的 (4)

- 1☐ 會
2☐ 不會
3☐ 可能

假若你上述兩個答案均為「不會」，原因是： (5-7)

(可√多項)

- 1☐ 已習慣閱讀現時所讀的
2☐ 沒有時間再多閱讀另一份報章
3☐ 其他 (請註明) _____

招聘分類廣告

3. 據你所知，有那些報章或刊物定期刊出「招聘分類廣告」？(請填寫)

4. 你何時會閱讀「招聘分類廣告」？ (8)

- 1☐ 常讀，因已成個人習慣
2☐ 偶爾，因想了解招聘市場情況
3☐ 極少，只在不經意的情況下
4☐ 只在需要尋找新工作時
5☐ 從來不讀
6☐ 其他 (請註明) _____

5. 在選擇那份報章或刊物，以參閱其刊登之「招聘分類廣告」時，你認為下列每項因素對你的選擇的重要性是： (9-19)

- | | 毫不
重要 | 有點
重要 | 相當
重要 | 十分
重要 |
|-------------------------------|----------|----------|----------|----------|
| (a) 廣告數量是否夠多 | 1☐ | 2☐ | 3☐ | 4☐ 5☐ |
| (b) 廣告所列招聘的職位種類是否夠多 | 1☐ | 2☐ | 3☐ | 4☐ 5☐ |
| (c) 廣告所列招聘的職位與本身條件是否相符 | 1☐ | 2☐ | 3☐ | 4☐ 5☐ |
| (d) 廣告在欄排上有百分門別類 | 1☐ | 2☐ | 3☐ | 4☐ 5☐ |
| (e) 「招聘」版每周刊出的頻密度是否足夠，即每周超過一次 | 1☐ | 2☐ | 3☐ | 4☐ 5☐ |

- | | 毫不
重要 | 有點
重要 | 相當
重要 | 十分
重要 |
|----------------------------|----------------------------|----------------------------|----------------------------|---|
| (f) 是否同時刊有與各行業或不關有的內容 | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> 5 <input type="checkbox"/> |
| (g) 「招聘」版成立年期是否夠長久 | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> 5 <input type="checkbox"/> |
| (h) 是否必須為一份「報章」，即可兼讀「新聞」 | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> 5 <input type="checkbox"/> |
| (i) 是否為免費雜誌 | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> 5 <input type="checkbox"/> |
| (j) 是否同時舉辦讓讀者參加的遊戲，以增加其趣味性 | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> 5 <input type="checkbox"/> |
| (k) 其他 (請註明) | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> 5 <input type="checkbox"/> |

II 求職經驗

6. 你現時的工作是否你的第一份工作? (20)
1 是 2 否

7. 你從何得知有現時這份工作? (21-30)

- 1 下列報章或刊物的「招聘分類廣告」(請✓其一)
- 1 南華早報 Classified Post
 - 2 星島日報/英文虎報 Job market
 - 3 RECRUIT
 - 4 壹本便利
 - 5 其他 (請註明) _____
- 2 所畢業學院的「學生求職部門」
- 3 獵頭公司/人事顧問公司
- 4 親友介紹
- 5 其他 (請註明) _____

8. 你是否打算在未來六個月內另覓新工作? (31)
1 有 2 否

9. 假如你準備另覓新工作，你主要會透過下列那一途徑尋找? (32-33)

- 1 下列報章或刊物的「招聘分類廣告」(請✓其一)
- 1 南華早報 Classified Post
 - 2 星島日報/英文虎報 Job market
 - 3 RECRUIT
 - 4 壹本便利
 - 5 其他 (請註明)
- 2 獵頭公司/人事顧問公司
- 3 親友介紹
- 4 其他 (請註明) _____

III 對部份報章或刊物的意見

10. 你何時會閱讀下列刊物? (34-36)

- | | 經常
閱讀 | 偶爾
閱讀 | 極少
閱讀 | 從來
不讀 |
|-------------|----------------------------|----------------------------|----------------------------|----------------------------|
| (a) 壹週刊 | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> |
| (b) 壹本便利 | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> |
| (c) RECRUIT | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> |

11. 請指出下列刊物對你的意見 (可✓多項) (37-46)

- | 壹本便利 | RECRUIT | |
|--------------------------|--------------------------|----------------|
| <input type="checkbox"/> | <input type="checkbox"/> | (1) 是一本消閒刊物 |
| <input type="checkbox"/> | <input type="checkbox"/> | (2) 可提供尋找工作的途徑 |
| <input type="checkbox"/> | <input type="checkbox"/> | (3) 可提供娛樂或消遣資料 |
| <input type="checkbox"/> | <input type="checkbox"/> | (4) 無意見 |
| <input type="checkbox"/> | <input type="checkbox"/> | (5) 其他 (請註明) |
| | | 壹本便利: _____ |
| | | RECRUIT: _____ |

12. 請指出你對下列各份報章或刊物的「招聘分類廣告」版的觀點。

a. 廣告數量 過多 足夠 過少 無意見 (47-51)

- (1) 南華早報 Classified Post 1 2 3 4
- (2) 星島日報/英文虎報 Job market 1 2 3 4
- (3) RECRUIT 1 2 3 4
- (4) 壹本便利 1 2 3 4
- (5) 明報金頁 1 2 3 4

b. 廣告招聘職位種類 過多 足夠 過少 無意見 (52-56)

