WHAT MOTIVATES BANGKOK RECRUITERS TO UTILIZE SPECIALIZED, ONLINE JOB BOARDS?

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WHAT MOTIVATES BANGKOK RECRUITERS TO UTILIZE SPECIALIZED, ONLINE JOB BOARDS?

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ABSTRACT

Online job board websites have been existing in a job market for a long while. There are many leading online job board websites in Thailand, for example, JobsDB and JobTopGun. However, there are also several of specialized online job board websites, for example, PhuketAll, and HotelJob. These specialized job boards only focus on a specific target. Even though they have lesser candidate database and traffic, Bangkok recruiters tend to continue using their service. This leads to a question that what motivates Bangkok recruiters to utilized specialized, online job boards?

The data was gathered by a phone interview with 6 recruiters from 5 companies in Bangkok. Each of the company is in different industry sectors. The goal of the interview is to see what are the factors that could motivate Bangkok recruiters to use specialized job board. Six respondents will be asked about both general job boards usage and specialized job boards usage, in order to compare the effectiveness.

Interestingly, the result shows that there are 4 factors that motivate recruiters to utilize socialized, online job boards, which are cost, website image, website positioning, and an ability to engage candidates. Cost and website image seem to be the first two factors that recruiters need to consider, which has the main impact on decision making process. Website positioning and an ability to engage candidates are another factor that could convince the recruiters to try on a specialized job board.

KEY WORDS: Online Job Board/ Specialized Job Board/ Online Job Portal/ STP

26 pages

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CHAPTER I
INTRODUCTION

Online recruitment method has been existing in a labor market for a long while, especially online job board website. Online job board website acts as a medium that connects potential candidates and employers. It usually works as a job listing or job portal website, where employer can post for opening positions, and candidates can apply for the relevant position. These websites also allow candidates to submit an online resume. The resumes will be kept in the website database, where registered employers are allowed to search for candidates.

In Bangkok, Thailand, people are quite familiar with using this channel as a tool to get hired, and, for recruiters, to get applicants that matched with the job requirement. With an increasing number of internet usage, online recruitment tends to be a popular and more effective channel than the traditional channels, e.g. newspaper, magazine, and vinyl board. This leads to a raise of new online job boards in Thailand, both general job board, that focuses on all job fields, and specialized job board, that only focuses on a specific niche.

1.1 Leading general job boards

The general online job boards tend to present themselves as a job portal that focus on all fields. For example, JobsDB, JobTopGun, JobThai, and Work Venture. These websites are well known in Thailand, and have been existing in the market for a long time. They have a high volume of candidate database. Recruiters considered them as the main channel to post jobs and searching for candidates. And most companies tend to stick with these websites.

1.1.1 JobsDB (th.jobsdb.com)

JobsDB was founded in 1998. It is considered as the largest recruitment portal in Asia Pacific, which includes China, India, Hong Kong, Australia, Indonesia, Korea, Malaysia, Philippines, Singapore, Taiwan, Thailand, and USA. Over past years, JobsDB has built over 14.6 million candidate profiles, and over 220,000 corporate clients. JobsDB focuses on all job fields in the market. However, they claim that they also try to provide the information that relevant to their members' interested job fields. They have a resources section on their website that has contents about career advice for each job industry, e.g. banking, finance, engineering, and accounting. (Company Profile, n.d.)

1.1.2 JobTopGun (jobtopgun.com)

JobTopGun is a job board website that only targets Thai market. They focus on all job fields. Super Resume is a leading feature for JobTopGun. It helps candidates to portrait themselves in a standard resume format that allows them to describe their experience, skills, competency, hobby, and more. Moreover, Super Resume provides an ease for employers to explore resume in a standardized format. Based on the information on their website, they have up to 3.3 million candidate profiles. JobTopGun tends to focus on reaching wide range of users in Thailand. (Sales Online, n.d.)

1.1.3 JobThai (jobthai.com)

JobThai was founded in 2000. It is another main job board website that target on jobs and candidates in Thailand. They are a general job board that also focus on all job fields. They have worked with over 70,000 corporate clients, and have over 1.1 million candidate profiles. On the website, they have job filters that can search for jobs based on public transportation. This shows that their target is mostly the local Thai people. (Rate Card, 2018)

1.1.4 WorkVenture (workventure.com)

WorkVenture was founded in 2015. They claim themselves as an innovative online recruitment. On the website, there is a feature called WorkScore that could target the job position to the relevant candidate. They started their online job board business

under the name JobNisit, a job board that mainly focuses on fresh graduate. Later on, they renamed the brand to WorkVenture in order to target all job fields in Thailand. (About us, n.d.)

