

**CREATING AND SUSTAINING LOYALTY IN THE RECRUITMENT  
INDUSTRY BY MEANS OF INTEGRATED MARKETING  
COMMUNICATION**

**by**

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## **DECLARATION**

I, NARITA DU TOIT, sincerely and solemnly declare that this script, titled: "Creating and sustaining loyalty in the recruitment industry by means of Integrated Marketing Communication" is my original and independent work. All the sources that I have consulted or quoted have been indicated and acknowledged by means of complete references. This script has never been submitted to any other University or Faculty for degree purposes.

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# ABSTRACT

Today's fierce market-place calls for effective marketing which has made relationship-building pivotal in the quest for marketing success. In order to foster relationships with clients, an integrated approach is needed. Integrated marketing communication has become progressively significant since marketers (read: communicators) seek to enhance long-term relationships with clients, rather than concentrating on once-off transactions.

Communicators need to regard each point of contact with a client as an opportunity to build a relationship and to ultimately create loyalty. Relationships are based upon value-added, reciprocal exchanges of information. This study's primary objective is to ground what within the IMC perspective creates and maintains client loyalty and how one could better understand why and how clients become and stay loyal in the recruitment industry. Through the combination of grounded theory and discourse analysis, this study indicates that a communicator in the recruitment industry should attempt to integrate the totality of his/her communication to guarantee a "*one voice, one-look*" strategy and a holistic approach.

This study revealed that communicators, or personnel consultants, should sophisticate their IMC techniques in order to be able to identify the most *effective* method of communication, evidently constituting relationships that foster loyalty. Essentially it boils down to the notion that IMC dwells in its ability to utilise planned and unplanned communication optimally. This study stems from the belief that *everything one does begets synergy*.

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# CHAPTER 1

## ORIENTATION AND OVERVIEW OF THE STUDY

### 1.1 General orientation and background

The highly competitive marketplace in which we function today necessitates effective marketing. This has made relationship-building pivotal in the quest for marketing success. To have a relationship with a client, an integrated approach incorporating the product/service, the packaging, the distribution, the price and the marketing communications, is needed (Schultz, Tannenbaum & Lauterborn 1994:46). All these components have to work together, because clients today look at brands and companies as integrated entities.

Integrated marketing communication (for the remainder of the study: IMC) has become increasingly important as marketers (read: communicators) seek to enhance long-term relationships with clients rather than concentrating on once-off transactions (Agee 2000:47; Lobosco 1999:1).

Relationships are based on value-added, reciprocal exchanges of information (Schultz & Lindberg-Repo 2004:2, Percy 1997:43). According to Percy communicators today have more information about their clients than ever before. Similarly Don Schultz, international authority on IMC says that, in IMC this information is used to identify and better understand one's clients, in order to make informed decisions regarding how to communicate with them (Schultz 2003(a):9; 2000(c):3). Marketers of marketing communicators need to regard each point of contact with a client as an opportunity to build a relationship. Furthermore they should live up to the promises made whilst in that relationship and foster client loyalty. However, the question that arises is: *what creates and maintains client loyalty and how can one better understand why and how clients become and stay loyal in the recruitment industry?*

As orientation the first chapter sets out to validate the purpose and relevance of the study and to give an overview of the methodology followed. More specifically, the following constitute the content of this chapter:

- Background to the study
- Statement of the research problem
- Formulation of the research questions
- Goal and objectives of the study
- Outline of the research design
- Potential value of the study
- Structure of the dissertation

Today's fierce marketplace requires the use of an integrated approach to marketing communication activities. In integrated marketing communication, the focus of activities is shifted from merely obtaining clients to establishing long-term relationships with them (Schultz & Lindberg-Repo 2004:5; Schultz 2000(c):2; 1995:43; Schultz, Tannenbaum & Lauterborn 1994:154). If done effectively, this in turn could lead to loyal clients who help to promote an organisation or individual's service. Marketing success is thus to a great extent entrenched in creating loyalty among clients.

In order to explore this phenomenon one needs to determine the essence thereof. The concept of *loyalty* is defined as:

*Firm and constant in one's support for a person, one's country, etc.*  
(South African Pocket Oxford Dictionary 2002:558).

*Loyalty* leaders prefer using the following definition of loyalty:

*...a loyal client is one who values the relationship with the company enough to make the company a preferred supplier. Loyal clients don't switch for small variations in price or service; they provide honest and constructive feedback...* (Reichheld 1996(b):65).

Reinartz and Kumar define *loyalty* as:

*...the duration of the client's relationship (since retaining clients is the most preached mantra), and the profit figure generated for each customer as the cumulative profit until the end of the customer relationship with the company (Reichheld 1996(b):33).*

Schultz (2001(b):5) says that clients are suddenly interested in loyalty, no matter how the term is defined. The author assumes that loyalty is rooted in better attention to clients' wants and needs. Reichheld (2001(a):76) describes loyalty as a philosophy. Reichheld (2001(b):100) also claims that in order to obtain success, one has to invest in loyalty.

In the recruitment industry the recruitment specialist provides a service to organisations by addressing their recruitment needs. The purpose of this study is to investigate ways in which a recruitment specialist can foster loyalty from clients, by means of IMC so that clients would want to continue using that individual's service.

This research project should be viewed as a comprehensive perspective for a holistic communication process in which the recruitment specialist and the client are considered as mutually responsible for a concept called integrated marketing communication. It is based upon the doctrine that in the 21<sup>st</sup> century marketplace, clients need a dynamic and innovative approach to relationship communication, which is rooted in the integration of communication to provide a value-added service, beneficial for both parties. The above statement blends in with the hypothesis that value is created optimally in satisfying the client's wants and needs, subsequently creating long-term relationships, and ultimately creating loyal clients.

Strictly speaking, traditional marketing communications were based upon a one-way, linear model in which communicators "deliver" communication to [read: at] clients (Schultz & Lindberg-Repo 2004:2; Schultz 2003(b):9). In

contradiction, the mentioned holistic IMC approach is based upon a reciprocal approach that is at the core of any relationship communication process (Schultz & Lindberg-Repo 2004:3).

Pertinent to the focus of this study is the introduction of a holistic perspective that illustrates how IMC could be applied in the current, progressively demanding recruitment marketplace. IMC deviates from tradition in that it is a process, not a function (Schultz & Lindberg-Repo 2004:3). According to Schultz and Lindberg-Repo (*ibid*) the focus is on the *results* of communication rather than the “outputs”, such as advertising, public relations or sales promotions. As mentioned, this study gives rise to IMC from a value-added perspective. Subsequently, it elaborates on the doctrines presented by Schultz and Lindberg-Repo and Grönroos, who have consistently advocated a process approach but have not yet provided methodologies as to how that might be developed (Grönroos 2000:5).

The evolution of marketing communication is illustrated from the systems perspective. As mentioned earlier, *the era of communication* was characterised by communicators who influenced clients based on one-way communication (Schultz & Lindberg-Repo 2004:2).

This traditional view of communication consisted of integrating the various marketing elements [the 4 P's; to be discussed in par 4.4.2.1] each developed and managed separately.

The appearance of marketing in the service industry during the mid-eighties emphasised communication processes (Schultz & Lindberg-Repo 2004:5). Subsequently client participation was pivotal for communication between the communicator and the client, evolving into the introduction of IMC.

The birth of IMC has triggered a need to rethink the relationships between clients and communicators. It identifies the client, not as an entity to be manipulated, but as a mutually responsible partner in the communication

process (Schultz, Tannenbaum & Lauterborn 1994:13). Hence, the launch of IMC is based upon various degrees of mutual participation and communication (Schultz, Tannenbaum & Lauterborn 1994:66). Briefly, it can be stated that IMC has identified the need to mature from a functional to a systems perspective communication.

## **1.2 Statement of the research problem**

The researcher, being a recruitment specialist, has identified that the average recruiter does not know how to maintain, and in particular, establish long-term relationships with clients. The current case scenario is a high turnover of clientele databases that impede the growth of a recruitment agency. Imperative to any recruiter is to be better equipped with marketing (relationship) communication skills, together with the explicit knowledge of marketing communication strategies to create and establish long-term relationships, which would ultimately lead to loyal clients and a devoted client database – the epitome of *effective* marketing.

Due to the discovery-orientated nature of this research, the need arises for methodologies to develop IMC processes within a relationship context. Added to the above it seems appropriate, given the heightened empowerment of clients in the interactive marketplace. IMC is characterised by a search for added value on the basis of building long-term relationships. From this perspective, all communication processes should be integrated to add value and create benefits for all parties (Schultz & Lindberg-Repo 2004:2; Schultz 2003(a):9; 2002(b):8; 2001(a):10; Agee 2000:47).

A research problem implicitly or explicitly embodies a research question and normally stems from either an idea or a problem that was identified by the researcher (Mouton 2001:53). This study will explore a pivotal concept in the IMC approach, namely client loyalty. The research problem is formulated as follows:

*It is not clear how client (customer) loyalty can be created and maintained by means of IMC in the recruitment industry.*

### **1.3 Formulation of the research questions**

The research problem gives rise to research questions. The following research questions (Mouton 2001:55) are formulated for this particular study:

- Theoretical research question:

*What can be recommended as operational framework to enhance and sustain loyalty in the recruitment industry by means of IMC? (Primary research question)*

- 1) Meta-analytical research question:

*What is the nature of the context in which client (customer) loyalty is being created? (Secondary research question)*

- 2) Conceptual research question:

*What constitutes client (customer) loyalty, and what is the theoretical and conceptual foundation thereof? (Secondary research question)*

- 3) Normative research question:

*What is the ideal manner to create client (customer) loyalty in the recruitment industry? (Secondary research question)*

### **1.4 Goal and objectives of the study**

Babbie (2001:90) identifies three basic purposes of social research in general:

- *exploration* (to explore a topic or provide basic familiarity with a topic);
- *description* (to describe a situation, event, process);
- *explanation* (to indicate causality between variables or events).