- (1) 南華早報 Classified Post 1 2 3 4
- (2) 星島日報/英文虎報 Job market 1 2 3 4
- (3) RECRUIT 1 2 3 4
- (4) 壹本便利 1 2 3 4
- (5) 明報金頁 1 2 3 4

c. 廣告招聘職位與本身條件是 相符 不相符 無意見 (57-61)

- 否相符
- (1) 南華早報 Classified Post 1 2 3
 - (2) 星島日報/英文虎報 Job market 1 2 3
 - (3) RECRUIT 1 2 3
 - (4) 壹本便利 1 2 3
 - (5) 明報金頁 1 2 3

d. 廣告分類是否夠清晰 十分清晰 一般 不夠清晰 無意見 (62-66)

- (1) 南華早報 Classified Post 1 2 3 4
- (2) 星島日報/英文虎報 Job market 1 2 3 4
- (3) RECRUIT 1 2 3 4
- (4) 壹本便利 1 2 3 4
- (5) 明報金頁 1 2 3 4

e. 「招聘」版每周刊出的次數 過多 足夠 過少 無意見 (67-71)

- (1) 南華早報 Classified Post 1 2 3 4
- (2) 星島日報/英文虎報 Job market 1 2 3 4
- (3) RECRUIT 1 2 3 4
- (4) 壹本便利 1 2 3 4
- (5) 明報金頁 1 2 3 4

f. 價錢是否相宜 相宜 一般 昂貴 無意見 (72-75)

- (1) 南華早報 Classified Post 1 2 3 4
- (2) 星島日報/英文虎報 Job market 1 2 3 4
- (3) 壹本便利 1 2 3 4
- (4) 明報金頁 1 2 3 4

13. 你是否同意下列各份報章或刊物可為你提供合適的求職機會? (76-80)

	十分		極不	
	同意	同意	同意	無意見
(1) 商標早報 Classified Post	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
(2) 星島日報/英文虎報 Job market	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
(3) RECRUIT	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
(4) 壹本便利	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
(5) 明報會員	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

14. 你認為下列各份報章或刊物能為那些人士提供合適的求職機會? (每份可
✓多項) (81-100)

- 1=藍領/技術人員/服務性行業從業員
2=文職人員、秘書或類同者、行政人員、初級管理
3=中級管理/專業人員
4=高級管理

	1	2	3	4
(1) 商標早報 Classified Post	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(2) 星島日報/英文虎報 Job market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(3) RECRUIT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(4) 壹本便利	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(5) 明報會員	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IV 個人資料

15. 你的性別是: (101)

1 男 2 女

16. 你的教育程度是: (102)

1 大學或以上
2 大專/預科
3 中學
4 小學或以下

17. 你任職公司的主要業務是: (103)

1 建築 A 運輸/船務
2 工業生產 B 專業服務
3 地產發展/代理 C 其他服務性行業
4 通訊科技 D 出入口貿易
5 公用事業 E 零售業
6 政府 F 其他
7 保險
8 銀行/金融財務

18. 你現時的職位是屬於: (104)

1 藍領
2 技術人員
3 服務性行業從業員/營業代表
4 文職人員、秘書或類同者
5 行政人員/初級管理
6 中級管理
7 專業人員 (請註明) _____
8 高級管理
9 其他

19. 你現時的每月薪金為: (105)

- 1 少於\$5,000
2 \$5,000 - \$9,999
3 \$10,000 - \$14,999
4 \$15,000 - \$24,999
5 \$25,000 - \$34,999
6 \$35,000以上

20. 你的全職工作經驗有: (106)

- 1 少於1年
2 1年至少於3年
3 3年至少於5年
4 5年至少於10年
5 10年以上

多謝合作

APPENDIX 5 : RESULTS OF SURVEY ON ADVERTISERS & QUESTIONNAIRE

Period conducted : 5 February to 12 February 1993
 Sample : 500
 Response : 214 (43%)

COMPANY INFORMATION

1. Number of employees:

1. less than 50	28%
2. 50 - 100	11%
3. 101 - 300	25%
4. 301 - 500	13%
5. 501 - 1,000	7%
6. over 1,000	14%
No answer	2%

2. Major business nature:

1. Construction	5%
2. Manufacturing	23%
3. Real estate	3%
4. Communications	3%
5. Utilities	2%
6. Government	0%
7. Insurance	0%
8. Banking/Finance	3%
A. Transportation/Shipping	4%
B. Professional services	9%
C. Servicing industry	6%
D. Wholesale trade (Im/Ex)	18%
E. Retail trade	6%
F. Others	18%

3. Any personnel or human resources department?

1. Yes	67%	<u>No. of HR staff:</u>	
		a. less than 5	58%
		b. 5 - 10	22%
		c. 11 - 20	13%
		d. over 20	7%
2. No	31%		
No answer	2%		

PRACTICE OF ADVERTISING VACANCIES

4. Vacancies advertised in 1992:

1. less than 10	27%
2. 10 - 50	38%
3. 51 - 100	16%
4. 101 - 200	6%
5. 201 - 500	7%
6. over 500	3%
No answer	3%

5. Number of recruitment advertisement placement in 1992:

1. less than 10	33%
2. 10 - 50	37%
3. 51 - 100	14%
4. 101 - 200	7%
5. 201 - 500	6%
6. over 500	3%