1.2 Specialized job boards

However, there are also some online job boards that tried to segment the target market. For example, in Thailand, there are HotelJob, PhuketAll, GimYong, EngineerJob, and TechStar. These are specialized online job board that only focus on the potential segment or a specific job industry.

1.2.1 HotelJob (hoteljob.in.th)

HotelJob was founded in 2009. The purpose of their job board is to match the need for hotel and restaurant business and job seekers who have an experience or interest in this field, starting from service office, up to hotel management. They are an expert in seeking for qualified candidates and providing professional advices about this business sector. (Service Fees, n.d.)

1.2.2 GimYong (gimyong.com)

GimYong was founded in 2005. It is a web portal, a website that gather information from several sources, that only focuses on users in Hat Yai area. The content on GimYong includes local news, travel, activities, and jobs. They also have a web board section where users can create a local online community. GimYong does not have a function that candidate can create an online profile for job application. Candidate needs to call or email to the employer directly. Generally, users tend to browse for GimYong in order to update the latest news, jobs and events in Hat Yai. (About, n.d.)

1.2.3 PhuketAll (phuketall.com)

PhuketAll is also a web portal. The content on website includes local news, web board, and jobs in Phuket province. There are several sections on web board, e.g. property for sales, second hand cars, pets, and more. PhuketAll does not provide a function for candidate to submit an online profile for job application. Candidate needs to call or

email to employer directly. In general, users tend to browse for PhuketAll in order to update the latest news, jobs and to find things for sales within Phuket. (Phuketall, Advertisement, n.d.)

1.2.4 EngineerJob (engineerjob.co)

EngineerJob was founded in 2016. They focus on candidate with engineering background in Thailand. The purpose of their job board is to match any type of job position that needs a candidate with engineering background, who are equipped with analytical, practical and technical skills. So, the job can be any fields, e.g. analyst, marketing, investment, etc. They claim that the website is created by engineers. They present their brand as an expert in engineering career by providing a free advice for engineers about their career path. They also tried to create a community for Thai engineers on social media, e.g. Facebook, where they can communicate to engineers. Since Engineer Job is quite new in the market, they only have approximately 3,000 candidates registered on their website. (EngineerJob, n.d.)

1.2.5 TechStar (techstarthailand.com)

TechStarThailand or TechStar is a specialized job board that is focusing on tech talents. The goal of their job board website is to create a community where IT people can share any information related to IT, and jobs. They claim that the website is designed by Thai IT professionals. The uniqueness of their website is the searching interface, where users can easily highlight for specific skills and expertise. (What makes us better?, n.d.)

Interestingly, even though the specialized job boards have lesser candidate database and traffic on website, there are still some employers that are using their service. There was a case of a website called JobNisit, a job board that only focused on fresh graduate students. It was considered as Thailand's fast-growing recruitment platform. With the high demand and supply in fresh graduate market, JobNisit had captured the market quickly (Bart, 2016). Later on, they changed their name to WorkVenture in order to expand the market outside the current market. In late of 2017, WorkVenture received a fund from a venture capital approximately 3.6 million USD (Bart, 2016). Krogerus & Tschappeler (2017) said that, based on the BCG Matrix, a rising star business is a good

business to invest. Meaning that WorkVenture has a high market growth rate and high relative market share. And the starting point of this successful business was a specialized job board.

Therefore, the factors that motivate recruiters to use a service from specialized job board are still questioned. If they only looked at the volume of candidate database and website traffic, specialized job boards will not be existed like today. Moreover, nowadays, there are even more specialized job boards launched in the online recruitment market. Meaning that there are still some opportunities to grow in this market.

This doubt leads to the objective of this study that is to find factors that motivate recruiters to use a service of specialized job board. Companies in Bangkok Metropolis will be selected. And the recruiters will be scheduled for an interview in order to seek for the insight of decision making process and motivation. The result could help the existing job boards to develop their business in the way that would be effective for them. And could be benefit to a startup that wants to start a business in this industry.

CHAPTER II
LITERATURE REVIEW

2.1 STP Process

Segmentation, targeting, and positioning, or widely known as STP process, is the first step in marketing process. It is a process that segments consumers into groups, with different needs and behavior (Kotler & Armstrong, 2010). The purpose of doing this is to get the insight from each segment, and to implement a specific marketing policy or marketing mix to each segment. By knowing the insight of each specific segment, the business can communicate to the consumer better, which leads to an improvement of consumer satisfaction. Moreover, the past research shows that most of the successful firms segmented and be specialized on a well-defined market and understand their needs well (Brooksbank, 1994).