The pertaining study focus on all three options mentioned, and therefore the research conducted in this dissertation, can be described as explorative, descriptive and explanatory in nature.

The primary research question indicates the goal of the study, and the secondary research questions give rise to the objectives. Against this background, the goal of the study is:

*To recommend theoretical points of departure to create and sustain customer loyalty in the recruitment industry by means of integrated marketing communication*

The objectives of this study are in turn related to the answering of already mentioned secondary research questions. The objectives are:

- 1) *to examine the context in which customer loyalty should be created;*  
(answering the meta-analytical research question)
- 2) *to explore and describe the scope and nature of customer loyalty and the theoretical and conceptual foundation thereof;* (answering the conceptual research question); and
- 3) *to determine the ideal manner to create customer loyalty in the recruitment industry by means of IMC* (answering the normative research question).

## 1.5 Outline of the research design

The archetype that this study attempts to generate should present a functional representation of loyalty in the marketplace. Consequently attention will be given to the variables that form part of an integrated approach to marketing communication. A qualitative research approach, and specifically grounded theory methodology is selected, for the reason that this particular investigation will develop in a spontaneous milieu (Creswell 1998:12; Lindlof 1995:21; Cutlip, Center & Broom 1994:382). Moreover, Strauss and Corbin maintain that the befitting hypotheses should be established in information (data) from the field, especially in interactions between people (1990:33).

According to Du Plooy (1995:157) the *unit of analysis* touches on what occurrence is under study. In addition, Holsti (1969:116) claims that researchers have to identify the units which are to be coded. Similarly, Babbie (2001:84) believes that the unit of analysis relates to the course of action, phenomenon, focus or event that the researcher will be exploring. In this investigation the unit of analysis is loyalty in the recruitment commerce.

The *collection of data* will be in the form of in-depth personal interviews with executives of authenticated companies. The research questions will be enquired until saturation point of the categories (and no additional data are supplied). An audio-tape recorder will be utilised to record each interview (with the consent of each respondent) and transcription will follow. Since one-on-one consultations bestow itself to comprehensively questioning it is maintained that in-depth interviews offer an abundance of detail (Du Plooy 1995:114; Wimmer & Dominick 1991:129). The researcher's foremost intention was to formulate a rapport and a level of trust with her respondents' in order to attain as much information as possible. The interviewer's eventual intend was to create an atmosphere so that the participator would feel free to disclose his/her's personal frame of mind.

Du Plooy (1995:49) claims that a researcher ought to define the constitution of the *population*, such as the group, subjects or units used. The population of this research covers clients with whom the personnel consultant liaised over a period of time.

In contrast to the above, a *sample* symbolises the population (Wimmer & Dominic 1991:64). Wimmer and Dominic (*ibid*) extend the above by reporting that – supposing a sample is selected on the authority of legitimate parameters evidently exemplifying the population – the outcome can be generalised to the population. At this point it seems appropriate therefore to underline that, since a sample does not accommodate the identical data that a population would, the dormant fault component has to be reckoned with (Wimmer & Dominic *ibid*). For the purpose of clarification a *purposive sample* incorporates respondents singled out upon the basis of their information (knowledge) (Creswell 1998:58; Lindlof 1995:23). Following this logic eight respondents were chosen on the core basis of their expertise to be instrumental to this investigation. Given the argumentative intent the researcher is indebted to emphasise that the current focus in literature (Creswell *ibid*; Lindlof *ibid*) infers that distinction takes preference to capacity. With the above in mind autonomous decision makers responsible for employment from a repertoire of industries were interviewed to solicit optimal facts in order to fully comprehend the concept loyalty and evidently long-term relationships within the IMC context.

Strauss and Corbin (1997:155) maintain that in a grounded theoretical study *data analysis* is meticulous, and incorporates three modus operandi, namely open -, axial - and selective coding. The end result of the specific format of data analysis is the theory (Creswell 1998:58). The validity and authenticity [see par 2.5] of the investigation, say Leedy and Ormrod (2001:103) is based upon the principle that the accuracy, meaningfulness and credibility of the research was considered. Or perhaps better said, has the examination investigated the tendered research question? Equally significant, the researcher has to have credence that the conclusions drawn are warranted

from the data collected. Having stated the above it seems appropriate therefore to note that literature (Leedy & Ormrod 2001:105) maintains that humanity enjoys priority in research; with the effect that factors such as a real-life setting is a frequently used strategy that compliments the validity [see par 2.5] of a research study.

## **1.6 Potential value of the study**

The purpose of this study is to elicit information from clients, rather than confirm pre-conceived theoretical propositions. A research process is cyclical and begins simply (Leedy & Ormrod 2001:8). The mentioned authors also argue that an inquisitive mind is the beginning of research; it confronts a situation for which there seems to be no answer. Subsequently, a research problem results. According to Leedy and Ormrod (2001:9) an investigator's ultimate purpose is to resolve the problem. Similarly, the resolution of the problem completes the cycle. This is particularly true given the hypothesis that research is the discovery of the truth.

In the course of an in-depth literature study on IMC, the need to develop some understanding of client loyalty (why it occurs and what sustains it) became apparent (Schultz 2000(b):12; Agee 2000:47; Reichheld 1996(e):20). Similarly, Reichheld (*ibid*) stresses that it is critical to understand the factors that determine why clients are seeking and maintaining long-term relationships. Once these factors are known, tailored strategies can be implemented to meet the needs of clients, create long-term relationships and ultimately foster loyal clients. It is therefore necessary to identify and analyse which marketing communication messages (planned and unplanned) should be focused on in order to create an optimum persuasive impact and enhance loyalty between a recruitment specialist and his/her clients. Understanding and managing the complexity of these messages is fundamental to selling a service and creating loyalty that leads to sustaining relationships and a sound financial environment.

The outcome of the research may result in a more stable recruitment industry with a lower turnover in clientele databases, together with better equipped recruitment consultants.

Additionally, the insight and knowledge acquired through the proposed research would be of profound value, not only to the recruitment industry, but also to the marketplace in general.

Above all, the findings of the proposed research may fill the void in literature identified by several authors (Agee 2000:47; Schultz 2000(c):3); Reichheld 1996(e):20). This abyss refers to the limited knowledge with regarded to marketing communication activities that contribute to client loyalty.

## **1.7 Structure of the dissertation**

Chapter 1 presents the contextualisation of this study. In this chapter the background to the study was discussed. The overall aim - or perhaps better said - the main reason that motivated this study was highlighted, and objectives were identified. Chapter 2 gives an in-depth discussion on the research methodology, design and procedures to be used. Chapter 3 introduces an overview of recruitment as a profession in South Africa. Chapter 4 addresses integrated marketing communication and recruitment in detail. Attention is given to the evolution of marketing communication, IMC's distinctive growth, as well as various definitions of the term IMC. Chapter 5 offers the interpretation of the research findings. Chapter 6 culminates this study, whereby certain issues of contribution are highlighted, as well as recommendations for further research are made. Essential conclusions are drawn from the results of this study and recommendations are made.

## **CHAPTER 2**

### **RESEARCH METHODOLOGY AND PROCEDURE**

#### **2.1 Introduction**

This chapter offers an overview on the investigation methods that would be followed. Next a discussion follows on ways to analyse natural occurring talk, discourse analysis, and analysing conversation. A table of transcription symbols is included. Furthermore, concepts such as unit of analysis, data collection, population, sample and data analysis are addressed. In addition, definitions of key terminologies are provided. Thereafter, an overview on reliability, validity and limitations of the research follows.

##### **2.1.1 *A qualitative approach***

According to Leedy and Ormrod (2001:147) all qualitative approaches have two things in common namely a focus on phenomena that occur in the “real-world”, and a passion for studying those phenomena.

Normally qualitative researchers commence their investigation with a query as to *what* they want to find out from the scrutiny (Cutlip, Center & Broom 1994:382). Additionally, researchers recognise that the issue being studied may have many dimensions, ultimately aiming to portray the issue in its multifaceted form (Strauss & Corbin 1990:30).

Therefore, investigators need to decide on the most applicable methodology to use (Cutlip, Center & Broom 1994:382). In general, qualitative researchers would start with a question, and with authentic individuals whom is currently active within the particular milieu (Cutlip, Center & Broom *ibid*). Or perhaps better said, theorists from the qualitative field analyse a setting to understand the meaning of participants' lives.

It may be argued that researchers strive to be objective in their research, with the belief that their observations are influenced as little as possible by any impressions, and/or biases that they may have. “By maintaining objectivity, researchers hope to maximise their chance of determining the ultimate truth” (Leedy & Ormrod 2001:147).

Following the above, Holsti (1969:140) suggests a blueprint of reliability in the correlation of coding concurrences to the whole sum of coding decisions:

$$\text{C.R.} = \frac{2M}{N1 + N2}$$

In the passing method, the symbol M represents the amount of coding findings in which affinity has been reached. Paradoxically, symbols N1 and N2 epitomise the number of coding conclusions made. Along these lines the researcher applied Holsti’s formula to the befitting scrutiny in order to increase the liability of the investigation, evidently restraining any possibilities of subjectivity.

Researchers believe that their ability to interpret what they observe is paramount for an understanding of social phenomena. In this sense, the *researcher is an instrument* [own emphasis] in much the same way that an intelligence test is an instrument (Strauss & Corbin 1990:35). Moreover, the mentioned examiner’s basis is a description given by individuals, as well as events (Cutlip, Center & Broom 1994:393).

The author prefers to agree with Lindlof (1995:20) when he is of opinion that qualitative research *is the documentation of social phenomena in loving detail*.