6. Popular channels used to recruit in terms of the number of vacancies advertised:

1. print media namely

a. SCMP's Classified Post	82%
b. JobMarket	42%
c. Recruit	42%
d. Next's EasyFinder	14%
e. Oriental Daily News	40%
f. Sing Pao Daily News	17%
g. Ming Pao Gold Page	9%
h. Others	5%

2. consultants firms	40%
3. institute's appointment service	9%
4. Labour Department	20%
5. Others	3%

7. Print media used to advertise vacancies of

Blue collar / Technical staff / Servicing staff

1. SCMP's Classified Post	49%
2. JobMarket	32%
3. Recruit	34%
4. Next's EasyFinder	17%
5. Oriental Daily News	53%
6. Sing Pao Daily News	21%
7. Ming Pao Gold Page	8%
8. Others	6%
9. Will not use print media	2%

Clerical, secretarial or similar / Executive or supervisory

1. SCMP's Classified Post	78%
2. JobMarket	45%
3. Recruit	40%
4. Next's EasyFinder	13%
5. Oriental Daily News	12%
6. Sing Pao Daily News	4%
7. Ming Pao Gold Page	7%
8. Others	4%
9. Will not use print media	3%

Middle management / Professional

1. SCMP's Classified Post	85%
2. JobMarket	13%
3. Recruit	14%
4. Next's EasyFinder	5%
5. Oriental Daily News	0%
6. Sing Pao Daily News	0%
7. Ming Pao Gold Page	1%
8. Others	6%
9. Will not use print media	2%

Senior Management

1. SCMP's Classified Post	78%
2. JobMarket	7%
3. Recruit	8%
4. Next's EasyFinder	2%
5. Oriental Daily News	0%
6. Sing Pao Daily News	0%
7. Ming Pao Gold Page	1%
8. Others	13%
9. Will not use print media	14%

8. Ranking of the first 3 most important attributes in considering which print media should be used to advertise vacancies of

- a. = Advertisement rate
- b. = No. of times published per week
- c. = No. of readership / circulation
- d. = Quality of readers fit in candidates needed
- e. = Great no. of recruitment advertisements
- f. = Clear categorization of different kinds of positions
- g. = Others

Blue collar / Technical staff / Servicing staff

	Ranked as		
	1	2	3
a. Ad. rate	10%	8%	36%
b. Frequency	2%	7%	4%
c. Circulation	16%	42%	18%
d. Fitness	43%	32%	10%
e. Great no. of ad.	9%	4%	8%
f. Clear categorization	8%	3%	6%
g. Others	4%	0%	1%

Clerical, secretarial or similar / Executive or supervisory

	Ranked as		
	1	2	3
a. Ad. rate	9%	8%	34%
b. Frequency	1%	4%	3%
c. Circulation	18%	37%	16%
d. Fitness	41%	22%	8%
e. Great no. of ad.	9%	7%	12%
f. Clear categorization	9%	3%	5%
g. Others	3%	0%	1%

Middle management / Professional

	Ranked as		
	1	2	3
a. Ad. rate	7%	6%	29%
b. Frequency	0%	5%	3%
c. Circulation	12%	35%	17%
d. Fitness	46%	22%	8%
e. Great no. of ad.	7%	6%	11%
f. Clear categorization	13%	6%	6%
g. Others	4%	0%	1%

Senior Management

	Ranked as		
	1	2	3
a. Ad. rate	8%	3%	34%
b. Frequency	0%	3%	4%
c. Circulation	9%	33%	14%
d. Fitness	45%	21%	6%
e. Great no. of ad.	7%	2%	8%
f. Clear categorization	9%	11%	4%
g. Others	6%	0%	1%

QUESTIONNAIRE FOR SURVEY ON ADVERTISERS

2 February 1993

To the Personnel / Administration Manager

Dear Sir/Madam,

Survey on Practice of Advertising Vacancies

I am an MBA student of the Chinese University of Hong Kong and intend to conduct a survey on the Recruitment Classified Advertisement Market in Hong Kong in fulfillment of the MBA Programme requirement.

The attached questionnaire constitutes an important part of my Project as the result shall reflect the market need from the advertisers' perspective.

I would much appreciate it if you could fill in the questionnaire and return the same to me on or before 12 February 1993.

Thank you for your assistance.

Yours faithfully,

Ada Chan
Year 3 student, MBA Programme

Encl.

QUESTIONNAIRE ON PRACTICE OF ADVERTISING VACANCIES

Please ONE answer only where appropriate except otherwise stated.

COMPANY INFORMATION

1. What is the number of employees in your company?

- | | |
|--|---|
| 1. <input type="checkbox"/> less than 50 | 4. <input type="checkbox"/> 301 - 500 |
| 2. <input type="checkbox"/> 50 - 100 | 5. <input type="checkbox"/> 501 - 1,000 |
| 3. <input type="checkbox"/> 101 - 300 | 6. <input type="checkbox"/> over 1,000 |

2. What is the major business nature of your company?

- | | |
|--|---|
| 1. <input type="checkbox"/> Construction | 8. <input type="checkbox"/> Banking/Finance |
| 2. <input type="checkbox"/> Manufacturing | 9. <input type="checkbox"/> Transportation/Shipping |
| 3. <input type="checkbox"/> Real Estate | A. <input type="checkbox"/> Professional Services |
| 4. <input type="checkbox"/> Communications | B. <input type="checkbox"/> Services |
| 5. <input type="checkbox"/> Utilities | C. <input type="checkbox"/> Wholesale Trade (Im/Ex) |
| 6. <input type="checkbox"/> Government | D. <input type="checkbox"/> Retail Trade |
| 7. <input type="checkbox"/> Insurance | E. <input type="checkbox"/> Others |