As a reference from Kotler (1980), most markets contain a ton number of customer that require too different product requirements to be served by a company. So, the firm should identify the consumers' segments and target to the most attractive one. There is also a related quote by Hanson (1972);

If you can divide a larger market into smaller segments with different preferences and subsequently adjust your product (or service) to the preferences in the different segments, then you reduce the overall distance between what you are offering to the market and what the market requires. By doing so the marketeer improves their competitive position.

To elaborate the quote from Hanson (1972), if the customers of a firm are too broad, meaning that the product of the firm aims to target everyone in the market, the distance between the product and the customers' requirement will be higher. Which leads to a lower satisfaction. By implement STP process, starting with segmentation, and get the insight of each target, the distance between the product and the target market will be reduced. Therefore, the firm will have a better competitive advantage.

There are three main methods of market segmentation, psychographic segmentation, demographic segmentation, and geographic segmentation (Brooksbank, 1994). Psychographic segmentation is to group up the market based on the behavior, attitude, lifestyles and interests. While demographic segmentation is to group up the market based on age, race, education, occupation, income or gender. Geographic segmentation is to segment by where the customers are located. For example, local, regional, or continental. A decision maker can use one of these criteria or all of them to gather the insight or data, then, evaluate them in order to find the potential of each segment. The factors that can be used to consider are segment size, growth rate, brand loyalty, etc. After the decision maker has analyzed and evaluated each segment, now it is time to select the potential segments, or the targeting process. During the targeting step, the decision maker needs to think about the other factors, such as competition within that target, the competency of the firm, competitive rivalry and ability to be successful with that target. The last step of STP process is a positioning step. This step is as important as the previous steps because it is about how the firm can compete the selected targets. By achieving so, the firm needs to come up with the positioning strategy on how the product should be expressed to the target market. This would also enhance the product to be unique and different from others. Therefore, a good positioning strategy leads to a better communication and relationship building with the target audience.

2.2 The Decision to Recruit Online

Traditionally, there are many methods for recruiters to recruit for candidates. For example, job ad on newspaper, classification page, and vinyl board. But lately, online job board or online recruitment has been dominated over the traditional methods. A research by Galanaki (2002), focused on the decision to recruit online, came up with the factors that leads to a decision to use online recruitment, which are cost-effectiveness, ability to reach of applicants, quality of response and corporate image. Based on the findings from Galanaki (2002), cost-effectiveness is the major factor. The minor factor is brand image and marketing purpose. Followed by the ability to reach and quality of response.

What matters the most to recruiters are the cost, which is a primary factor for the decision-making process. The lower the cost, the higher the attractiveness to recruiters to use an online recruitment. It is easier for the recruiters and the firm to make a decision. However, the decision to use an online recruitment is not only about the cost, but also about the corporate image. Galanaki (2002) found that the secondary factor is a positive corporate image, which also is the main factor in the decision-making process whether to use an online recruitment or not. This can be considered as a marketing purpose since the online recruitment effects to reputation of the corporate.

Other than the primary and secondary factors that leads to a decision-making process to use an online recruitment, there are several factors to the decision-making process. Most recruiters give the importance of the ability to reach, e.g. passive job seeker. A passive job seeker is a candidate whose skills are in demand, and is not currently searching for a job, but his or her profile that has been submitted to an HR department or a job board is being considered for a specific position. So, the recruiters believe that this would enhance the ability to reach more candidates. (Galanaki, 2002)

Galanaki (2002) mentioned that most companies are agreed that internet provides better quality of applicants. Only some companies say that online agencies gave them fewer applicants, but sustainably better applicants than traditional agencies.
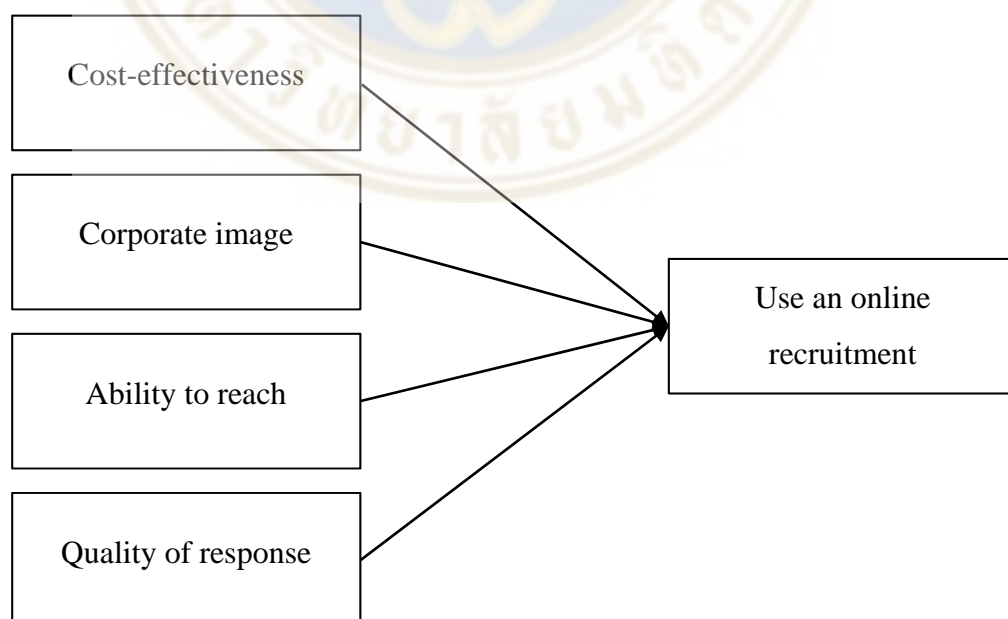
Figure 2.1 Result from past research

