



**Research on Identification, Analysis and Assessment of best International/Regional Practices of Dissemination the Labour Market Information Through Media and their Applicability in the Albanian Context**

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## Executive Summary

Western media offers not only 'commercial space' for job advertisements, but increasingly, various types of information about *access to the labour market* and *career perspectives of various trades*. With this kind of information publishing houses and media companies can increase their income and LMI information can thus constitute a substantial source of revenue for the media.

Coverage of LMI issues creates a win-win situation for both the media, as a paid intermediary, and for companies, which place advertisements. Publication of job adverts in combination with further information on trades, outlook in the job market, application strategies, job search engines, *etc.* makes the medium more attractive for the readers, because it actively supports the process of job search and application with practical assistance. The ensuing improvement of the medium's image brings a higher advertising stream, because companies have more confidence in the given medium. Hence the medium will attract more customers, who would place job advertisements and would be prepared to pay more money for advertising space, because an advertisement in a respectable newspaper adds to the image of the company.

Information about the labour market is not limited only to the print media, it is also part of the broadcast media (TV, Radio) and of their respective online editions.

Despite an increasingly evident shift towards online editions, job advertisements and information about the labour market and personnel vacancies are still carried by newspapers and magazines, in both printed and online editions. The print media offer on a specific day of the week *special rubrics* or *supplements*, which carry Labour Market Information and job advertisements.

In contrast TV and radio programme broadcast LMI-information **not** on a specific day of the week, but rather diffusely, as part of various daily programmes.

Owing to their multimediality, on-line editions of print media, or web portals are especially attractive for young people, since they can use more varied formats and genres of journalism (e.g. videos, podcasts, etc.).

There are quite a few opportunities for improving coverage of LMI on the Albanian media market. Although there is a definite need for this type of information service, the Albanian media market has so far not offered any coherent strategy of LMI issues coverage beside straightforward job advertisements. Even though television and internet are the most used media among youth in Albania, we believe that the best solution is the print media coverage of these topics, because they also have a possibility to carry the job advertisements and the online edition of these media.

LMI constitutes a specific form of information and advertising. In contrast to marketing of goods, in which case producers and sellers are interested in reaching potential customers and are prepared to spend much money for the best time slot on the most viewed medium, in LMI case we deal with information which is interesting for and sought by the media users themselves. Hence, if they know that the newspaper XY carries a special rubric or supplement, e.g. 'Jobs and Career' on a particular day, then the media users, if they are looking for a job or career advice for their subsequent professional life, will go out and buy this newspaper or magazine on this particular day.

Naturally, a web portal also serves this purpose very well, because it incurs fewer costs for the provider and is exactly as suitable as the print medium for presentation of LMI. Such a portal can be an online edition of a media outlet and be part of an existing media holding. It can also be a newly established portal servicing the specific niche of LMI. We suggest that such a portal be affiliated to an existing media outlet, because in this case this information has better distribution opportunities both *via* printed and online editions. The best case scenario would be affiliation to a media holding, which comprises a print medium (media), radio and television outlets. In this way, LMI for online portals can be produced in a variety of formats, *i.e.* print, video and audio.

## Introduction

Since the first time adverts were created and introduced to the market, they have been a part of the printed press and one of the most important sources of income too. Depending on the strategic planning of each of the publishing houses, job advertisements and commercial advertising form a substantial part of the overall budget of a newspaper or a magazine.

Since the 1990s, the way in which western media deal with the *labour market issues* – LMI – has changed; it now offers not only 'commercial space' for job advertisements, but increasingly various types of information about access to the labour market and career perspectives of various trades. Besides, LMI market is by all means quite diversified.

Information about the labour market is not limited only to the print media, it is also part of the broadcast media programming. With the onset of the multimedia revolution in the mainstream media landscape, information relevant to the labour market has increasingly appeared in online editions and on media's own webpages.

In case of print and online media, Labour Market Information has been a permanent feature of each of the selected media, both in hard copy and in online editions. Radio and TV in principle do not run such permanent rubrics, yet there exist various formats, which primarily address the young people are broadcasted *via* radio and television channels.