3. Is there an independent personnel or human resources department in your company?

1. Yes 2. No

If your answer is Yes, the number of staff in this personnel or HR department is

- | | |
|---|-------------------------------------|
| 1. <input type="checkbox"/> less than 5 | 3. <input type="checkbox"/> 11 - 20 |
| 2. <input type="checkbox"/> 5 - 10 | 4. <input type="checkbox"/> over 20 |

PRACTICE OF ADVERTISING VACANCIES

4. How many vacancies have you advertised in 1992 (including appointing consultants firms as well as placing ads in newspapers or other publications)?

- | | |
|--|---------------------------------------|
| 1. <input type="checkbox"/> less than 10 | 4. <input type="checkbox"/> 101 - 200 |
| 2. <input type="checkbox"/> 10 - 50 | 5. <input type="checkbox"/> 201 - 500 |
| 3. <input type="checkbox"/> 51 - 100 | 6. <input type="checkbox"/> over 500 |

5. What was your total number of recruitment advertisement placement in 1992 including the requests towards consultants firms?

(ie. If the same ad is placed in more than ONE newspaper or publication, the number of placement should be counted.)

- | | |
|--|---------------------------------------|
| 1. <input type="checkbox"/> less than 10 | 4. <input type="checkbox"/> 101 - 200 |
| 2. <input type="checkbox"/> 10 - 50 | 5. <input type="checkbox"/> 201 - 500 |
| 3. <input type="checkbox"/> 51 - 100 | 6. <input type="checkbox"/> over 500 |

6. What is the most popular channel you used to recruit in terms of the number of vacancies advertised?

1. print media namely, (you can more than one)

1. SCMP's Classified Post
2. JobMarket
3. Recruit
4. Next's EasyFinder (壹本便利)
5. Oriental Daily News (東方日報)
6. Sing Pao Daily News (成報)
7. Ming Pao Gold Page (明報金頁)
8. Others

2. consultants firms
3. institute's appointment service
4. Labour Department
5. Others (please specify) _____

7. Which print media will you use to advertise vacancies of
(You can more than one)

Blue collar / Technical staff / Servicing staff

1. SCMP's Classified Post
2. JobMarket
3. Recruit
4. Next's EasyFinder (壹本便利)
5. Oriental Daily News (東方日報)
6. Sing Pao Daily News (成報)
7. Ming Pao Gold Page (明報金頁)
8. Others
9. Will not use print media

Clerical, secretarial or similar / Executive or supervisory

1. SCMP's Classified Post
2. JobMarket
3. Recruit
4. Next's EasyFinder (壹本便利)
5. Oriental Daily News (東方日報)
6. Sing Pao Daily News (成報)
7. Ming Pao Gold Page (明報金頁)
8. Others
9. Will not use print media

Middle management / Professional

1. SCMP's Classified Post
2. JobMarket
3. Recruit
4. Next's EasyFinder (壹本便利)
5. Oriental Daily News (東方日報)
6. Sing Pao Daily News (成報)
7. Ming Pao Gold Page (明報金頁)

8. Others
 9. Will not use print media

Senior Management

1. SCMP's Classified Post
 2. JobMarket
 3. Recruit
 4. Next's EasyFinder (壹本便利)
 5. Oriental Daily News (東方日報)
 6. Sing Pao Daily News (成報)
 7. Ming Pao Gold Page (明報金頁)
 8. Others
 9. Will not use print media

8. **RANK** the first 3 most important attributes in descending order of their significance in considering which print media should be used to advertise vacancies of

Blue collar / Technical staff / Servicing staff

1. Advertisement rate
 2. No. of times published per week
 3. No. of readership / circulation
 4. Quality of readers fit in candidates needed
 5. Great no. of recruitment advertisements
 6. Clear categorization of different kinds of positions
 7. Others (please specify)

Clerical, secretarial or similar / Executive or supervisory

1. Advertisement rate
 2. No. of times published per week
 3. No. of readership / circulation
 4. Quality of readers fit in candidates needed
 5. Great no. of recruitment advertisements
 6. Clear categorization of different kinds of positions
 7. Others (please specify)

Middle management / Professional

1. Advertisement rate
 2. No. of times published per week
 3. No. of readership / circulation
 4. Quality of readers fit in candidates needed
 5. Great no. of recruitment advertisements
 6. Clear categorization of different kinds of positions
 7. Others (please specify)

Senior Management

1. _____ Advertisement rate
 2. _____ No. of times published per week
 3. _____ No. of readership / circulation
 4. _____ Quality of readers fit in candidates needed
 5. _____ Great no. of recruitment advertisements
 6. _____ Clear categorization of different kinds of positions
 7. _____ Others (please specify)
-

Thank you for your assistance!

APPENDIX 6 : INFORMATION & QUESTIONS SHEET FOR INTERVIEW

Note : Take Recruit as the example. Similar questions were set for other interviewees.

I. INFORMATION SHEET FOR RECRUIT

Objectives of the Case Study on Recruit

1. To collect Recruit's views towards the market potential of the recruitment ad market.
2. To collect Recruit's perception towards the market positioning of itself as well as its competitors.
3. To examine the strategies of Recruit in product, price, distribution and promotion as well as the rationale behind.