CHAPTER III
RESEARCH METHODOLOGY

The main objective of this study is to get the insight from recruiters in Bangkok about the factors that motivate them to use a specialized, online job board. This information would be benefit to entrepreneurs who are running a specialized, online job board, or a startup project. Thus, qualitative research will be used to gather the insight from recruiters.

The interview will be informal, with an open-ended question that tends to learn the most from the recruiters' perspective. To find out what exactly recruiters are looking for from a normal job board and a specialized job board. And what is the motivation to use a specialized job board.

In order to get the insight, 10-20 minutes phone interview will be implemented. Five companies in different industry in Bangkok will be selected. The reason that industry type needs to be different is that each industry tends to use different job boards. They have different needs in the candidate profiles. For example, a hotel and restaurant company might use a job board that is specialized to candidates who have experiences in hotels. Or an engineering company might use a job board that is specialized to candidate with engineering and technical background. This will give an insight information from each industry's perspective.

The questions are started broadly about general job board in order to understand the current situation and the effectiveness of the general job board websites. Next, questions will slowly draw them to the topic of specialized job board that they are using, or used to use. This would make them clearly recall the effectiveness and the differences between specialized job board and general job board that they have just mentioned at the beginning. For those who never used specialized job boards, the questions will be focused on what could be the reason behind that. Moreover, recruiters will be asked about the process of evaluating a new job board in order to make a final decision. The questions include the behavioral and perception related topics in order to picture out the current behavior on online job board usage, and criteria to select a new job board.

3.1 Interview Questions

Table 3.1 Interview Questions

General questions
1) Which channels do you use in order to find candidates currently?
2) Which job boards are you using right now? Are they effective?
3) What is the reason behind using each website that you have just mentioned?
Specialized job board
4) Have you used any specialized job board? What are they? Are they effective?
5) At the moment you first known that specialized job board, what made you decide to use its service?
6) What are the strength of these specialized job boards in your perspective?
Perception to a new specialized job board
7) If there's a new specialized job board, what are factors for consideration of using it?
8) How do you evaluate the new job board? What are criteria?
9) Does the price matter to you and your corporate?
10) What are steps to decision making process in you company?
Other usage behavior
11) Which technique do you use to get the right candidate, whether post a job (active method) or search from resume database (passive method)? Why?

The questions might not be asked by order. After the first question started, the rest will be popped up randomly, depends on which details the interviewee leads to. This would help the interview flow smoothly and not cut the chance to hear some interesting insight from recruiters.

3.2 Company Selection and Background

Five companies in different industry will be selected for a phone interview. Most of companies do not allow a face to face interview easily. The approvement period from Human Resource Manager may takes up to weeks. So, a phone interview will be

used to gather the information instead. The phone interview period will be around 10-20 minutes. Before the decision to use a phone interview had made, the first call was made to test the effectiveness of the conversation. And the result turned out to be quite useful because phone calling did not create much stress to them to share the insight information. Therefore, a phone interview method will be used with the rest of respondents. The selected time to call will be evening period in order to reduce the chance that they would be in a middle of an important task.

Some company separated recruitment team into two parts, a team that is in charge for the office employees and a team that is in charge for the production line or industry employees. So, both team will be interviewed in order to get the insight from both perspective. Because the fields of candidate that they are in charge of are different. For example, the office team might deal more with marketers and accountants, while industrial team might deal more with engineers. The selected companies in Bangkok Metropolis area are listed below;

3.2.1 Alpha Beverage Company Limited

Alpha Beverage is a large beverage company in Thailand. Their business includes food, brewing, and property. They have their own production process and manufacturing in Thailand. The interview was done on Feb 22, 2018, with Ms. Anna, an officer in a recruitment team. A phone call started at 2.49 PM, and it took about 15 minutes. Even though the company has a factory, but their recruitment process is not completely separated from the office. Moreover, their recruitment team of each business unit tends to share information to each other. So, Ms. Anna also knows about the channels that other business units are currently using. In her role, Ms. Anna is in charge in most of candidate background, e.g. marketing, accounting, sales, engineering, etc.