Despite the 'revolution' in the field of online publications, print media are still considered to be a 'classical means' of distributing information about the labour market and personnel vacancies. This thesis reflects the unified stance of the print media. Yet even representatives of the electronic media agree with this suggestion. 'Newspapers often have more potential to cover topics relevant for the labour market. For the purpose of good background reporting, a TV reporter cannot get any attractive images markets, says Jan Weber of the German news channel N24.

In a nutshell, according to the industry experts, the rumours of print media's death are exaggerated. However the print media have to switch the direction of coverage. For example, job advertisements published in newspapers are mostly grouped under the rubrics Jobs and Career, Entrepreneurship and Career, University and Career, or Chances. The range of information provided about LMI is thus varied and exceeds the mere job description bracket.

The analysis below is conducted based on an evaluation of 15 international newspapers and magazines and their online editions, as well as five TV and radio stations in Germany, Austria and Switzerland as well as English-language media in Ireland and the UK. Additionally, media from Poland, Russia, as well as media from south-eastern Europe (Serbia, Macedonia, Croatia, B&H) have been analysed concerning their coverage of LMI topics *per se* and its quality. The analysis was carried out in February – March 2014.

## Methodology

The study started with a desk research phase, which comprised qualitative monitoring and tabulation of print and online media as well as radio and TV formats of the above-mentioned countries.

The selected media were monitored according to the team's own template.

The template for qualitative monitoring has taken into account the following characteristics: Type and form of information, its presentation and its source: what is the percentage of analysed materials that are editorial coverage and how many are sponsored company presentations; special formats e.g. in form of video, podcast, picture galleries in case of online media, or in form of a supplement of newspapers (such type of publication is typical for Germany, but also common in some Balkan countries).

The team has also looked at the links between information and advertising and the spread of these especially in the on-line editions of newspapers.

The selected media were monitored with a particular attention paid to specialised youth formats and magazines.

In addition, the IDEM team conducted interviews with editors/management of several selected media with the purpose of finding out, among other aspects: For which reasons did the publishers decide to publish a special issue dedicated to LMI issues (besides the former format); Since when does the supplement dedicated to LMI issues exist and in which way did they start this practice; To what extent is this kind of information financially profitable for the newspaper; How is it financing the LMI supplement and the online version; Do the respective media use sponsorship, advertising material, own funds or a mixture of different sources; Is there a main sponsor or are there several sponsors; In which way additional supplements or spreads are financed; How does the respective publishing house acquire customers/sponsors for the supplement or the on-line portal dedicated to LMI; Most articles in the print and online issue are written by the editorial team, others are written by guest authors (eg, personal advisor or coach), others are advertisement of certain industries and companies showing general information about the occupations and skills that are needed there. How are these articles related to each other (more editorial or more guest posts) and does the editorial staff of your media edit and rewrite the texts from external authors?

## Content Analysis

### Print media

Job advertisements are offered in the print media on a daily basis, which appear not only in national papers and magazines, but also in local papers.<sup>1</sup>

Regional print media not only offer job advertisements, but also provide Labour Market Information, a whole rubric containing numerous pages. This rubric appears on a particular week day. On this particular day the said media also carry most of job advertisements and, in particular, advertisements of top or well-paid jobs

The rubrics or supplements that contain Labour Market Information and job advertisements appear under titles like 'Jobs and Careers', 'University and Careers' or 'Chance'.

The range of information about the LMI offered by the media is wide and varied and goes beyond mere job descriptions. A special position is reserved for such trades, for which in the recent or coming years there will be a high demand, whether short-term or long-term. Similarly, one receives information about jobs and trades, which are no longer in demand, because the market is over-saturated.

These reports primarily target young people and their parents. Apart from general information about professional characteristics and potential areas of employment, they also include information on where one can receive professional training, what qualifications are needed and what is the typical salary bracket.