Questions Areas

1. The inauguration process of Recruit.
2. How does Recruit view the market potential?
3. What are Recruit's market share and customer profiles (readers & advertisers)?
4. What are the strategies of Recruit towards readers in
 - a. product features
 - b. price (well, free of charge!)
 - c. distribution (sole distribution at MTR stations)
 - d. promotion (e.g. free premium to those who get a job successfully via Recruit)
5. What are the rationale behind these strategies and how far does Recruit perceive these as its market niche?
6. What are the competitive strategies of Recruit towards advertisers and what are the rationale behind?
7. What are the major competitors of Recruit and what are their positioning in terms of market share and target audience?
8. What are the strengths and weaknesses of these competitors?
9. Are there threats from potential competitors?

II. QUESTIONS SHEET FOR INTERVIEW WITH RECRUIT

COMPANY HISTORY AND BACKGROUND

1. Recruit was first issued on 3 July 1992. When was your company established?

2. What is the number of employees in this company?
3. How did the idea of launching Recruit come up?
4. What is the mission of your company?
5. How is the cooperation with MTRC?

MARKETING ORGANIZATION AND OBJECTIVES

6. Is there a marketing department in your company?
7. No. of employees responsible for sales and marketing respectively?
8. Any formal unit for marketing research in this company?
9. What is the major marketing objective of your company? (in terms of circulation, advertising sales and market share)

INDUSTRY ANALYSIS

10. How do you view the potential of the recruitment ad market?
 - total market value
 - market growth rate : an established, growing market?
: a mature and stable market?
11. How do you view the rate of technological change in this market? Rapid, slow or no change?
12. How do you view the degree of competition in this market? Intense, no effective competition or there is actually certain cooperation among competitors?
13. Do you agree that customer requirements from both readers and advertisers are changing rapidly, slowly or not changing?
14. What do you think are the critical factors of success in this market? (cost leadership, focus on certain segment?)

CUSTOMERS ANALYSIS

15. What is your market share?
16. Who are your target market in terms of both readers and advertisers?
17. Any customer opinion about inadequate circulation? Adding or cutting certain editorial?

MARKETING STRATEGIES

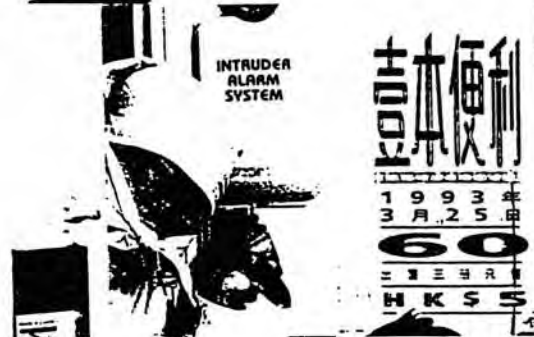
18. As regards readers, what are the strategies of Recruit?
 - a. Product features (e.g. weekly issue), product image?
 - b. Price (free of charge)
 - c. Distribution (sole distribution at MTR stations)
 - d. Promotion (Upon launching, free premium to those who could find a job via Recruit), % of sales spent on promotion?
19. What are the rationale behind these strategies?
20. What is Recruit's market niche?
21. As regards the advertisers, what are Recruit's competitive strategies? Is the focus on pricing? Is the current pursued a sort of premium pricing, market pricing or low price?
22. What are the rationale behind?

COMPETITORS' ANALYSIS

23. Who are your major competitors? Who are their target audience?
24. Who is the market leader (largest market share holder)? SCMP
25. Who are the market challenger (those who come second and third)? JobMarket, Recruit, EasyFinder?
26. Who are the market followers (those who have small share but still significant)?
27. Who are the market nichers (do not operate across overall market but in selected segments exclusively)? ODN, SPDN
28. What are the strengths and weaknesses of these competitors? (e.g. Daily issuance pose a definite advantage for newspapers)
29. Are there threats from potential competitors?

FUTURE PLANS

30. Any change in future strategies?
 - a. more frequent issuance?
 - b. no longer free to readers?
 - c. add more distribution channels?



招聘廣告 
 1993年 3月25日 **60**



「兼職市場
 兼職路數話你知」

吃飽追車
 會(肚)痛

香港七人欖球賽
 圖片精華



FREE COPY 免費

RECRUIT



NOVEMBER 13, 1992 ISSUE NO. 20 PUBLISHED BY H.K. TRANSIT PUBLISHING CO. LTD. IN CO-OPERATION WITH M.T.R.

E A S Y R É S U M É

Physical
PAIN

Emotional
PAIN

Conquering
PAIN

STRESS

THE ICE CREAM CURE

用運動來 減壓

- 分散投資令你保本增值
- 哈佛 **MBA** 始終第一

APPENDIX 9 : HOUSE ADVERTISEMENT OF RECRUIT IN OFFER OF PREMIUM



晉身精英一族 賞「精英一族」

凡於10月2日至12月10日期間，透過 RECRUIT 找到工作，晉身精英一族，即有機會免費得到 ABC 佳訊 NEC 「精英一族」數字傳呼機一部。

獎額100部，經已為各位精英準備好。

請填妥下列表格，運寄香港北角英皇道738號樂基中心803至808室 RECRUIT 收，得獎者將於12月中獲專電通知。



I confirm that I have successfully obtained a job through Recruit. I also confirm that in my application, I have stated Recruit as the paper from which I found the position.