3.2.2 Beta Group Company Limited

Beta Group is well known for their department store and retail business. The interview was done on Feb 24, 2018, with Mr. Ben, an officer in a recruitment team of Beta Group. The conversation started at 3.06 PM, and it took around 20 minutes. For this business, Ben said that the candidate background that his team recruits the most are sales, marketing, and business development.

3.3.3 Charlie Automobile Company Limited (Head Office)

Charlie Automobile is a well-known Japanese automobile brand in Thailand. Their recruitment team is separated into two parts, the head office team and the industry team. Each team will be interviewed separately. For the office team, the interview was done on Feb 26, 2018, with Mr. Carter, an officer in a recruitment team at head office. The conversation started at 4.41 PM, and it took 13 minutes. Carter said that the company needs to recruit a big number of candidates each year. Most of the candidate background that they recruit the most are marketing and sales.

3.3.4 Charlie Automobile Company Limited (Manufacturing)

The manufacturing of Charlie Automobile is located in Prajinburi. This recruitment team is in charge of employees only in the manufacturing. The interview was done on Feb 26, 2018, with Mr. Cody, in charge for manufacturing recruitment team. The conversation started at 4.58 PM, right after Mr. Carter, and it took about 9 minutes. The purpose of having a conversation with Mr. Cody is to cross check if they, the head office team and the manufacturing team, rely on the same system and insight or not. At that time, Cody was not in the office so the conversation was quite fast. But some key ideas already have mentioned by Carter as they are under the same corporate. So, for the manufacturing, they mostly recruit candidates with engineering background and technicians.

3.3.5 Delta Engineering Solution Company Limited

At Delta Engineering Solution, most of the work is related to engineering professional service and consultant. The expertise of this company is about rail & road infrastructure. The interviewed was done on Mar 05, 2018, with Ms. Daisy, an office manager who is also in charge of recruitment process. The conversation started at 4:50 PM, and it took around 18 minutes. The major candidate background that she recruits is mainly engineering background.

3.3.6 Echo Commerce Company Limited

Echo Commerce is a leading ecommerce service provider in Southeast Asia. They provide ecommerce solution for many global brands. Their services include, webstore development, marketing, technology platform and more. The phone interview was done on April 18, 2018, with Ms. Emma, a recruiting officer. The conversation started a 5:42 PM, and it took around 19 minutes. The major positions that Emma usually recruited for Echo Commerce are marketing, programming and technology.

CHAPTER IV
FINDINGS AND DATA ANALYSIS

After the interview with the five selected companies was done, there are many interesting points from those recruiters. Some information went together in the same way, while some perspectives are totally different. This could be the fact that each of them are different in size of business and industry. But there still are key data that can be grouped up and finalized to be what could motivate the recruiters to use specialized job board.

4.1 Interview result

4.1.1 The channels to recruit candidates

The first question is a very generic question. This is a digital era, and Thai people tends to spend time on internet more and more. So, the main channel to recruit candidates is online job board and on social media. All of them said that it is the most effective way to reach to the candidate. One respondent, Anna, said that her company still sometimes use vinyl board to find candidates who are not much accessible to internet or people in rural area. All of them said that they also find free online channels that has the target users similarly to their vacancies, e.g. free web board and Facebook group, to post the jobs. Although these free channels are not that effective but they are still willing to try as long as it is free. This is the first sign that cost and the target matter to recruiters.

4.1.2 The general job board usage and effectiveness

From the interview, the three major job board websites that the recruiters use the most are JobsDB, JobTopGun and JobThai. The respondents agreed that they use these three job board websites as the main recruiting channels, because they have high traffic and candidate profiles. All of them tends to stick with JobsDB as a primary

channel. Two companies use JobTopGun, and one company uses JobThai as a secondary channel. The reason that they usually stick with at least 2 websites is that they need main channels that could drive traffic for them through the year. So, they need to plan ahead for the budget of each year and purchase for annually package.

For the job posting behavior, all companies, except Charlie Automobile, said that they usually post each job on a specific website separately based on the target and qualification of candidate on each website. They use JobsDB for a position that need candidates with high qualification and experiences, use JobTopGun for candidate with general qualification and local Thai people, and use JobThai for local Thai people and people in rural area. Emma said that she always uses JobsDB because there is higher volume of candidates with an ability to speak English. She rarely uses JobTopGun since most of applicants she got have low English skill. On the other hand, Charlie Automobile posts all jobs on all job board websites at the same time. Carter has elaborated the reason that most of their positions are very general, and they need many of them, e.g. sales people. So, they just want to reach as much candidate as possible. Also, Cody mentioned that the general job board websites worked well for him to find engineers and technicians since the brand of the company is already well known and their business is not too complicated for candidate with average qualification. To be more specific on "candidate qualification", recruiters use candidate skills, especially English skill, and experiences to evaluate the qualification.