Media provide people not only with information on most popular study courses and professions (economics and business administration, computer studies, medicine, engineering, etc.), but also rare or unusual professions, which create a demand in the market, even if this demand is at a minor level .

Companies, institutions and universities use this type of information in a way to advertise themselves and in order to find suitable applicants. Thus this type of assistance provided by the media creates a win-win situation for the three parties: applicants, companies and media as a paid intermediary.

As Martin Klesmann of the 'Berliner Zeitung' confirmed, according to an internal evaluation which analysed several areas of reporting in 2012, such reports are above all popular with school leavers and young people. According to his statement, such reports were positively evaluated by the readers because they perceive them as great help and orientation for their decisions concerning their future careers. For example, on 17 February 2014 the *Tagesspiegel* reported on a vocational training for a national conservation assistant, metal experts and office clerk; about the job of a probation officer and marathon manager, a career soldier at the German Federal Army; and about an intensive correspondence course 'Political Management and Public Affairs' at the Freie Universität Berlin. Next to this report, there are placed seven pages of job-related advertisements. The '*Neue Zürcher Zeitung*' (NZZ) wrote on 17 February 2014 about different salaries for students' jobs depending on the region and about the 'dying crafts'. '*Die Zeit*' of 13 March 2014 carries an 'MBA-Special' under the rubric 'Chances'. There the paper reports in more than four pages on how one studies general management and obtains an MBA as a correspondent student, what courses universities offer to employed potential students and what kind of chances in one's career a student has, once the course has been completed. The page 'Career Chances' is dedicated to the job of ancillary /testamentary administrators.

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<sup>1</sup> Regional print media are historically developed media, which appeared in a particular region, are exclusively or almost exclusively distributed and can be bought exclusively or almost exclusively in the same region and primarily contain materials concerning the region. Subsequently the LMI information offered there is specific to the region (e.g. *Tiroler Tageszeitung*).

### ***Specificity of LM Advertising in print media***

Despite an increasingly evident shift towards online editions, job advertisements are still carried by newspapers and magazines. Thus publishers cater to reading habits of the audience, who are still conservative enough to look for information specifically in daily papers and in specialised weeklies and monthly magazines. Much in the same vein, employers consider this type of job advertisement promising and invest in the printed media advertisement, thus making it economically worth their while for many media outlets, and especially, for local media.

Here one has to pay attention to a typical difference between placements of different types of job ads: job advertisement for senior management positions are typically found in the national media or in specialised magazines.

Most of job advertisements are carried by the local media. They therefore target the local population and are placed by local employers. Smaller regional papers typically carry job adverts combined with local information and offered positions are normally advertised by companies or industries in the region (e.g. '*Tiroler Tageszeitung*' and the '*Bonner Generalanzeiger*'), apart from the general labour market information and advice, as described above.

Julia Schmidt of the Freie Universität Berlin (FU) has confirmed that all university adverts for the academic and research staff, e.g. professors, post doc placements and doctoral student openings are carried by the weekly '*Die Zeit*'. Positions for the managerial staff are published in Berlin's local newspapers, such as the '*Berliner Zeitung*' and '*Tagesspiegel*': 'Each time by placing an ad we look at the exact target group and then look for a relevant medium, which will then publish the advertisement.'

### **TV and Radio**

Despite the fact that Labour Market Information is an important part of the TV and radio programming, these media typically broadcast this type of information **not** on a specific day of the week, but rather diffusely, as part of various daily programmes. Besides, information on radio and television, unlike its counterpart in the print, an online media is quickly 'dispatched' and these media are thus a poor medium for job advertising. However, they are of importance as 'signposts' or the first source of information concerning labour market topics.

Hendrik Sittig, Assistant to the Programme Director of the public service broadcaster Rundfunk Berlin-Brandenburg (rbb) says: 'The labour market issues are included in the schedule following real events. There must always be a current occasion'. In case of events, e.g. 'Girls' Day' or a job fair, the **rbb** acts as an employer itself, which reports on career opportunities within the broadcaster. The broadcaster also reports on interesting projects in the framework of innovation competitions and presents these later, one by one.