* If I am picked in the lucky draw, I confirm that I will show proof of the above, failing which I may forego my prize.

Name: _____

Address: _____

HK 103 Land Number: _____

Daytime Telephone Number: _____

Entry deadline: December 10, 1992. Entry with postal stamp dated after December 10, 1992 will be considered invalid.

RECRUIT

APPENDIX 10 : HOUSE ADVERTISEMENT OF RECRUIT ON EASY-RESUME

採用 **RECRUIT EASY** 求職從此變得好 easy!

現凡於 **RECRUIT** 內之招聘廣告上看到「**RECRUIT EASY**」標誌，您即只需把下列表格填妥，圖文傳真或寄回 **RECRUIT EASY** 服務中心，便可獲得應徵機會*，簡單快捷。
 此外，我們更會免費為您開設私人檔案，把您的資料輸入電腦，然後透過電腦，揀選出所有適合您的理想空缺，使您擁有更多好選擇。所以，一經採用 **RECRUIT EASY**，您就可省卻尋找工作的種種麻煩，求職從此變得好 easy。
 *若對超過一個刊有「**RECRUIT EASY**」標誌之空缺有興趣，請把廣告上的編號、公司名稱及申請職位名稱填於表格之第八欄上便可，無須另行填寫。

垂詢詳情請電 **RECRUIT EASY** 熱線：856 3923
 圖文傳真：516 9564 / 564 8849
 地址：北角英皇道 738 號，樂基中心 803-806 室，**RECRUIT EASY** 收。

RECRUIT

E A S Y R E S U M E

PHOTO
相片

1. PERSONAL DATA 個人資料

HKID/Passport No. 香港身份證或護照號碼：_____ Nationality 國籍：_____

Name 姓名：_____ (English 英文) _____ (Chinese 中文)

Address 住址：_____

Telephone No. 電話號碼：_____ (Home 住宅) _____ (Office 公司)

Sex 性別：_____ Age 年齡：_____ Date of Birth 出生日期：_____ Marital Status 婚姻狀況：_____

2. JOB OBJECTIVE 求職目標

Position 職位：_____ Company 公司：_____

Expected Salary 要求待遇：_____ Availability 到職日期：_____

3. CAREER HISTORY 過去工作經驗

(Must fill out this item 必須填寫此欄)

Year(s) of experience 年資	From (year) to (year) 由 (年) 至 (年)	Position Held 職位	Salary 薪金
Name of Company 公司			

4. EDUCATIONAL BACKGROUND 教育程度

Name of School 校名	From (year) to (year) 由 (年) 至 (年)	Level of Study 程度	Remarks 備註

5. TRAINING BACKGROUND 訓練程度

Name of School 校名	From (year) to (year) 由 (年) 至 (年)	Level of Study 程度	Remarks 備註

6. LANGUAGES 語言： _____ (Spoken 會話) _____ (Written 書寫)

7. OTHER SKILLS 其他技能： _____

8. OTHER POSITIONS 其他職位： _____

APPENDIX 11 : HOUSE ADVERTISEMENT OF RECRUIT ON
RECRUIT EASY

只需填 表格一張， 要幾多份優差 都有商量！

嶄新 **RECRUIT EASY** 服務，正式啓用！

由1月29日起，**RECRUIT** 為全港求職人士帶來嶄新的 **RECRUIT EASY** 服務，從此為您省卻尋找工作的一切繁複步驟。您只需把一張 **RECRUIT Easyresume** 填妥，圖文傳真或寄回 **RECRUIT EASY** 服務中心，**RECRUIT** 便會為您免費開設私人檔案，第一時間把資料輸入電腦，然後透過電腦，從每週刊登在 **RECRUIT** 內的逾千份優差中揀選出所有適合您的理想空缺，簡單快捷。一切資料絕對保密。

採用 **RECRUIT EASY**，只要填一張表格，便無須再重重複複寫求職信，也有大量優差等你應徵。

詳情垂詢請電 **RECRUIT EASY** 熱線：856 3923

圖文傳真：516 9564 / 564 8849

地址：北角英皇道738號，樂基中心803-806室，Recruit Easy 收。

The image shows a sample of the 'RECRUIT EASY Easyresume' form. The form is titled 'RECRUIT EASY Easyresume' and contains several sections for applicants to fill out, including personal details, education, and work experience. The form is presented at an angle, showing its layout and the various fields available for input.

RECRUIT

APPENDIX 12 : SAMPLE COVER OF CLASSIFIED POST OF SCMP

BARTO
Personnel Consultancy Services

Tel : 521 2990
Fax : 537 1288

TEL: 565 8822 FAX: 565 7272

South China Morning Post

Classified Post

SECTION 1

MORE ADS - WIDER CHOICE - FASTER RESULTS EVERY DAY

HONGKONG, SATURDAY, APRIL 17, 1993

KPMG Peat Marwick

MARKET DEVELOPMENT MANAGER New Zealand Meat Producers Board

Our client, the New Zealand Meat Producers Board, whose mandate is to promote the development of New Zealand's high quality meat industry, seeks to recruit an experienced Market Development Manager. Based in Hong Kong and reporting to the Asian Director, the successful candidate will be responsible for servicing of industry customers and exporters primarily through database management, organising the supply of information to clients, conducting research projects in support of the industry's business development and assisting in major strategic and marketing development work.