Interestingly, Ben, Anna, and Daisy, agreed that having a high traffic and candidate database does not mean that it always has high efficiency to get the right applicants. Only general job fields, e.g. marketing, sales, business development, that works well with these high-traffic websites. But for specific job fields, or candidates with a specific requirement and availability are still difficult to get from general job board websites since they are too broad.

From these information, it can be said that the general job board websites are still working well for general job fields that do not need special skills and experience. But not for jobs with specific requirement. It might not work well even though the website has high traffic and resume database. Recruiters tend to use job board website that has the target matched with the job requirement.

4.1.3 The specialized job board usage and effectiveness

Specialized job board websites used a technique of market segmentation to find the niche with difference needs and behavior (Kotler & Armstrong, 2010). For example, PhuketAll and GimYong use geographic segmentation, and TechStar, EngineerJob and HotelJob use demographic segmentation.

From the interview, only one company that never used specialized job boards is Charlie Automobile. The reason they provided is that they are already satisfied with the feedback from the current job boards. And does not feel like a specialized job board would be necessary for them. Their job requirement is general and they do not need any candidates with specific skills or qualifications. The other companies mentioned that they currently used specialized job board websites for specific skills and qualification that cannot be found widely on general job board. For Alpha Beverage, their business includes restaurant business. So, the main specialized job board that they normally use is HotelJob. They can get workers who are interested and specialized in restaurant industry, who are ready to run their restaurant right away. They also used PhuketAll to search for candidate that is available to work in Southern part of Thailand. For Beta Group, Ben said that the company is currently using GimYong to recruit candidate in Hat Yai province. They also use a job board that specialize in candidate who can speak Chinese but he could not recall its name. For Delta Engineering Solution, Daisy mentioned that, lately, she just tried EngineerJob, a specialized job board for candidate with engineering background. She said that, before using EngineerJob, she has been searching for a website or a channel that mainly targets on engineers in Thailand, but could not find one. Daisy mentioned that EngineerJob has a feature to search for candidate with specific skills and competency, and the feedback of getting applicants that matched with the requirement is better than the general job board that she has been using. For Echo Commerce, Emma said that she uses TechStar as an alternative for JobsDB. The reason she bought a package with TechStar is because they claim that they are an expert in this field. She mentioned that even though JobsDB has a high number of candidates in their database, but, sometimes she ended up her searching with the same candidate profile. So, she needs to search for different candidate, those who submitted a profile with TechStar, but not with JobsDB.

All of the companies that is using specialized job board said that they started to try on specialized job board because the current website did not provide the right

applicants to the position. They believe that the specialized job board is able to capture the niche and engage the target audience better than the general job board. Only posting jobs on general website, even though they have high traffic, the applications would still not be matched with the job requirement. The first moment that they decided to use a specialized job board, they looked at the image of that job board. Because an image of the website also has an effect on their company reputation. They also looked at an ability to engage the target. The more ability to engage the niche could increase the chance to use that job board. As Hanson (1972) mentioned that grouping the market down to specific segment, and get the insight from them would enhance a better communication and reduce the distance between the business and audience.

Although the number of traffic and candidate database on specialized job board is lesser than general job board, respondents do not think that this is an important issue. They value the quality than quantity for specialized job fields. And they tend to keep coming back to the website whenever they have an opening position that needs candidate with that specialized skills. They also mentioned that they usually get a candidate with specialized competency by searching on database more than waiting for a direct application. Unlike general job fields, they usually post a job on high traffic website and wait to receive a direct job application on website. This is because the supply of general job fields is still higher than the demand in labor market.

4.1.4 Using a new job board

All of the respondents agreed that the first thing they would consider on a new job board is the cost. This result is similar to what Galanaki (2002) found. They said that they have a limited annual budget to recruit new candidates. They need to think whether investing on another new job board would be worth than the existing job board or not. Most of new job board websites usually gave them a promotional package to try on. But if they do not see the benefit during the trial period, they will definitely stop using it. The company also needs to consider about the image of the job board and make sure that the company logo posted on that website would not ruin the corporate reputation. As Galanaki (2002) mentioned that the corporate also consider this activity as a marketing propose. After these two factors had evaluated, the proposal will be sent to Human Resource Manager to reconsider the cost and necessity of changes.