The private broadcaster **N24**, specialised in information and news, regularly carries programmes concerning various trades and professions and other type of information relevant for the labour market. Within the time bracket of this study the following types of programmes were broadcast by **N24**: 'What does an IT specialist do?', 'What shall I achieve by studying Health Care and Hospital Management?' and 'Trades with Guaranteed Employment'. Besides, it reported on the lack of medical doctors in Germany with the conclusion that, despite all its complexity, it makes sense to study medicine.

Although other private and public service TV broadcasters regularly report on the job market and other LMI issues in their service themes, it happens not as regularly as is the case of the print media, e.g. a special rubric once a week.

For the Albanian context the statement of Martin Küper, chief editor of the business magazine WAS! (Business, Work, Savings) at the Rundfunk Berlin Brandenburg (**rbb**) in Potsdam, seems to be of a particular importance. He manages the fortnightly magazine programme and stresses the importance of LMI issues: 'We broadcast a ten-minute programme on the job market in the middle of the day. The programme idea was born around 2005, when Germany was in the grip of a high youth unemployment. We saw our task as a public service broadcaster in covering exactly the labour market issues. As we now know, we were not able to reach the relevant audience, because of the bad time slot'.

Back then the **rbb** cooperated with the Employment Office. The broadcaster produced and broadcast programmes concerning open positions and vocational retraining, the Employment Exchange overtook the production costs. Reports on several companies offering training were broadcast. The programmes contained additional information and assistance for search of a job or a place of vocational training. Then the **rbb** as a public service broadcaster ended the cooperation, because it impaired journalistic independence and the production was too costly and thus was not worthwhile. The reports were exceedingly expensive, because the whole team had to be paid for the day. In the meantime, the Employment Office has shifted its video materials to the Internet. The videos are produced by an independent production company. 'The Internet is a medium of choice for reporting on the labour market', explains chief editor Martin Küper. 'We do not report on job exchange or company competitions. However, our editors can select one or two interesting examples and report on them -- because the story is so good and the section is aware of the fact that a person and his or her story will be well perceived'.

### **Media's own Websites/ Online Media**

Until the 1990s daily newspapers had been the main carrier of job advertisements. Starting with the mid-1990s and due to expansion of the Internet there came an ever increasing shift to online portals, because the processes of selection have been partly made automatic and considerably accelerated. An additional reason has been a lower cost as compared with the costs of the printed job advertisements.

Online portals offer their users opportunities, sometimes free of charge, to individually shape their advertisements, to publish it for general public and to send them in a targeted manner *via* email. Such portals have become strong competitors of the print media.

Yet, an active shift of media companies via media's own websites to the online communities has paved the way to the paperless information world.

Owing to their multimediality, media's own websites are especially attractive for the print media. They can thus use more various formats and genres of journalism (e.g. videos, podcasts, *etc.*). Besides websites offer media endless opportunities to partake in the social media.

The type and structure of the offered information is similar to that of special rubrics or supplements of the print media. Media's own websites present job advertisements combined with information about various trades, information about professional training in this particular trade or where one can study the relevant course, qualifications required and the salary brackets of the particular trade. Besides, media's own websites carry useful tips and tricks related to writing an application, successful interview performance and so on. These sites can also offer a possibility to upload one's CV or to send one's application to the target company.

The advantage of websites *vis-à-vis* printed editions lies in significantly lower production and distribution costs. Apart from that, information that is posted on media's own webpages, can be found there and immediately downloaded over an extended period of time. A still larger audience is typically reached via respective social media accounts, where links to these accounts are provided in every online version of the print or electronic medium.