To succeed, candidates will be educated to degree level, ideally in Marketing, Economics or Statistics, be fluent in Mandarin, Cantonese and English, possess a minimum three years sales or marketing experience within the food industry and hold a strong understanding of consumer and industrial research methods. In addition to excellent communication and presentation skills, the ability to work independently and with initiative are necessary assets. Occasional travel can be anticipated.

Applications: In the first instance, forward details including career experience, qualifications, salary expectations and a recent photograph to Cynthia Au-Yeung at the address below, citing reference number CAY1939. All applications will be treated professionally and in strict confidence.

KPMG Peat Marwick Management Consultants Ltd. 8/F, Prince's Building, Hong Kong

KPMG Peat Marwick

SENIOR MANAGER - FINANCE & ADMINISTRATION

Our client, the Community Chest of Hong Kong, seeks to recruit a senior executive to take charge of its Accounts, EDP and Administration Divisions. Reporting directly to the Executive Director, the appointee will be responsible for all finance and accounting matters and EDP systems development. In addition, the successful applicant will provide expertise in fund management, management accounting and be able to comfortably oversee the general administration and personnel areas.

Candidates, over 30 years of age, will be fluent in English and Cantonese, hold sound EDP, business administration and professional accountancy qualifications, a minimum five years solid experience in finance, accounting and fund management and be familiar with computerised accounting systems. The successful applicant must be mature, self-motivated and possess strong communication skills as this is an executive level appointment and those earning less than HK \$40,000 per month are likely to be considered not senior enough for the role.

Administration Manager

European Insurance Group
Promising Career Opportunity

Our client is a well established European insurance group with an extensive Asia Pacific network. Continued business growth and further planned expansion has created the need to appoint an executive to support the operations team and assume responsibility for the financial accounting, EDP, administration and personnel functions.

Working with a small and well established team, the appointee will be responsible for overseeing financial and management accounting, continually improving systems and

internal administrative procedures and will also monitor the personnel function. In addition he/she will develop the overall policy regarding computer systems and MIS strategy to support the continued expansion of the group.

Although the successful candidate should ideally be a qualified accountant with a university level education, of greater importance is a successful track record, including at least four years' experience in the insurance services industry with two years at a supervisory level. Strong

computerised systems exposure with direct experience of implementing PC and main-computer systems will be viewed favourably. This is a wide-ranging and demanding role which offers considerable challenge and excellent career development prospects.

Please apply in confidence with full career details, salary history and a telephone number, quoting Ref. No. 334 to:
Executive Recruitment Services
Price Waterhouse
GPO Box 690 Hong Kong

Price Waterhouse



Senior Commercial Officer

US Listed Trading Group
Excellent Career Prospects

Our client is one of the world's premier mining and metals companies with substantial trading operations in Hong Kong and the Far East region. Due to significant business expansion a young, smart executive is now required to strengthen the commercial team.

Based in Hong Kong and reporting to the Marketing Services Manager, the appointee will be involved in all aspects of customer service including supervision of order processing, monitoring of shipments inventory and

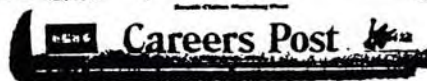
outlets include managing and improving the existing computerised systems together with resolving day-to-day systems issues and providing training.

Candidates in their late 20's to early 30's must possess a degree in a business related discipline and have a minimum of two years general commercial and shipping experience gained in a trading environment. A sound working knowledge of SMI System 30 and Navis L24 is desirable. A high level of initiative and strong analytical and interpersonal skills are essential.

maturity to lead a team of staff are essential. Excellent communication skills including fluency in English and Cantonese are required; a working knowledge of Mandarin would be an advantage. The position offers excellent career prospects and a competitive remuneration package. Please apply in confidence with full career details, salary history and a telephone number, quoting Ref. No. 341 to:
Executive Recruitment Services
Price Waterhouse
GPO Box 690 Hong Kong

APPENDIX 13 : HOUSE ADVERTISEMENT OF SCMP ON CAREERS
POST

初入世途 全賴 明智第一步



一份專為年青人提供就業良機的 Careers Post 經已出版，
並於每星期二、五 在南華早報刊登。

Careers Post 為進身社會的年青人，提供最佳指引。

南華早報 Careers Post 好搵好多

APPENDIX 14 : HOUSE ADVERTISEMENT OF SCMP ON JOBLINE



EMPLOYERS

Use *JobLine* to receive fast responses to your recruitment advertising. The benefits are numerous!! By using a touch-tone phone, you can listen to phone resumes 24 hours a day, at home, or in your office and spontaneously leave appropriate messages for applicants.

How to use *JobLine*

- Use a touch-tone phone. Call 838 8093.
- Enter the Voice Mail Box Number.
- Enter your password (obtained when booking the advertisement).
- Review filed resumes.
- Leave pre-recorded appropriate messages for each applicant, in either English or Cantonese, by pressing a key on your telephone keypad.

System assisted instructions will lead you, step-by-step, through the reviewing and selection process. It is simple, efficient and very fast.

Call us today and we will send you one of our bilingual, easy to follow *JobLine* Instruction Booklets.

Classified Post 565 8822



JOB SEEKERS

Choose the job you want in the Classified Post. Call *JobLine* and dictate your resume in Cantonese or English. The system is bilingual, so you have a choice.