In this study the researcher reviewed literature and noticed that an investigation concerning client loyalty and marketing communication may fill the void in literature (also identified by several authors) (Schultz 2002(a):10; 2000(c):3). The researcher identified the population comprising of clients

whom have utilised her recruitment expertise over a period of time. A *sample* of respondents was drawn, evidently an appointment was booked with each respondent [read: client]. Prior to each face-to-face interview the researcher has discussed the proposed investigation, addressing the issue that conversations would be audio-taped. The complete number of respondents was satisfied with the in-depth interview being recorded. Therefore it follows that *data was collected* via an audio-tape recorder and superior transliteration followed. Since grounded theory methodology is an evolving process the researcher interviewed respondents until saturation of the categories were reached. *Data analysis* incorporated three modus operandi, namely *open-*, *axial-* and *selective* coding. Finally conclusions were delineated from the outcome of the study together with recommendations.

### **2.1.2 Grounded theory study**

A qualitative research approach, and more specifically, grounded theory methodology, was undertaken due to the fact that this particular research will evolved in a natural setting (“the real world”) (Leedy 2001:102; Creswell 1998:14; Lindlof 1995:21; Cutlip, Center & Broom 1994:382; Wimmer & Dominick 1991:139). An advantage of qualitative grounded methodology is the ability to derive theory from within the context of the data collected. According to Strauss and Corbin (1990:33) theories should be “grounded” in data from the field, particularly in interactions with people. In addition Strauss and Corbin (*ibid*) claim that this theory – generated by the researcher – is articulated towards the end of a study and hold the form of a narrative announcement. An obvious advantage of qualitative grounded methodology is the ability to derive theory from within the context of the data collected (Creswell 1998:14).

The term *grounded* refers to the idea that the theory is derived from the study and is “grounded” in data that have been collected in the field rather than taken from research literature (Leedy & Ormrod 2001:154). In addition, Cutlip,

Center and Broom (1994:515) allege that grounded theorists code data as the data are being collected. The motivation for conducting qualitative research, as opposed to quantitative research, comes from the above-mentioned author's observation that if there is one thing that distinguishes humans from the natural world, it is their ability to talk. Qualitative research methods, and to distil it even further to grounded theory, are designed to assist researchers in understanding people and the social contexts within which they are living. Therefore it suffices to say that grounded theory studies are mainly used to examine people's interactions (Leedy & Ormrod 2001:154).

The study interrelates data into categories of information [to be further discussed in par 2.3.5], to theorise how people react to a phenomenon (loyalty in this study).

A final motivation for the choice of grounded theory as a research strategy is based upon Kaplan and Maxwell's (Myers 1997:15) argument that the goal of understanding a phenomenon from the participant's point of view and their particular social context is largely lost when textual data are quantified.

## **2.2 Analysing natural occurring talk**

### **2.2.1 Discourse analysis**

This study will reveal ways that discourse analysis can be used to study natural occurring talk. The relevant question may be: *what is discourse analysis?*

Discourse analysis [henceforth DA] is a meta-theoretical emphasis on constructionism (Bryman & Burgess 1999:25). The framework suggests that DA highlights the way the world, society or events are produced in discourse. Moreover Fairclough (1995:7) maintains that DA interprets the way text operates within socio-cultural customs; and textual examination provides insights into what is "in" the wording.

*“...it treats realism...as a rhetorical production that can itself be decomposed and studied”* (Bryman & Burgess 1999:323)

Bryman and Burgess (1999:325) suggest that DA has an detailed commitment to studying interaction as texts and talk. This means that the focus is not on language per se, but on the medium for interaction. Similarly, Fairclough sees words as spaces in which two fundamental social procedures occur, namely cognition and social interaction (1965:7). In this sense then, analysis of discourse becomes an investigation of what people do. Adding to the above, from Bryman and Burgess’s point of view, DA is primarily qualitative (1999:326).

It may be said that in order to do DA, one has to develop an analytical mentality. Subsequently, DA is a skill to be mastered (Bryman & Burgess 1999:327). A researcher, and in particular a discourse analyst’s utmost priority, is to act ethically correctly. In truth, his/her purpose is to elicit information from the respondent, rather than confirm pre-conceived theoretical propositions. In this sense one has to develop a dissecting attitude. Therefore a discourse analyst prefers using evidence derived from information gathered from interviews, rather than basing interpretations on his/her own assumptions.

*Natural occurring talk* can be defined as:

*...spoken language produced entirely independently of the actions of the researcher, whether it is everyday conversation over the telephone, the records of a company board meeting or the interaction between doctor and patient in a surgery* (Bryman & Burgess 1999:328).

One of the virtues of DA is the fact that it is natural, in the sense that it is not controlled by a researcher using an interview schedule. Paradoxically, one may treat natural occurring talk analytically. By the same logic one may argue that the advantage of DA is that it provides an enhanced perspective on

research, using interviews. Therefore, it stands to reason that instead of treating an interview as raw data gathering, it may be treated as interaction in its own right, such as *natural-interaction-in-interview*.

What is suggested is that interviews are being treated as natural conversational interactions, by analysing them in the same way as any conversation [see par 2.2.2].

**Extract 1** is an explicit example where the interviewer is invoking interest. The interviewer is inquiring whether or not the respondent would use the services of an individual again, should they satisfy her needs.

### **Extract 1**

22

Respondent: ... and if they sent you more CVs that you don't like, obviously you not gonna ever use them again (0.2) and that, that happened to me, there are companies, I ↑refuse, I won't even ↑phone them (0.2)

Interviewer: Why?

Respondent: ↑Because they've sent me people (.) or C:Vs that's (.) not even in relation to the job (0.1) not accurate CVs

Interviewer: Not accurate CVs?.

Respondent: No, yes ((shaking head))((continuously))

Interviewer: Would you then not use them again?

Respondent: No ((shaking head)) (0.2), no I ↑won't (0.4) 'coz I tried them, like second time (.) and then if they still do that (.) and even after you've ↑a:sked them please send spe:cific things (.) this is what I need (.) I need someone with so many exp:erience (0.2) they just don't send you that (0.1)

The above example illustrates how the interviewer raises interest. With repeating “*not accurate CVs?*” the interviewer probes information from her respondent. The certainty of the respondent's reaction is neatly in tune with both her ‘on the hoof’ verbal response in, “I ↑refuse, I won't even ↑phone them (0.2)”, and her non-verbal finessing in:

- Continuously shaking her head
- Performing verbal stress in her increased amplitude of ‘refuse’ and ‘phone’ (indicated with \_\_\_)
- Heightened tone of ‘refuse’ and ‘phone’ (indicated with ↑)

Added to the above, after again asking, “*would you not use them again?*” the respondent provides even more information:

- No ((shaking head)) (0.2),
- no I ↑won't (0.4)
- and even after you've ↑a:sked them please send spe:cific things (.) this is what I need (.) I need someone with so many exp:erience (0.2)
- they just don't send you that (0.1)

**Extract 1** illustrates how DA provides high quality analysis interpretation of discourse.

Note that the researcher has not entered the interviews with a pre-set of hypotheses. Nevertheless, the researcher had a broad spectrum of prior knowledge and concerns. It is for this reason that communication needs to be carefully transcribed as it buys into a whole set of assumptions about interaction (read: communication).

## **Extract 2**

Interviewer: Good (0.1) what be:haviour influence (.) y:ou (.) wanting to recommend the services of a recr:uiter (.) by word of mouth? =  
Respondent: = Professionalism (0.2)  
Interviewer: And what would you say is professionalism?  
Respondent: U:h service delivery (0.2)  
Interviewer: G:o:o:d ((smiles))  
Respondent: A:::nd u::h when it comes to ( ) the type of CVs how the:y- they- they- they formulate the CVs (0.2)  
Interviewer: Right (.)  
Respondent: A:::nd the type of candidates that they send through (.) candidates that represent the agency (0.2)

The respondent responded on the question of what behaviour would influence her wanting to recommend a recruiter's service by word-of-mouth. Her initial response was “= *Professionalism (0.2)*”.

## 2.2.2 Transcription symbols

The following simplified transcription symbols derived from Bryman and Burgess (1999:346) will be used in the transcriptions.

Symbol	Example	Explanation
[	I:...important ...knowle[dge D: [Yes definitely =	Left brackets indicate the point at which a current speaker's talk is overlapped by another's talk
=	Ru: = If you ...what I need (0.2) N: R:ight = Ru: = Why would...deal with you	Equal signs, one at the end of a line and one at the beginning, indicate no pause between two lines
(0.4)	D:... p:people (0.1) w:ell ... speak (0.4) elapsed	Numbers in parentheses indicate Time in silence in tenths of a second
(.)	y:ou (.) present ... manner (.) ...	even the way <u>you</u> look (.) A dot in parenthesis indicates a tiny gap, probably no more than one-tenth of a second
_____	... want to know <u>her expertise</u> because <u>she</u> works...with people ... <u>me not</u>	Underlining indicates some form of stress, via pitch and/or amplitude
::	<u>U:::m</u> ... to concentrate <u>on m:e</u>	Colons indicate prolongation of the immediately prior sound. The length of the row of colons indicates the length of the prolongation
WORD	ABSOLUTELY	Capitals, except at the beginning of lines, indicate especially loud sounds relative to the surrounding talk
.hhhh	.hhhh .... as I've said...	A row of hs prefixed by a dot indicates an in-breath; without a dot, an out-breath. The length of the hs represent the in- or out-breath
( )	... comes to ( )...of CVs	Empty parenthesis indicate the transcriber's inability to hear what was said
(word)		Parenthesised words are possible hearings
(( ))	<u>holloo</u> -effect (0.2) ((to be spurred on))	Double parentheses contain author's descriptions rather than transcriptions
↑	all selling ... ↑whatever	Rising intonation
?	That's it	Falling intonation

However, with the interviewer responding with a mere smile and a polite “good”, it spurred the respondent on to elaborate. In the event she commented the following:

- U:h service delivery (0.2)
- A:::nd u::h when it comes to ( ) the type of CVs
- how the:y- they- they- they formulate the CVs (0.2)
- A:::nd the type of candidates that they send through (.) candidates that represent the agency (0.2)

DA may be seen by some as trivial detail of interaction. In contrast to the above, what seems to be trivial, may in fact be fundamental (Bryman & Burgess 1999:331). Hesitations, pauses, overlaps and particularly certain words (for example “↑*definitely*”) provide a rich critical resource for better understanding (Bryman & Burgess *ibid*).