## Online Job Search

One can find online job search engine as a separate rubric of the media's own web sites. These publish job openings of various companies. These job search engines constitute an additional source of revenue for media companies.<sup>2</sup> The only costs related to the online job search engines are those carried by employers for placement of an ad. For applicants such job search engines mostly remain free of charge. Besides, some job search engines are specialised in specific industries, professional groups or geographical areas.<sup>3</sup> Most applications reach companies through online search engines. This is followed by one's own career website in place two. Companies' own staff and their suggestions follow in places three and four. This order of appearance is valid for actual hirings as well.<sup>4</sup>

Even if media's own websites remain free of charge for the users, today they constitute one of the most important sources of revenue for media companies and holdings (print, television or radio), because they sell advertising space to the customers. This advertising space is provided to the customer for a period of time (one to four weeks). Accordingly, customers appear as partners or sponsors in relevant editions. Customers are varied and come from private enterprises as much as from state-owned organisations (please, see partner zones at <http://careers.theguardian.com/>, as well as Harvard Business School and Royal Air force or <http://www.spiegel.de/karriere/>).

## Western Balkan Regional Distribution of the LMI

In the Balkan countries LMI is normally disseminated *via* online portals<sup>5</sup> as well as some print media, in the form of special rubrics or supplements<sup>6</sup>.

However, one often finds LMI issues scattered across the rubric Economy (e.g. compare with *Oslobodjenje* in B&H where one finds reports from job fairs and various career opportunities and trades, yet under the rubric 'Ekonomija'). For example, on 8 May 2014 in the rubric Ekonomija one could read a substantiated article on the latest employment data in B&H, as well as about perspectives of the tourism sector in the country. A special banner of the webpage redirected users/readers to classified job advertisements. In the same vein, the Croatian daily *Vecernji List* has a special rubric 'Enterprise and Career' in its online edition. For example, on 11 May 2014 the rubric carries a spate of materials concerning Croatian start-ups, both in Croatia and abroad. Besides, it provides official information on governmentally supported employment projects, e.g. of people with disabilities. There are also several targeted reports on employment and coaching events and suggestions concerning a job interview.

In interviews relevant editors and media workers confirmed that the said supplements or special rubrics are financed through advertising revenue (of job advertisements). The team has not received any specific figures or data because these are considered to be confidential company information.

The LMI topics are generally covered by the same journalists who cover economy and social issues.

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<sup>2</sup> Thus, for example, 61.2 per cent of openings in 2011 published in the Internet job search engines, compared to only 20.2 per cent in the print media. Recruiting Trends 2011. In: Monster.de.

<sup>3</sup> Elisabeth Milchrahm: Bestandsaufnahme des US-amerikanischen Stellenmarktes im Wissensmanagement. In: Bekavac, Bernard; Herget, Josef; Rittberger, Marc (Hg.). UVK Verlagsgesellschaft mbH, 2004, S. S. 395 – 411.

<sup>4</sup> Quo Vadis Recruitment 2010 Institute for Competitive Recruiting, 2010.

<sup>5</sup> C.f. <https://poslovi.infostud.com/>, <http://www.posao-srbija.com/>, <http://www.poslovi.rs/>, <http://www.posao.hr/>, <https://www.moj-posao.net/>, <http://www.bika.net/poslovi>, <http://www.job.ba/>

<sup>6</sup> C.f. *Politika* (Serbia), *Vecernji List* (Croatia), *Dnevnik*, *Utrinski Vesnik*, *Vest* (Macedonia) <http://www.politika.rs/rubrike/Posao/index.1.sr.html>, <http://www.politika.rs/rubrike/Posao/index.1.sr.html> <http://www.vecernji.hr/poduzetnistvo-i-karijere/>,

## Why is LMI content sustainable and profitable

In case of the LMI and personnel management, the media act as an intermediary, cooperation partner, and an economic factor. These three elements were explicitly emphasised by several interviewees.