It is that simple!! *JobLine* will assist you with resume specific questions and assign you a personal number. Use this number when you call back for the response to your application. The advertiser will review your phone resume and leave you a reply which you will hear when you ring back.

How to use *JobLine**

- Use a touch-tone phone. Call 836 6086.
- Enter the Voice Mail Box Number (shown in the advertisement.)
- Dictate your resume. You can use Cantonese or English.
- REMEMBER, answer the questions AFTER the beep sound.
- Note down your personal number assigned by *JobLine*.
- When you ring back for the response to your application, call 836 6086 and then key in your personal number when requested to do so.

* THIS SERVICE IS AVAILABLE FOR RECRUITMENT ADVERTISEMENTS CONTAINING A *JobLine* VOICE MAIL BOX NUMBER AS SHOWN BELOW.

 **JobLine** 
24 hour phone resume service
8366086 Voice Mail Box XXXX

Special to Classified Post
Classified Post

THE FAST BILINGUAL RECRUITMENT SERVICE

APPENDIX 15 : SAMPLE COVER OF JOBMARKET



The Hongkong Standard/Sing Tao Jih Pao

This is a supplement to The Hongkong Standard.
It is illegal to sell it separately.

JobMarket



JobMarket Johnny

Forward With Hongkong

PREMIER APPOINTMENTS
 Thursday, October 5, 1992

Tel: 799 8833

Fax: 795 6000/1

Réver

 Invites applicants for the following posts:
 (Head Office, IST)

- 1. Accountant**
 - Male Female Age 25-35
 - ACCA Level 1 CIM 4 Stage 1 or equivalent
 - 2 years accounting or auditing experience at supervisory level
 - Good communication skills in English
 - PC knowledge is required
 - 2. Personnel Officer**
 - Female, F5 or above
 - Good command of written & spoken English
 - Familiar with Applicant, Symptom & DBA
 - Exp. in personnel management
 - 3. Receptionists**
 - Female, F5 standard
 - Age 18-30
 - Pleasant Personality & Fluency in Cantonese & English
 - Knowledge of PC preferred
 - Part-time job welcomed
 - 4. Administration Officer**
 - Post secondary education with formal training in human resources management
 - At least 2 years work exp. in admin & personnel field
 - Good command of English & communication skills
 - Preferably with 1-2 years PR experience
- For post 1, please contact Mr. Lam at 7303139
 For post 3, please contact Ms. Leung or Ms. Sun
 For post 2 & 4, please send full resume, salary expected & recent photo to 1924 Star House, IST.

 A leading Taiwan I/E trading co. is
 urgently requires:

- 1. SECRETARY**
 - Female
 - 3 years experience in trading
 - Fluent in German or English speaking & writing
 - Fluent in Mandarin is an advantage
- 2. MERCHANDISER**
 - Male
 - At least 3 years experience in X'mas decoration fields & household gifts, EEC & USA market
 - Female, F5 or above
 - At least 3 years experience in X'mas decoration & EEC & USA market
- 3. SENIOR SHIPPING CLERK**
 - Female, F5 or above
 - At least 3 years experience in X'mas decoration & EEC & USA market
 - Can handle full set of I/E banking document
- 4. JUNIOR SHIPPING CLERK**
 - Female
 - At least 1 year experience in handling shipping document
- 5. COMPUTER OPERATOR**
 - Female, F5 standard
 - At least 1 year experience & knowledge in PC
- 6. ACCOUNT CLERK**
 - Female, F5 or above
 - Holder of Commercial Course Certificate & knowledge in PC
- 7. RECEPTIONIST**
 - Female, Age 18 - 24
 - F5 standard
- 8. TEMP. CLERK**
 - F5 or above
 - Some experience of shipping & "Lotus 1-2-3"

Please send full resume to:

 Flat C-2/F, Chung Hing Industrial Mansion,
 No. 24, Luk Hop Street, San Po Kong
 Kowloon. OR call 322 2281, Ms. Luk for
 Interview.

This is going to be challenging & rewarding

- Job Title** : ADVERTISING SALES EXECUTIVES
- The Company** : a well-established and expanding publishing company with good working environment
- Remuneration Package** : basic salary
 very attractive commission
 incentive scheme
 totaling \$9,000 - \$13,000 - depending on performance
- Job Description** : to handle customer enquiries
 to sell advertising space
 indoor work
 outdoor work
- Job Requirements** : female
 male
 age 22 or above
 F6 standard OR F5 standard with credit in English (Syllabus B) in the HKCEE
 proficiency in English and Chinese
 fast and accurate typing skill (knowledge of word processing a plus)
 some working experience essential (proven experience in media sales or customer service industries an advantage)
 self-motivated and aggressive
 able to work under pressure and independently
 some overtime work is required
- Fringe Benefits** : annual leave
 medical and dental schemes
 year-end double pay
 free shuttle bus service to and from Kowloon Bay MTR Station
 gratuity scheme
 staff canteen on premises

Qualified candidates please send application letter, detailed resume (including work history, present and expected salary, day-time contact telephone number, recent photo, etc) to

The Hongkong Standard Box K008

 Following positions required for a
 garment trading firm.

- 1) MERCHANDISER**
Min 3-4 years experience.
Age over 25.
- 2) ACCOUNTS CLERK**
Passed in LCC exam. Min
1-2 years experience.
- 3) SHIPPING CLERK**
1-2 years experience.

A garment group of companies URGENTLY requires:

US Export company at Kowloon Bay
requires :-

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