Moreover, they also consider the target of that job board, which represented by the positioning of the website. For specialized job board, it needs to show them visually that the website can actually engage with that niche. This is like a first impression and would give a positive impact to the decision-making process. It would be benefit to a new specialized job board website if the website can present themselves as an expert in that specific field, which leads to a clear positioning of that website.

4.2 Factors to Utilize Specialized, Online Job Boards

From the findings, there are 4 interesting factors that could motivate Bangkok recruiters to utilize specialized, online job board, which are cost, website image, a clear website positioning, and an ability to engage the target in that niche.
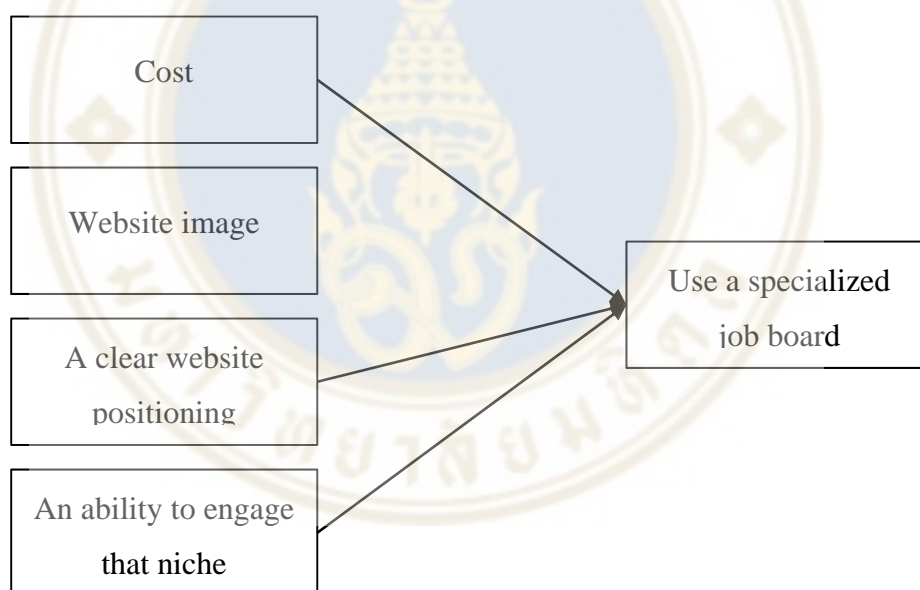
Figure 4.1   Factors to utilize specialized, online job boards

4.2.1 Cost

Cost seems to be the first factor that recruiters need to consider. Based on the interview, this is because most companies tend to stick with at least 2 job board websites as a major channel to seek for candidates and they purchase them as an annual package. Specialized job board tends to be a minor channel. And it also depends on whether they still have the remaining annual budget or not.

From an observation on specialized job board websites in Thailand, all of them have a lower price compared to the general job board websites. GimYong and PhuketAll even offer free job posting on their website. Meaning that recruiters can post an unlimited number of jobs on their website for free of charge. GimYong and PhuketAll do not even have candidate profile in their database. Candidates need to apply directly via email or phone call. For HotelJob and EngineerJob, their pricing model is quite similar. They tend to encourage recruiters to buy an unlimited posting plan for an entire year, with a good price. While the general job board websites, they do not have free posting plan, or an unlimited posting plan.

4.2.2 Website Image

Website image is represented by the visual components on website, e.g. content, design, logo, communication language, etc. It can be considered as the first impression. Recruiters usually see this in term of the corporate branding, since the company logo will be on the job board website. So, they need to make sure that the image of job board website would align with the corporate image.

All of the observing specialized job board websites tend to have a good image. All recruiters mentioned that they do not have problem with this issue. During an interview with Anna, she mentioned that there was a new job board that proposed her for a free trial. But the design of website does not look professional, and not user friendly at all. So, she rejected it even though it is free.

4.2.3 Clear Website Positioning

Positioning is the last step of STP process. A good positioning could create a uniqueness to a business among competitors. For a specialized job board website, it must present why the website should be preferred over the general job board websites, which are the main competitor. This factor is an important part for specialized job board websites. Since the traffic and resume database on specialized job boards is lesser than the general job board, positioning plays an important role in differentiating the product.

For PhuketAll and Gimyong, they positioned themselves as an expert in that local. The website is considered to be a web portal, so there are many listing, latest news, and latest events on their website, not only jobs. For HotelJob, they positioned

themselves as an expert in human resource for hotel and restaurant business, from the service office up to managing level. EngineerJob also positioned themselves as an expert in career path for engineers. They provide advices for engineer about the job opportunity, and how to work effectively. All specialized job boards tend to position their website to be an expert in their field. Based on an interview with Daisy, she said that, on the first moment she took a look on EngineerJob, she felt like this website is an engineering job expert, and this seems to be interesting to try.