Not only job advertisements constitute a substantial source of revenue for the media. Further opportunities lie in usage of various existing applicants' data bases of job search engines, which are to be found on media's own web sites (c.f. <http://careers.theguardian.com/>, <http://fazjob.net/>)

Due to the types of information described above (not only job advertisements, but also further information about trades, an outlook of the labour market, application strategies, job search engines, etc.) the medium becomes more attractive to users/readers, also because the process of finding a trade and the process of application are actively supported by practical assistance. With this image growth the medium can win more advertising customers, because companies have more confidence in the medium's quality. At the same time, an advertisement placed in a respectable newspaper (print or online edition) adds to the image of the company. Advertisements in respectable newspapers are of more interest for qualified applicants and stimulate spontaneous applications.

It is due to the LMI's role as a revenue source for the media, that the competition for it is quite tough. In a time when the Internet, social networks and various activities related to search of employees and recruitment have gained so much importance, competition among media is especially high.

The following are tools and ways in which labour market information topics are disseminated and personnel is hired:

- Vacancy information through advertisements (newspaper, internet, television, radio)
- Recruiting and charm offensive in social Media
- Job search engines
- Job agents, executive search companies (direct search) or state organisations
- Information events at schools and higher educational institutions
- Recruiting events, university marketing, primarily for recruitment of graduates (college recruiting)<sup>7</sup>

Despite this plethora of possibilities, media are a reliable partner in terms of external personnel recruitment. 'They are considered a profitable and efficient place, where you can reach out to a relatively targeted and substantial pool of qualified applicants', explains Ulrike Nefferdorf, a consultant at the HAZ Arbeit + Zukunft.<sup>8</sup> 'Because companies are aware of media's popularity as a source of information, they still regularly advertise vacant positions in newspapers, magazines and their online editions'.

Andreas Tazl, head of Communication Department at the '*Frankfurter Allgemeine Zeitung*', responsible for several advertising products, published independently from the newspaper, says the following: 'We calculate a quarter of the advertising age for the advertising supplement to make money. Besides, supplements make sense only from four pages onwards.' Sven Astheimer, editor-in-chief of the weekly supplement 'Trade and Chance' of the '*Frankfurter Allgemeine Zeitung*'<sup>9</sup> has said that the role of the printed press has changed very quickly and dramatically due to the onset of the Internet: 'The quantity of advertising is on its own no reason to fill out the edition with labour market relevant topics. The Internet has taken a lot of potential away, yet it has also given us many chances. We have our own job search engine - online and print. It is considered one of the favourites in the job adverts market in Germany'. According to Astheimer, the *FAZ* is trying to intensify its involvement in this area.

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<sup>7</sup> Further information in: H. J. Drumm: *Personalwirtschaft*. 6. Auflage. Berlin/Heidelberg 2008, S. 279 ff.

<sup>8</sup> HAZ Arbeit + Zukunft advises youth and those looking for jobs and assists them in choosing the trade, professional orientation, additional qualifications and so on. <http://www.haz-net.de/>

<sup>9</sup> In order to categorise and assess importance of individual media, their print runs and distribution areas, please refer to the annexed chapter 'The Analysed Media'.

## Sustainability of Western Media Business Model

### *How Media Gets Advertisements*

The media acquire customers for advertisements either *via* in-house advertising departments or through external staffers. Each external staffer is appointed as a rule, to a particular area or industry, where s/he has to look for customers. They are mostly paid on a performance-related basis. There are, however, media companies that run their external services through independent advertising agents, who are paid only the bonus and do not receive a fixed salary. Media companies, which have internal advertising departments (e.g. the *FAZ*) pay their staff in the department a fixed salary and additionally a bonus. Social security payments are also carried by the publishing house (e.g. at the *FAZ*).

The advertisement is paid by the customer or by a media agency, which has been contracted by the customer. The law stipulates that publishing houses remain free from undue outside influence through their advertising business. However, because the publishing houses are dependent on advertising revenue, they increasingly tend to accept terms and conditions of advertisers, i.e. customers and agencies and try to meet their requests (discounts, rebates), e.g. *Münstersche Zeitung, Essener Zeitung*

### Applicants' Use of the Media

The Internet job search engines of media's own websites, which belong to various media companies, are the most frequently used channel of information for users actively searching for openings and potential employers – they amount to 66.8 per cent. Trailing behind are companies' own websites and career networks. Print media, however, garner only 28.4 per cent among respondents who often look for jobs.<sup>10</sup>