Literature has revealed that words such as ‘uh huh’, ‘yes’ or “um” display interest, understanding or politeness (Bryman & Burgess 1999:347). It may be argued that it is a displaying of social interaction or perhaps involving talk. Therefore, as mentioned earlier, it could be argued that talk needs to be meticulously recorded since it acquires assumptions about interaction (read: communication).

It needs to be mentioned that even a short interaction could be fundamentally rich in analytical data and could be a stimulus for in-depth DA analysis (Bryman & Burgess 1999:330). Perhaps the best way to demonstrate DA’s analytical power is to explain via an example taken from a conversation with one of the respondents [see **Exhibit 3**]:

Considering “↑*definitely*” allows the researcher to treat such utterances as strong directives of confidence and certainties (read: statements), apart from saying “there’s no two ways about it”. The respondent made a verbal statement with her emphasising “↑*definitely*” by increasing her tone of voice. Additionally, she repeated definitely three times in the same paragraph.

### Extract 3

Interviewer: Um hm (0.1) a recruiter b:eing well presented (0.1) and by that it's not to say that she is pr:etty or sl:im but merely well (.) looked after (.) does that enh:ance y:our perception of her?

Respondent: Oh ↑definitely (.) I mean (.) th:ere's n:o two ways about it (0.1) it actually says to m:e th:at the t:type of people that you will (0.2) u::m send for interv:iews (.) will be of a high caliber (0.2) sure (0.1) u:m (.) this wh:ole (.) th:ing (.) a:bout (.) u::m (0.1) we're all selling (0.1) ↑whatever y:ou do (.) you still selling so you're selling your service (0.2) it's all to d:o with the w:ay you present yours:elf (.) and t:alk and talk and ja definitely definitely (0.2)

DA is more inductive than hypothetico-deductive; normally work starts with a particular phenomenon rather than a pre-formulated hypothesis (Belch & Belch 2001:337). As the example epitomises, the focus is on text and talk as social practices.

#### 2.2.3 *Analysing conversation*

Similar to issues raised earlier is the fact that conversation is primarily the medium through which interaction takes place. From the researcher's point of view it may be said that people relate to one another through talk (*and silence*) (Bryman & Burgess 1999:342).

Thus *Conversation Analysis* [henceforth CA] is:

*...an empirically oriented research activity, grounded in a basic theory of social action and generating significant implications from any analysis of previously unnoticed international forms* (Bryman & Burgess 1999:348).

Over and above, as social scientists the raw material is more often than not the words spoken by respondents. Equally important is the fact that it needs to be recorded in some way. But even sophisticated field notes fail to offer the

detail found in transcripts of recorded talk, as it is most unlikely to recall crucial details such as pauses, overlaps and the length of pauses.

Features like pauses matter to all; not exclusively to analysts of conversations. According to Bryman and Burgess, pauses are the only basis on which: -“reading somebody’s else’s mind ... is both routine and necessary in everyday life” (1999:342). Yet again, CA is not an impossibly difficult activity. Researchers have to address the analytic issues that may lie concealed behind apparently straightforward issues.

#### Extract 4

3

Respondent: Yeah obviously (0.1) one thing efficien↑cy (0.4) u:m second one b:eing (.) your understanding of my requirements (0.2) your understanding of the culture of my company (0.8)

Interviewer: ((smiles)) ((nods))

Respondent: U:m (0.2) in order that you ↑ tr:y and place (0.1) or actually do eventually place the correct person in the correct job in the correct environment (0.1)

Interviewer: ((smiles)) ((nods))

Respondent: U:m (0.4) by that I m:ean (0.1) for example (0.1) my current situation (0.1)

Interviewer: Y::es (0.1)

Respondent: Fidelity is very Afrikaans (0.1)

Interviewer: R:ight ((nods))

Respondent: S:o (0.2) you cannot send m::e a Coloured (0.1) or someone that can't speak Afrikaans = because our Industry is Afrikaans (.) 'coz our ↑culture is Afrikaans = so I can't put a (0.1) you can't send me someone from the U:K (0.1) they are not gonna fit into the office (0.2)

Interviewer: Yes = ((smiles))

Respondent: = A:nd (.) you cannot send m:e (0.2) an ↑eighteen year o:ld because they ↑also not gonna fit into our culture (.) the same with a sixty year old (.)

In **Extract 4** the respondent reacted to the question what the main characteristics in a recruiter would be, determining him to use his/her services?

The numbers in parenthesis indicate elapsed time in silence in tenths of seconds [see simplified transcription symbols in par 2.2.2]. Note that the respondent paused an eight-second pause, assuming that his response is sufficient. Also note that the interviewer has not responded verbally, only non-verbally in a polite smile and a nod [read: silence]. For example:

“Yeah obviously (0.1) one thing efficiency (0.4) u:m second one b:eing (.) your understanding of my requirements (0.2) your understanding of the culture of my company (0.8)”

It may be argued that the extended pause [smiling and nodding] prompted the respondent to add more to his response, which, in fact was the case. He elaborated:

- “... that you ...place (0.1) ... in the correct person in the correct job
- in the correct environment (0.1)”
- “Fidelity is very Afrikaans “(0.1)
- “you cannot send m:e a Coloured (0.1) or someone that can’t speak Afrikaans”
- “Can’t send me someone from the U:K (0.1)”
- “you cannot send m:e (0.2) an ↑eighteen year o:ld because they ↑also not gonna fit into our culture (.)
- the same with a sixty year old (.)”

The above example illustrates how the interviewer could manipulate the interview to such an extent that - with not responding verbally [read: silence] - encouraged the respondent to elaborate.

**Extract 5** demonstrates how an interviewer can manipulate a respondent by concentrating on pauses.

## Extract 5

Respondent: ...I'm looking for two Credit Contr:ollers she will send me (.) two CVs and I can employ both those people (1.2)

Interviewer: Go:od ((smiles))

Respondent: I ↑don't want ten CVs that I must now suddenly waste my time with people that (.) y:ou kn:ow are not gonna meet my requirements but (.) because you have to do the numbers (.) every day (0.1) as a PAG consultant (0.1) you have to have done s:o many calls a d:ay and s:o many visits (0.2) and ja (.) u:m don't sent me CVs that I don't need to look at =

For example, the interviewer paused [read: remained quiet] for *1.2 minutes*, manipulating her respondent to add on to what he had already said. In doing so, the interviewer solicited the following information:

- I ↑don't want ten CVs
- that I must now suddenly waste my time
- with people that (.) y:ou kn:ow are not gonna meet my requirements
- but ... you have to do the numbers (.) every day (0.1) as a PAG consultant
- you have to have done s:o many calls a d:ay
- and s:o many visits (0.2)
- and ja (.) u:m don't sent me CVs that I don't need to look at =

At this point, it begs the question *why such detailed attention should matter?*

As illustrated in the various examples, both DA and CA proved pivotal in the researcher's attempt to extract optimum information from the respondents.

Even here, no need for high-tech equipment is required. The reason is that, any four-syllable word that takes more or less a second to say would be an efficient gauge. If one for instance say, the word 'love' during a pause, one can roughly count each syllable as indicating one quarter of a second, such as, love = one second.

Concern for an 'in-depth' focus on people's activities is no warrant for sloppy thinking and anecdotal use of telling examples. Researchers owe it to themselves and their audiences to generate reliable data and valid observations (Bryman & Burgess 1999:355).

The model that this research will attempt to produce should fulfil the above functions. It should provide a simplified and useable graphic illustration concerning the creation of loyalty in the marketplace. Care will be taken to include all the variables that form part of an integrated approach to marketing communication activities.

## **2.3 The research methodology**

### **2.3.1 *Unit of analysis***

The unit of analysis refers to what phenomenon will be studied (Du Plooy 1995:157). Holsti (1969:116) reports that analysts have to select the units which are to be coded. Similarly literature believes that in social scientific research one could consider a comprehensive amplitude of variations in what or who to study (Babbie 2001:84). According to Babbie (2001:85) one of the first steps in designing a research project involves determining the units of analysis. To put it in simple terms the object of attention, for example groups, organisations, people or anything else that has some social relevance; whose characteristics are preferred to be observe, describe and explain. In this study the unit of analysis is client loyalty in the recruitment industry.

### **2.3.2 *Data collection***

The data collection technique that will be employed in this study is in-depth personal interviews with line managers of various well-established and well-known companies, nationally and internationally. The research question will be explored and investigated until saturation of the categories is experienced and no new information is presented.

Collection of data is obtained by using an audio-tape recorder to record each interview and high-quality transcription follows suit. The researcher explains to each of the respondents that the reason for conducting the interview, is to

collect data for a master's study on loyalty. In addition, since each interview is recorded, the researcher asks each respondent's permission to chronicle the conversation. The totality of partakers is aware and approved of the fact that the discussion is inscribed. It needs to be mentioned that each of the respondents is highly obliging and responds with the highest level of co-operation. Each contributor explicitly expresses his or her gratitude in being selected to assist. Transcripts involve repeated listening to recordings that often reveal previously unnoticed recurring features of the talk.