4.2.4 Ability to Engage

Surely that users is the most important for any websites. All activities on the website would be dead without a quality traffic. Recruiters need to see if a website has an ability to generate quality users or candidates or not. Moreover, they also need to see if the content has enough power to engage the users. Recruiters consider this factor as an indicator to predict the traffic to their job posting page.

PhuketAll and GimYong is a web portal, or a website that gather information from several sources. Users browse their website in order to update the latest news and events in that local. This is how PhuketAll and GimYong engaged their users. Anna said that she decided to use PhuketAll because they can engage users in Phuket area. She looked at the web board section and saw that there are many posts from users with topic related to Phuket, e.g. property in Phuket. This gives her a confidence that the target of this website is similar to her candidate target. EngineerJob mainly engaged their users on Facebook business page with content about developing engineering skills, and sharing experiences and working tips especially for engineer.

Interestingly, some findings are similar to what Galanaki (2002) found. Cost and website image are still the main factor that recruiters need to consider first before utilizing any job boards, not only the specialized job board. But the factors that could motivate recruiters to utilize specialized job board are the positioning and an ability to engage candidate. Emma mentioned that she decided to purchase a package with TechStar because the website looks very professional in IT industry. They claim that they are an expert in this field. And Emma felt that this was convincing her to use the service.

CHAPTER V
CONCLUSION AND RECOMMENDATION

5.1 Summary

Based on Kotler (1980) and Hanson (1972), it can be said that a successful business does not stand for everyone, but only for someone. STP process is a process of grouping the market into small segments and selecting the right target. This would enhance a better marketing communication, relationship to customers, and a better competitive position. Online job board is one of the businesses that seems to work well with this concept. There are many job boards that tend to focus on a specific niche, also called a specialized job board. Six recruiters from five companies in Bangkok Metropolis area were interviewed to get an insight on what actually motivates them to use a specialized job board. From the result, if specialized job boards implemented the STP concept well, there will be more impact on the motivation to use a specialized job board, in term of website positioning, and candidate engagement.

Based on the interview, there are four factors that could motivate recruiters to utilize specialized job boards, which are

- Cost
- Website image
- A clear website positioning
- An ability to engage the target

The results show that recruiters tend to consider on the cost as the most important factor, then, they need to make sure that the job board represent a positive image to the company. Galanaki (2002) also found that cost and image are the main factor to recruit online. These two factors are what recruiters need to consider before using any job boards because they have a limited annual budget and most of them also consider posting a job and their logo as a marketing propose, which leads to their brand image. For a specialized job board, having a clear website positioning, e.g. positioning as an industry expert, and an ability to engage the target, e.g. creating contents that are

attractive to the target, are very important for the motivation. They would make the recruiters believe that the job board could generate some high-quality candidates and motivate them to try on. This shows that implementing STP process correctly and effectively could enhance the decision to use the service of specialized job boards. A strong positioning strategy of the website could lead to a clear website image and a better marketing communication.

Based on the interview, new specialized job boards would offer a promotional price to overcome the factor of the cost, and having a good web design to overcome the factor of website image. They usually positioned themselves as a specialist in that specific job industry to present their clear positioning and to for a better communicate with the candidate.

5.2 Limitation

The area of this study is limited by the geographic, that is only selected companies in Bangkok Metropolis area to interview, and by the focused topic, that is only focused on the motivation to use a specialized job board. The study does not cover the disadvantage or drawback of specialized job boards, the failure of specialized job boards, and the factors that could keep recruiters using the specialized job board continuously.

5.3 Recommendation

5.3.1 Recommendation to entrepreneurs

In case that an entrepreneur who is interested to run a specialized job board business, selecting the target segment is very important. They can be selected mainly from demographic or geographic. Positioning the product is also very important. The website should be clear on what it stands for and what it specialized on. If these questions are answered well, it would be easier to engage with candidate within that niche and attract recruiters on their first visit. The design of the website should represent its core position and also create a positive image back to employers. For the cost, that is the most important factor, entrepreneur can offer a special discount for first trial. But it

has to be sure that the recruiters would get a qualified candidate, otherwise they will not reconsider using the paid service.

5.3.2 Recommendation for a further research

For researchers who would like to continue researching in-depth on this topic, the limitation of this study would be a good idea to explore. Based on this study, phone interview worked quite well and saved a lot of time. Moreover, recruiters tend to talk freely and more open since it seems to be an informal interview. One thing to be aware of is that a recruiter who are planned to be an interviewee might be working only on a specific job field, which he or she might not have used specialized job boards, while his or her friend in the team might have used. Exploring around by asking about over all recruitment process could give a rough idea on this.

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