For example, the online job search engine StepStone.de<sup>11</sup>, whose majority stake belongs to the media holding Axel Springer AG / Spiegel Online, is ranked first in Germany, before Monster.de, Stellenanzeigen.de or JobScout24.<sup>12</sup>

Above all computer-savvy applicants, such as people from the IT, technology, electronics or media fields, positively assess methods of online recruiting and use them extensively. This is also true for professional groups, whose work can be defined as highly computerised. Yet, applicants from other professional areas, for example production or social workers and teachers, still prefer traditional or offline methods of application.<sup>13</sup>

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<sup>10</sup> Thielsch, M. T., Träumer, L., Pytlik, L. & Kanning, U. P. (2012). Personalmarketing aus Bewerbersicht: Nutzung und Bewertung. *Journal of Business and Media Psychology*, 3 (1).

<sup>11</sup> Vgl die IVW Messung der Werbeträgerdaten von der Informationsgemeinschaft zur Feststellung der Verbreitung von Werbeträgern e. V.

<sup>12</sup> Milchrahm, E.: Werbeträgerdaten. In: Bestandsaufnahme des US-amerikanischen Stellenmarktes im Wissensmanagement. 2004.

<sup>13</sup> Online Nutzungsdaten Januar 2013. Informationsgemeinschaft zur Feststellung der Verbreitung von Werbeträgern e. V.

## Main findings

- The LMI are one of the main components of the print media and subsequently, of their online editions.
- Radio and television also cover the labour market themes, however, because of the characteristics of this medium, this does not happen as frequently as in print media.
- LMI makes up a serious source of revenue for the media.
- The online editions of the print media and media's own web sites (print, TV, radio) are nowadays an important part of the media landscape, and thus constitute an additional source of revenue for media companies.
- Coverage of LMI issues creates a win-win situation for both the media, as a paid intermediary, and for companies that place advertisements. Publication of job adverts in combination with further information on trades, outlook in the job market, application strategies, job search engines, *etc.* makes the medium more attractive for the readers, because it actively supports the process of job search and application with practical assistance. The ensuing improvement of the medium's image brings more advertising customers, because companies have more confidence in the given medium. At the same time, an advertisement in a respectable newspaper adds to the image of the company.

## Conclusions

Publishing houses and media companies can have a good return on investment on labour market issues. This can be proven by *e.g.* Axel Springer AG/Spiegel's holding shares of the largest German job search engine **stepStone.de**, or by regular special editions of the *Frankfurter Allgemeine Zeitung FAZ*, which are exclusively financed by additional advertising revenue. If a media company is interested in making money through labour market topics, it has to use all marketing tools. This involves not only a strong focus on carrying job advertisements, but also in generating additional information on the labour market and career opportunities, as well as development of the journalistic infrastructure. Normally, journalists of the business or economy section are the best choice for covering LMI topics. However, due to their professional focus on hard facts and figures one has to introduce them to specifics of the social components of LMI reporting, *e.g.* informing about a young trainee of a particular trade. The infrastructure comprises not only staff, but also a specially developed web portal dedicated to these issues. To achieve this target, print and online media products have to enjoy a solid reputation in the media market, as much among final beneficiaries of the journalistic products as among advertising clients. If a newspaper is known for its serious qualitative reporting it will be taken seriously as a provider of the advertising space. Following this logic, advertisement placed in these newspapers will be assessed as 'trustworthy'. Thus the company will achieve one of the most important goals of stabilising its revenue stream. The medium develops its reputation only through quality: quality reporting, quality distribution and quality in customer support.

## Recommendations

There are quite a few opportunities for improving coverage of the LMI on the Albanian media market, particularly, because there is a substantial interest on the part of young people.

Although television and Internet are the most widely used media among young people in Albania, we believe that the best solution will be a combination of dissemination of LMI topics through print media and online editions of the aforementioned media. It makes a particular sense financially, because they also have a possibility to carry job advertisements, which leads to costs for a supplement or a special rubric being offset by the advertising revenue.