*In-depth interviews provide a wealth of detail* since the face-to-face situation lends itself easily to questioning in greater depth and detail (Du Plooy 1995:114; Wimmer & Dominick 1991:129). There is evidence that suggests that interviews are the most flexible means of obtaining information. Consequently, the experienced interviewer's objective is to constitute a relationship and trust with his/her respondent, in order to obtain optimum information. In this sense, it is believed that participants reveal their innermost feelings and attitudes.

The status of the interviewer is known (*overt*) and not concealed (*covert*). Participants were explicitly given the assurance that they would enjoy strict privacy and that the information they provided would be treated with the highest level of confidentiality and whenever required, identities would not be revealed. Thus, each enjoyed privacy and anonymity, with the result that the complete number of respondents was free to express their true opinions without any fear of reprisal. It needs to be mentioned that the researcher was highly impressed with each respondent's level of honesty, together with his/her almost eager and enthusiastic attitude. Added to the above, the interviewer has liaised with the respondents for the past couple of years. Evidently, the interviewer could strengthen a relationship with the respondents in order to obtain optimum information. Given the argumentative intent, it is believed that this study maintains the highest level of authenticity.

### **2.3.3 Population**

A researcher should describe the nature of the population – that is, the group, subjects or units used (Du Plooy 1995:49). In this study the population included a client base with whom the consultant communicated over a period of time. Furthermore, the custom is to take a sample [to be discussed in par 2.3.4] from a population.

### **2.3.4 Sample**

Holsti (1969:128) declares that a sample could be explained as the diminishing of the capacity of information into controllable dimensions. Nevertheless, says Holsti, sampling is not simply a method of decreasing data. Therefore Wimmer and Dominic depict the above mentioned concept as a subset of the population, to be representative of the entire population (1991:64). The word 'representative' needs to be emphasised. A sample that is not representative of the population, regardless of its size, is inadequate for testing purposes; the reason being that the results cannot be generalised. Assuming that a sample is chosen according to proper guidelines and is representative of the population, the results can be generalised to the population. Whilst a sample does not provide the exact data that a population would, the potential error factor has to be taken into account (Wimmer & Dominic 1991:64).

Discovery is the fundamental aim of a grounded theoretical study therefore *theoretical sampling* has to be based on concepts that have guaranteed theoretical significance to the developing theory (Strauss & Corbin 1990:176). Creswell (1998:57) believes that in theoretical sampling the respondents are specifically chosen to help the researcher shape the theory. Theoretical sampling can be seen as accumulating for the reason that concepts and their ratios accumulate through the action of collecting and analysing data (Strauss & Corbin 1990:178). Additionally Creswell claims that the depth of focus

escalates over a period of time because the researcher initially collects data on a broad basis, but eventually zooms in on exploring and saturating categories (1998:57). The purpose of theoretical sampling is to model events (or incidents) which correlate to categories in order for the researcher to conceptually associate them.

The essential consideration in determining sample size is the quality of the data. Literature indicates that quality is more important in a *purposive sample* than size. Following this logic Creswell reports that – for a grounded theoretical study the examiner chooses participants on the basis of their expertise to contribute to an evolving theory (1998:119). Viewed in this way a *purposive sample* includes respondents selected on the basis of their knowledge (Creswell 1998:58; Lindlof 1995:23). In this sense, respondents were chosen based primarily on their knowledge to contribute to the particular research.

In this sense the particular *purposive sample* was chosen with the knowledge that it is not representative of the general population, since the investigator used her opinion to identify the particular sample because of their distinctive expertise (Du Plooy 1995:62). An advantage of a *purposive sample* is that the units selected are especially qualified to assist in the investigation (Du Plooy 1995:63). Similarly, it ensures that group and /or population parameters found in the population can be represented in the sample.

A possible disadvantage may be that the beliefs and prior knowledge of who are being selected in a purposive sample may be in error (Du Plooy 1995:63).

Welman and Kruger (2001:189) draw a strong correlation between in-depth interviewing and focus group interviewing of research. Focus groups are seldom conducted with more than eight to ten respondents, and this is one reason why eight respondents were viewed as sufficient. The benefit of in-depth interviewing when compared to focus group-interviewing is situated in the extended review of interviewees “first-hand experiences”. It is therefore

believed that the selected eight respondents presented optimum information, particularly as the information categories saturated after completion of the eight interviews.

The above reasons motivate the grounds on which eight respondents were selected. In line with the above the researcher would like to yet again highlight the fact that literature implies that “*quality enjoys priority to quantity*” (Creswell 1998:58; Lindlof 1995:23).

Respondents were drawn from various industries, namely banking, insurance, telecommunication, medical and security. In order to solicit optimum information, decision-makers responsible for recruitment, such as financial managers, human resources managers and credit managers were interviewed to obtain information crucial to the better understanding of loyalty and subsequently long-term relationships. The demographics of the respondents epitomise a heterogeneous gathering of culture, age and gender; fluctuating between Asians, Blacks and Whites. The participant’s ages varied between thirty five (35) and forty four (44) of which four were female and four male. Since participants were selected based upon their expertise and experience a profile of the respondent’s demographics are mentioned for interest sake.

### **2.3.5 Data analysis**

Data analysis is systematic and follows a standard format. In a grounded theoretical study, data analysis involves three procedures (Strauss & Corbin 1997:155):

- In *open coding* the researcher forms categories of information by segmentation (Creswell 1998:58). Within each category the researcher finds subcategories, and looks for data to dimensionalise the subcategories. Put simply, *open coding* is a process of reducing the data to a small set of themes that appear to describe the phenomenon under investigation

- In *axial coding* data is assembled in new ways after being open coded. The researcher identifies a central phenomenon (i.e. a central category re the phenomenon) explores casual conditions (i.e. categories of conditions that influence the phenomenon), specifies strategies (i.e. interaction that results from the central phenomenon), identifies the context and intervening conditions (i.e. that influence the strategies), and delineates the consequence (i.e. the outcomes of the strategies) for this phenomenon.
- In *selective coding* the researcher identifies a “story line” and writes a “story” that integrates the categories in the axial coding. The result of this process of data analysis is the theory. The validity of the research is ensured by the fact that the research method (in-dept interviews), is valid. Saturation of the information categories contributes to the reliability of the study.

## 2.4 Defining key terminology

Leedy and Ormrod (2001:61) state that each term should be defined operatively. For the purpose of clarification, it means that the definition should interpret the term as it is employed in relation to the researcher’s project. It may be said that in defining a term, the researcher makes the term mean whatever she/he wishes it to mean within the context of the problem, or sub-problem.

The following key terms are imperative to this study:

*Integrated marketing communication (IMC)* can be defined as:

*...the synthesis of all communications to designated stakeholders at every point of contact, supporting a targeted brand message strategy for the purpose of building positive lifetime relationships (Bertin 1999:12).*

Services are defined as:

*...an integration of performances and processes and, as such, they will involve people interactions and be predominantly intangible (Gilmore 1997:22).*

For the purpose of this study *trust* will be regarded as:

*...the assured reliance on the character, ability, strength, or truth of someone or something” (Reichheld 2002:66).*

According to Schultz and Lindberg-Repo (2004:6) relationship *communication* is:

*...the process of building, enhancing and maintaining the relationships with clients in a mutually beneficial way.*

## **2.5 Reliability and validity**

According to Holsti reliability could be described as a coders' expertise, observation, acumen, clearness of classifications and coding procedures; together with the level of ambiguity in the measurements (1969:135). Given the argumentative intent, the mentioned author maintains that - in order for an investigation to meet the prerequisites of objectivity – amplitudes and practices has to be reliable (Holsti *ibid*), meaning duplicated measures with a similar instrument on a given sample should generate corresponding consequences.

Regardless of the research methodology, the validity needs to be considered (Leedy & Ormrod 2001:103). Holsti (1969:142) defines *validity* as:

*The extent to which an instrument is measuring what it is intended to*

*measure.*

Based on this doctrine the accuracy, meaningfulness and credibility of the research as a whole needs to be taken in consideration. External validity is whether or not the results can be generalised to the population (Wimmer & Dominick 1991:31). Internal validity is the extent to which accurate conclusions can be drawn from the data that it yielded. Or better said, has the research actually investigated the proposed research question? But also – and above all - the researcher has to have confidence that the conclusions drawn are warranted from the data collected.

Rule of thumb is that humanity enjoys priority in research that has implications extending beyond the specific situation studied. The following are two commonly used strategies that enhance the validity of a research study (Leedy & Ormrod 2001:105):

- *A real-life setting* – although laboratory experiments are highly controlled, they do provide an artificial setting that may be dissimilar to real-life circumstances. Thus it is understood that real-life settings, although not as highly controlled as laboratory projects, may be more valid in the sense that they yield results applicable to the real world.
- *Replication in a different context* – should one researcher draw a conclusion from a particular study in a specific context; and another researcher conducting a similar study in a different context, reach the same conclusion. Then, these studies - taken together - provide evidence that the conclusion has validity and applicability across diverse situations.

The researcher should consider both internal validity and external validity when designing research (Leedy & Ormrod 2001:104). According to Wimmer and Dominick (1991:33) a research's conclusions are valid and meaningful with the prerequisite that it is warranted, based on the data collected and have applicability beyond the specific research situation itself.

Since validity suggests truthfulness (Babbie & Mouton 2001:151) this study strived to establish optimum credibility. Consequently, meticulous attention was given to validity and reliability to ensure that findings adhere to the highest level of credibility and trustworthiness.

## **2.6 Limitations of the research**

One of the limitations for researchers of the qualitative paradigm is that- since researchers addresses human activities in the real world - theorists operate within their subjective realities, therefore a degree of subjectivity may be present (Cutlip, Center & Broom 1994:523). Furthermore, researchers have to hold their own in social science investigations (Babbie & Mouton 2001:274; Wimmer & Dominick 1991:37). Another limitation is that since observation depends strongly on an analyst's perceptions, a degree of preconception may be a factor (Wimmer & Dominick 1991:142). Added to the above, the reliability and validity of qualitative studies are often in question [as discussed in par 2.5]. This study will attempt to apply the necessary qualitative methods to ensure reliability and validity [as discussed in par 2.5].

## **2.7 Summary**

Chapter 2 addressed the research procedures that were followed. A qualitative approach, and in particular the grounded methodology was discussed. The second part of this chapter covered a detailed inquiry on ways to analyse natural talk, including discourse analysis, a table of symbol transcriptions, as well as a discussion on ways to dissect conversation. Furthermore, the concepts unit analysis, data collection, population, sample and data analysis were elaborated on. Moreover, an overview was given on particular terminology applicable to the study. Finally, reliability, validity and limitations of the research were concentrated on.

# CHAPTER 3

## THE BUSINESS OF BEING A PROFESSIONAL RECRUITER IN SOUTH AFRICA

### 3.1 Introduction

Having emphasised both the extreme competitiveness of today's marketplace and the importance of relationship building [see Chapter 1 & 2], this chapter provides a brief overview of the recruitment industry in South Africa and more specifically the role of the recruitment specialist. Furthermore, additional light is shed upon certain criteria that consultants need to adhere to, such as a code of ethics, rules and regulations, together with specific codes of conduct. Finally, the potential areas of concern are put under the spotlight.

#### 3.1.1 *Provision of a service*

A *personnel consultant* provides a service addressing either a company's or a candidate's recruitment needs. Over and above adhering to employment needs, the *consultant* under discussion's main objective is to foster loyalty from clients so that clients want to continue utilising his/her service.

Due to the high level of liaisons a consultant manifests in a progressively dynamic and complex environment, his/her relationship building skills need to be of top quality. Consequently, *effective* communication is vital. For the above reason, it is believed that it is critical to identify which marketing communication messages (planned and/or unplanned) and techniques should be focused on, in order to create impact and enhance sound relationships.

### **3.1.2 Political issues and demographics**

It needs to be emphasised that the market place today is being dictated by issues such as BEE (Black Economic Empowerment) [see par 3.3], PDI (Previously Disadvantaged Individuals) [see par 3.3], AA (Affirmative Action) [see par 3.3], together with the ruling that more female employees should hold management positions. Subsequently, the above aspects complicates enlistment issues, since management is prescribing specific demographics, skills and experience of candidates, for example, a coloured female with a honours degree in Human Resources; plus ten years management experience within a corporate company.

## **3.2 Macro environment of recruiting**

### **3.2.1 Organogram of agencies**

Recruitment agencies vary in the number of consultants, support staff, administration and fields of recruiting. It may be said that literally each agency differs visibly from others. Some agencies specialise in financials, others in support staff; others place only Information Technologists (IT) and some place across the board.

Nonetheless, most recruitment agencies consist of:

- a director;
- a senior consultant looking after blue-chip companies and their preferred suppliers [see par 3.3], or recruiting on senior and managerial level;
- one or two junior consultants managing entry level candidates such as lower level receptionists, telephonists, data capturers, clerks, debt collectors, order entry clerks or stockists and so forth;
- either trainee consultants or researchers assisting with searching, re-activating the current database and updating CVs;
- one or two PAs; and

- a receptionist.

Agencies with more than one branch nationally, such as *PAG*, *Kelly Personnel*, and *Drake* consist of a branch manager too. Consultants would then report directly to the branch manager. This means that consultants would inform the branch manager as to:

- the status of the accounts [see par 3.3]; and/or
- whether or not a client call [see par 3.3] is needed.

A branch manager may be described as a seasoned consultant who actually instructs, assists and advises consultants as to what to do. In short, this means managing the consultants. Normally agencies with a senior consultant do not have a branch manager and vice versa.

Smaller agencies consist of a director, two or three consultants and a receptionist. These micro agencies rely strongly on personnel consultants to enhance and develop business. It may be said that within such agencies consultants enjoy more independence and freedom, since they are not limited either to a specific industry or to specific recruiting fields. In such cases consultants could focus on the entire recruitment needs of his/her clients, whether they are PA's, credit managers, IT, financials, etc.

### **3.2.2 The Association of Personnel Service Organisations (APSO)**

To date seven hundred and twenty (720) agencies are operating in the Gauteng area, of which six hundred and twenty one (621) recruitment agencies are registered with The Association of Personnel Service Organisations [for the remainder of the study: APSO; see par 3.3 ]. APSO represents the majority of agencies in the recruitment industry. Personnel consultants are required to write an examination and pass with an average of eighty percent (80%) in order to become a member of APSO.

### 3.3 Definitions and industry specific terminology

Without knowing what a term means, one cannot possibly evaluate the analysis nor determine whether the researcher has carried out what in the research problem was announced as the main thrust of the investigation. Therefore, the most prominent terms used throughout the examination will be defined operatively. This simply means that the particular definition or description will interpret the term as it is applicable to this study.

Considering that the term *Curriculum Vitae* is commonly referred to in the recruitment industry as a CV, this paper will apply accordingly. A CV in this study, is defined as “*an outline of a person’s educational and professional history, usually prepared for job application*” (Collins Concise Dictionary 2001:315).

A *candidate* is an individual who has forwarded his/her CV, or contacted a personnel consultant with the intention of seeking alternative employment.

*Communicator* touches on a specific type of individual - in this particular study, a personnel consultant - whose expertise is the management of communication as a whole (including silence), in order to influence clients positively, with the ultimate objective of being utilised for recruitment services.

For the purpose of this study, *clients* pertain to customers and prospects. As mentioned earlier, in the recruitment industry a consultant has to adhere to a client’s needs. Thus it would be only fair to explain that a client is a manager of an organisation, responsible for employing staff. Similarly when communicator is mentioned, it includes both marketer and personnel consultant. Likewise ‘needs’ include ‘wants’.

For the remainder of this study *personal assistants* would be referred to as PA’s for reasons that in the market place office support are commonly known as PA’s and to ensure sound reading.

*ASAP* is commonly used in the market place which is the 'spelling out' of as soon as possible.

In the day to day 'talk' of a consultant, advertisement responses are shortened to *ad responses*. To allow sound reading, the former would be written as is normally referred to, thus *ad responses*. In addition, when *ad responses* are mentioned in this study, it relates to a candidate responding to an advertisement.

*Screening of calls* pertains to literally selecting whether or not a candidate's skills, experience and demographics are applicable for a particular position.

*Search* in the recruitment industry may be explained as any recruitment activity other than advertising, which involves a direct or indirect approach by a consultant to a prospective candidate, who has not previously directly indicated to the consultant his/her wish to consider alternative employment (Boardman 1977:5).

A *job specification*, commonly known as a *job spec*, is details of a vacant position within an organisation.

*Turnaround time* is a well used phrase in recruitment. It could be explained as the exact time frame when a job spec is received until the actual forwarding of a CV to a client. Alternatively, it may mean the turnaround time from submitting a CV for typing, to receiving the typed CV (including the time the consultant has spent in checking the CV and submitting it again for amendments).

A *recruitment agency* touches on a company rendering employment services for financial benefits to an agreed fee, known as a placement fee [see par 3.6.2].

*Key Performance Areas*, commonly known as *KPA's* are an employee's main

tasks, whether it is management reports, reconciliations, trouble shooting, Information Technology solutions or perhaps the selling of commodities.

*ITC-clearance* is an inquiry done via an organisation called *Information Trust Corporation* to assess whether candidates have any bad debts written against their names.

In simple terms an *Account* in recruiting could be explained as the status of any development or activity of a client regarding CVs. In short, whether or not a client has any intentions of interviewing candidates and/or perhaps prefers to receive more CVs, or wishes to interview candidates for the second time. From time to time a client might have the intention to interview, but appears not to find the time.

*AA* refers to Affirmative Action, a well used phrase in recruitment these days. In essence *AA* is understood as any individual, be it male or female of any colour, except White males.

In addition *PDI's* are known to be *Previously Disadvantaged Individuals*, representing any person of colour, except white males and females.

For the purpose of this study *client* will be defined as any company, individual or legal entity seeking employment and/or recruitment of any kind.

Throughout this study, emphasis is placed on establishing sound relationships with clients. In spite of the above, one needs to mention that a candidate may become a client and vice versa. For example a personnel consultant placing a Credit Manager at *Afrox* would subsequently utilise the personnel consultant's skill to recruit Credit Controllers. In contrast to the above a client, for arguments sake, the Financial Manager at *Chubb* might reveal to the personnel consultant that she is looking for alternative employment. Subsequently the consultant would interview the client, and so the client becomes a candidate.

An *autonomous decision maker* is known to be responsible for employing staff within a company.

A company with a number of branches nationwide, such as *Standard Bank, MTN, Vodacom, SAA, SA Airlink, SASOL, Coca Cola (trading as ABI), FNB, Autopage, Momentum, Development Bank of SA*, as a rule selects a list of preferred agencies to address their recruitment. To become a *Preferred Supplier*, agencies would need to submit a tender, consisting of a substantial document, giving details of the agency in question to the finest detail such as:

Is the agency BEE [see discussion below] representative?

What is the agency's annual turnover?

Number of consultants?

Number of support staff?

Number of AA representatives [see par above] within the agency, plus their seniority level

Names of companies to which the agency enjoys being a Preferred Supplier

In which industry or field, such as financial, medical artisans, or support staff is the Agency specialising?

The current financial status of the Agency

Contacts with whom the agency deals with on a regular basis

*Referee* is either a Manager or Supervisor who has managed a candidate's work performance.

*Cold calling* in the recruitment industry refers to targeting clients, evidently attempting ways and means of being able to speak to the target audience in person. More than often Line Management have PA's, called "Gate Keepers" who tightly screen their calls, protecting him/her from unwanted calls.