The print media should carry a special supplement or a special rubric covering several pages with LMI topics on a particular day of the week – ideally, on Friday or Saturday.

The newspapers and their online editions already possess contacts with companies and enterprises, which publish advertising of their products as well as other information, including job ads, on their pages. Since the foundation for a profitable business already exists, expansion of information on LM topics will be seen as a positive factor worthy of support by potential sponsors. Such a foundation is beneficial for building up a sustainable and profitable element out of this information strand.

As mentioned in the beginning, LMI is a specialised form of information and advertising. In contrast to marketing of goods, where producers and sellers are interested in reaching their customers and advertising their products, and are thus prepared to spend a lot of money for the best time slot on the most viewed medium, LMI constitutes a type of information which is interesting for the media users, who look for it themselves. Therefore, if they know that the newspaper XY publishes a special rubric of a supplement e.g. 'Jobs and Career' on a particular day, then users who are currently looking for a job or for career advice for their professional life will go and buy the newspaper/magazine on this particular day.

Of course a web portal is equally advisable for this purpose, besides it incurs lower costs for the provider and is as suitable for presentation of the LMI as a print medium.

TV and radio can function as additional partners for dissemination of LMI, however, from the journalistic viewpoint they are less suitable for presenting such topics. Besides, TV and radio cannot carry job advertisements, and this eliminates their possibility of earning money through advertising of jobs, other than that of goods and services.

As the experience in Macedonia shows, where dailies *Dnevnik*, *Utrinski Vesnik* and *Vest* belong to one media group, it would be best to cooperate with one media holding (which comprises several media: newspapers, TV, radio, online) and offer relevant training modules to the staff. Such modules will typically include training in formats, such as factual reports, background articles, features, and profiles. Trainers also advise staff writers how an Internet page makes use of the possibilities of print, audio and video media.

This makes more sense because in comparison with e.g. a single publishing house, which only publishes one newspaper or one TV station, which only produces TV programming, such an approach offers better opportunities to produce several, often multimedia products, apart from a supplement or a special rubric in the print edition.

One could also consider establishing an Internet portal (like e.g. in Serbia or Bosnia and Herzegovina), which would be supported in cooperation with the National Employment Service and financed through advertising revenue/sponsoring. It could offer not only job offers as in <http://www.puna.gov.al/>, but also various types of information about access to the labour market and career perspectives of various trades.

Coverage of such topics can be presented in an interesting way and be profitable if journalists who cover these issues are well-trained.

Besides journalists' training and a web portal's development, another significant challenge is finding a sustainable partner. In several Western Balkans countries, the Employment Agency is the responsible institution for addressing and solving this issue.

Additionally, a successful and sustainable business model can be developed for a respective media group or a provider of the respective Internet portal on the basis of training modules for media managers on the topic, e.g. 'Why is LMI sustainable and profitable and how to generate income from LMI' (see above Page 8).

The IDEM is happy to provide trainers and advisers from Germany for journalists and media managers alike.

### **Limitations of the research**

Print media and their online editions constituted the main sample used in the research. Radio and television were monitored only in a sporadic fashion for a number of reasons. Firstly, they do not regularly cover LMI topics, secondly, this would require a 24-hour monitoring exercise. The broadcaster **N24**, which regularly reports on the LMI topics and posts the programmes on its own website, has been analysed more extensively.

Besides, morning formats and service programmes of the public service broadcasters ZDF/ARD (**mdr**, **rbb**, **BR**) were analysed on a case by case basis. Frequency of LMI topics in the broadcast media turned out to be relatively low, thus the main focus of the study was oriented towards the print media and their online editions.

In principle, all interviewees were open to our questions. Interview partners in East European and English-language media have made it clear that they are not in a position to name exact figures. These are considered 'internal and confidential material'. Due to these limitations the data in this study are primarily based on the statements of western European media companies.

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