A *client call* is in essence an official visit to a client.

*Black Economic Empowerment*, commonly known as *BEE*, in essence

epitomises the percentage of different cultures amongst the shareholders. If the organisation's shareholders incorporate a complete representation of different cultures, the company would qualify to be *BEE representative*.

### **3.4 Code of Ethics**

A Code of Ethics has been outlined, and is binding on all members of APSO and the Educational Institute of Personnel Service Consultants (for the remainder of this study referred to as IPSC). Consultants are to ensure that they are well aware of the obligations contained within this document.

#### **3.4.1 Objectives of the Ethics Committee**

An Ethics Committee was established in terms of Article 34 of the APSO Constitution (Boardman 1977:2) in 1977. The objective of the Committee is to promote and protect the professional status of recruitment agencies, including personnel consultants. In addition, it ensures that agencies adhere to the minimum standards provided for in the Code of Ethics. Consultants, as well as Agencies, are subject to their rights of appeal to the Executive Committee of APSO, and to comply with the rulings of the Ethics Committee. Agencies may not behave in a manner prejudicial to, or likely to bring discredit upon the prestige and good reputation of APSO and IPSC. It is expected from recruiters, together with their agencies, to obey all rules, regulations and other legal requirements relating to their activities.

#### **3.4.2 Rules and Regulations**

Recruiters may not discriminate against any candidate, either when a candidate applies for employment, or is referred by a client, on grounds other than the particular requirements which are inherent to the position and/or which relate to candidate's ability to perform in the position, except when obliged to do so, due to prevailing legal requirements.

It is expected from personnel consultants to subscribe to the principle of employment on an equal opportunity basis and to promote this concept to both clients and candidates. Consultants may not discriminate unfairly against either client or candidate.

The Code of Ethics stipulates that consultants respect the rights of competitors, and refrain from negative criticism or acts of unfair competition. In the event of any APSO or IPSC Member becoming aware of, and being able to, substantiate any breach of the said codes it is incumbent upon them to report the matter to the Ethics Committee in writing.

It is not ethical for personnel consultants to discriminate unfairly against employees or candidates, who shall have equality of opportunity and treatment regardless of ethnic origin, colour, gender, religion, political opinion, nationality, sexual orientation or any other distinguishing characteristics.

The Code of Ethics also states that consultants may not use child labour, directly or indirectly. The ILO [International Labour Organisation] Convention 138 stipulates that only workers above the age of fifteen years, or over the compulsory school-leaving age (which is even higher), may be employed. Obviously, it is expected that all consultants adhere to these rules.

Recruiters will observe ILO Convention 182 which directs that children under the age of eighteen may not perform work which, by its nature, is likely to harm their health, safety or morals.

### **3.4.3 Services rendered to clients**

A personnel consultant will at all times:

- Obtain from the client sufficient information regarding the job spec [see par 3.3] and the demographics of the successful candidate in order to provide

an accurate selection of candidates for the particular position;

- Ensure that the relevant parameters and specifications of the position are discussed with candidate, without any misrepresentations or omission;
- Ensure that client has received a copy of the particular Agency's Terms and Conditions of Business, including the agreed fee structure and guarantee period, prior to any referrals or the commencement of assignments;
- Ensure, as much as possible, that all candidates meet the client's requirements;
- Ensure that no CVs are sent prior to the consent of candidates, and that CVs are updated;
- Ensure that candidates are properly interviewed and that these interviews are done in person;
- Treat information related to clients in the highest confidentiality, and exclusively for the purpose of the search, selection and recruitment processes;
- Not approach a candidate placed at a company by the particular agency with an offer of alternative employment, unless the candidate initiates re-activation of her application;
- Ensure that the details of the candidate are accurately stated on their CV, such as:
  - Personal data
  - Educational level and qualifications obtained
  - Employment record, featuring periods of employment and position(s) held
  - Reference checks such as ITC [see par 3.3] and references taken from previous managers; and
- Not to approach any employee of a candidate's current company unless agreed upon.

### **3.4.4 Services rendered to the candidate**

APSO's and IPSC's Code of Ethics stipulates that personnel consultants ought to, at all times:

- Respect the privacy and dignity of candidates;
- Ensure that all candidate information is treated with the highest level of confidentiality and utilised exclusively for the purpose of search, selection and recruitment processes;
- Obtain from candidates all information pertaining to their personal profile, employment history, qualification(s), skills and experience; requirements as are necessary to ensure non-discriminatory placements;
- Not to submit information of candidates to clients without obtaining express approval from the candidate;
- Inform candidates of feedback from interviews conducted by clients;
- Ensure that psychometric tests (should they be required) are carried out by qualified specialists and registered institutions; and
- Not to offer inducements of any kind to any candidate in order to persuade him/her to accept an offer of employment.

#### **3.4.4.1 Interviews**

A consultant in his/her employment will, at all times, whilst conducting interviews ensure that:

- the candidate's privacy, confidentiality and, as far as possible, anonymity from other candidates is preserved;
- Are aux fait with all the requirements of his/her various job specs;
- Ensure that the candidate furnish him/her with original or certified photocopies of qualifications; and
- Enter verification wherever any doubt exists as to the validity of the documents.

#### **3.4.4.2**      *References*

With regard to references, a personnel consultant will at all times ensure that:

- When references are checked, it would be done with discretion and in a manner that will not endanger the candidate's future employment;
- Where references are taken from candidate's current employer, it should only be done with candidate's written permission; and
- No Referee [see par 3.3] to be identified unless given his/her permission.

#### **3.4.5**      *Search*

When administering a search, consultants are obliged to:

- Restrict search activities to senior level positions;
- Use professional methodologies free from high pressure tactics;
- Ensure that all approaches are made with the highest level of confidentiality, so as to not jeopardise a candidate's current position;
- Respect the client's wishes regarding confidentiality matters; and
- Ensure in the interest of fair service that:
  - No candidate, once placed by him/her or by his/her company for that matter, be contacted directly or indirectly, regarding alternative employment whilst employed by the client, unless the former requests such in writing or the candidate has notified the client of his/her intentions to leave;
  - Ensure that any potential conflict of interest due to business relationships between him/her and the client or candidate be disclosed to the client prior to the presentation of the candidate.

#### **3.4.6**      *Advertising*

In the course of advertising positions, consultants will at all time ensure that:

- No positions are advertised in a misleading manner;
- Advertised positions refer to bona fide positions;
- Positions advertised on electronic media are removed within thirty days of being filled, or withdrawn for any reason whatsoever; and
- Each advertisement complies with the Code of Advertising Practice as laid down by the Advertising Standards Authority of South Africa (ASAS), with which a personnel consultant must be familiar.

### **3.4.7 Fee arbitration**

In all cases relating to fee disputes, the Ethics Committee uses the following principles, which enjoys precedence over the consultant's 'Terms and Conditions of Business':

Generally the party who is entitled to the placement fee [see par 3.6.2] has completed all of the following three steps:

- I. Interviewed the candidate;
- II. Obtained the candidate's permission to forward his/her CV to a specific client for a specific position; and
- III. Successfully introduced a candidate to the client and at the request of the client has booked an interview date and time with candidate(s).

In the process of arriving at decisions the Ethics Committee, will consider both parties' adherence to all sections of the Code of Ethics during the deliberation of cases.

### **3.5 The concept "placement"**

To depict the case scenario in further detail the concept "placement" warrants attention. Many liaisons have to be created prior to closing a "placement". In order to achieve such success, one has to advance through the process of

obtaining a job spec, as well as the procedures of screening, interviewing and selection of the perfect skills, experience and culture fit. Besides, to be able to obtain a job spec, one has to have a sound relationship with the autonomous decision maker. Even here, to secure a sound relationship with sovereign individuals in the status quo money driven market place, these individuals have to trust and know a consultant to such a degree that they will have confidence in him/her so that they trust him/her with the placement of their staff.

Secondly, the autonomous decision makers of a company need to be on a par with the consultant to have her correct contact numbers. Yet it rings true, especially from a client's point of view that the *personnel consultant* is liable to formulate and maintain the relationship; with the emphasis on the convenience of the client. Prior to the above, consultants had to have constituted a relationship with the right individual in the market place.

### **3.5.1 Exemplifications**

#### **3.5.1.1 *Inconvenient time***

There is evidence suggesting that Line Management, be it Credit Managers, Human Resources, Financial Managers or Directors are normally running a tight daily schedule. To secure business this is where Cold Calling [see par 3.3], “The Golden Selling Hours” and being *aux fait* with the ventures of the market place plays a substantially pivotal role in the quest for success.

Consequently it could be assumed that the “Golden Selling Hours” are daily from nine to twelve, and between two and four in the afternoon. It is believed that managers are most likely to be in their offices in this time slot. It makes sense, then, that they have managed their subordinates from eight to nine in the morning. Additionally, it is argued that alternative urgent issues are attended to mid mornings, taking them – literally speaking - back to their desk at two.

Consistent with expectation, Mr. Financial Manager's response might be something along the lines of:

"Send me the CV"

He is busy, and may attempt to cut the telephone conversation short so as to be able to get back to his work. Any seasoned consultant's response then might be:

"Sure, I will most certainly do that, Mr. Financial Manager. However, I have her CV in my hands. Is there perhaps anything else you would like to know about her background prior to me forwarding her CV?"

Mr. Financial Manager's response might be something to the effect of:

"What have you said is her KPA's?"

"She is reconciling an annual forex turnover of R100 million. She is available on Tuesday afternoon. How does your diary look at four?"

Assumable Mr. Financial Manager would say:

"Look, I would have to see her CV"

Since the consultant's goal is to attempt to secure an interview with Mr. Financial Manager, her next response would be:

"Sure, Mr. Financial Manager, however seeing that my candidate has the skills and culture fit that your company is looking for, I would like to tentatively set up an interview time with you. I will forward her CV to you ASAP. Should you not be satisfied with anything in her CV, I will immediately cancel her appointment with you. She is available at four on Tuesday. Does that suit you?"

#### 3.5.1.2 *Client not available*

The worst scenario may be if the client cannot find the time or emotional state to talk. The consultant is then obliged to respect his wishes in asking when it would be more convenient for him to talk. The consultant would then - true to her call of duty - contact him on the agreed upon date and time.

#### 3.5.1.3 *Cold calling*

The consultant has been cold calling [see par 3.3] a particular client. The client informs her that a certain position will be available soon. Subsequently the consultant has been keeping in touch with her client. On the specific day the client has said the position will be available, an accomplished consultant would call to obtain in-depth detail of the job spec. An expedient consultant would have, in the interim, screened suitable CVs. Subsequently, on the day the client informed her of the availability of the position, she would be able to forward suitable CVs to her client. This modus operandi epitomises efficient service.

#### 3.5.1.4 *Consulting candidates*

Another way of being aware of a possible job spec, is by consulting one's candidates whom one has placed at a particular company, to inform one of any potential vacant positions within the company. In fact, one persuades one's candidates to "work" for one. In so doing the consultant is kept abreast of recruitment needs within various companies. Then, at that point in time when the position becomes vacant, she may call the autonomous decision-maker and offer a potential suitable candidate. It may be argued that the above scenario exemplifies efficiency, and being abreast of a client's needs and the height of service.

#### 3.5.1.5 *Randomly sent job spec's*

At times certain companies send job spec's randomly to recruitment agencies.

In such cases, stiff competition exists and it is a matter of first come, first served. However, should a consultant react quickly and efficiently on forwarding suitable CVs, the chances are he/she may impress the client with his/her service; subsequently the client in question may use him/her exclusively in future.

### **3.6 Status quo of the recruitment industry**

#### **3.6.1 Targets**

Across the board recruiters have monthly targets to meet. Put simply, it means that a couple of placements need to be made in order for clients to pay the placement fee [see par below]. Targets vary from consultant to consultant, depending on each one's experience, track record, his/her ability to establish sound relationships and to place. Nonetheless, it varies between thirty thousand rand and eighty thousand rand. It could be roughly calculated as three times a consultant's salary.

#### **3.6.2 Placement fee**

Prior to forwarding CVs, a recruitment specialist would liaise an agreed Placement Fee between him/herself and the client. This fee could be between ten and twenty percent (10–20%) of the candidate's total cost to the company's remuneration package. In spite of the above, an accomplished consultant is well aware of the fact that it is more profitable to forfeit one or two percent, than to be declined due to a too high placement fee.

#### **3.6.3 State of affairs of some agencies**

Since some agencies rely heavily on the monetary billings of consultants, it may be argued that the tendency exists to abuse their employees' time, skills

and expertise. It would be unfair not to mention the state of affairs of certain agencies. Consultants are to fill in daily forms, stating:

- how many CVs have been sent?
- to which company?
- job spec's received?
- how many client calls, and to which company?
- interviews conducted?
- interviews required from clients? and
- cold calling: how many and to whom?

The daily prerequisites at certain agencies are:

- three interviews conducted;
- two client calls (one current and one new client) (accrued to own costs);
- one job spec received; and
- twenty cold calls (only state, provided liaisons with autonomous persons).

Weekly prerequisites are, for example:

- one placement;
- ten interviews conducted;
- four job spec's received (excluding Wednesdays); and
- eighty cold calls (excluding Wednesdays).

#### **3.6.4 High staff turnover**

According to APSO, recruitment agencies have a high turnover of staff, not only consultants but also support staff such as PA's, researchers and receptionists. A staff member of APSO, who would prefer to remain anonymous, claims that there are numerous reasons for the high staff turnover, such as the following, namely:

- agencies are predominantly reliant on the billings of consultants, subsequently it becomes a vicious circle in that;
- an enormous amount of pressure is being put on consultants to place and, subsequently bill;
- evidently some consultants have the tendency to send CVs randomly, with the hope that client will place any one of them;
- candidates are being interviewed daily; thus the receptionist needs to receive candidates, hand them an 'attendance form" to fill in; mark the assessments - be it spelling, bookkeeping, creditors or computer literacy - take them to the interview room; and inform the particular consultant that his/her candidate is ready for interviewing. In between, he/she needs to manage the switchboard.
- a worthwhile consultant interviews an average of three candidates per day. Should, for example, an agency have three consultants, the receptionist needs to attend to nine candidates daily (three times three equals nine).

It could be argued that it is an almost impossible task to manage, however it appears that agencies expect receptionists to cope with such a work volume.

### **3.7 Full cycle of recruitment**

In a nutshell, the full cycle of recruitment consists of:

1. cold calling to establish a rapport
2. receiving a job spec
3. client call
4. advertise
5. screening ad responses (telephonically and electronically)
6. interview
7. conduct references
8. processing of CVs
9. forward CVs to client

Being a recruiter, one liaises daily with candidates who may be in dire straits. Hence, candidates who are often the sole breadwinner in the family have been retrenched. Alternatively, circumstances in his/her current company dictates that he/she has to substitute his/her position. Even in normal circumstances, the process of looking for alternative employment can be highly unsettling. Consequently the consultant regularly acts as the sound barrier, problem solver and habitually consults - regarding career directions; however, consultants have to make a mental decision to emotionally detach themselves from a candidate's situation so as to not be affected by each one's distinct circumstances.

For obvious reasons it may be clear that when probed to look for alternative employment, candidates' tolerance levels may be low. It could be for a myriad of reasons, of which some may be:

- inundated with work;
- under pressure;
- change of management;
- financial problems;
- conflict with management ;
- personality preferences;
- inadequate skills in management positions; and/or
- retrenchments.

Hypothetically speaking, these candidates' responses could be oversensitive and quick-tempered. At times one literally has to tip-toe during the interview. Thus, a recruiter has at all times to have a professional voice, irrespective of his/her own emotional state. It has been said that, should a consultant be on a low emotional intelligence level; he/she should neither take responses nor conduct interviews, in order to avoid any confrontation. The above is certainly the ideal, although it is not always possible. It is argued that under certain circumstances some are of the belief that consultants operates in a 'cut-throat' industry. Therefore it goes without saying that the above-depicted scenario

creates a demand for IMC.

### **3.8 Potential areas of concern**

#### **3.8.1 *Fraudulent play***

Due to the high level of fraudulent play regarding qualification checks and financial debts that is the status quo of the market, most clients these days demand an ITC clearance [see par 3.3] to be done prior to any discussion on CVs. Subsequently, it:

- adds to the work load of the consultant;
- increases the possibility that candidate may be declined; and
- prolongs the turn around time of CVs, as an ITC clearance takes twelve; plus hours to be processed.

#### **3.8.2 *Apathetic attitude***

Since some agencies have the tendency to manipulate consultants, there is an implicit assumption that some consultants have the tendency not to utilise advertisement responses optimally in that they:

- do not properly screen their calls; for example, if they have advertised an AA [see par 3.3] marketing manager and another culture calls in, they merely cut the call short;
- are simply not available to take telephonic responses; and
- have an apathetic attitude.

Paradoxically, an accomplished consultant would, whilst spending money on advertising, invite good responses for an interview, even though they might not be specifically applicable for the particular job spec that they are working on. In such a way he/she builds a database. The chances are that another

client may require a similar candidate. Thus, provided a recruiter works smartly, not hard, he/she can in almost no time, forward a suitable CV, which epitomises good service and efficiency.

### **3.9 Summary**

This chapter addressed a consultant's key performance areas and focused on the extent to which a recruiter needs to communicate, together with a detailed description of the concept of "placement". The state of the current recruitment industry has been depicted. Furthermore, an organogram of a typical agency has been portrayed. Finally, potential areas of concern have been emphasised.

# CHAPTER 4

## RECRUITING AND INTEGRATED MARKETING COMMUNICATION (IMC)

### 4.1 Introduction

Much has changed in the marketing communication field over the last decade (Belch & Belch 2001:9, Burnett & Moriarty 1998:17). Today's highly sophisticated technology enables marketers to accumulate, store, manipulate and retrieve enormous amounts of data to communicate with clients on a one-to-one basis (Witkoski 2003:8). Contrary to the above, in the past, the various elements of marketing communication were regarded and treated as separate functions (Koekemoer 1998:2). This presented marketing communication efforts that were predominantly uncoordinated and frequently inconsistent.

Continuing this line of thought, it could be said that a communicator is unable to establish *effective* communication by utilising only mass techniques (Schultz, Tannenbaum and Lauterborn 1994:x). It could be argued that when one talks to everyone at once, the message has the tendency not to have impact.

According to Schultz:

*...it is the rapport, the empathy, the dialogue, the relationship and the communication with the client that makes the difference* (Koekemoer 1998:5).

With the technological era came the empowerment of clients (Dall 'Olmo Riley & Lacroix 2003:99). In this sense Witkoski (2003:8) argues that clients could choose – or perhaps better said – communicate what they prefer, and what they do not prefer. It therefore follows that communicators were obliged to adapt to the milieu of adhering to clients' wants and needs. Truth is, communicators had to enhance their communication skills substantially, which

gave rise to improved and synergised communication disciplines, resulting in the epoch of IMC (Belch & Belch 2001:11; Grönroos 2000:8; Burnett & Moriarty 1998:17).

The following quotations and descriptions would offer an added holistic understanding of IMC:

- IMC is one of the most valuable “magic bullets” one can practise to gain competitive advantage (Schultz, Tannenbaum & Lauterborn 1994:ix).
- The crux of IMC lies in the communication with people (Percy 1997:xvii).
- It is eliciting a response, not conducting a monologue (Schultz, Tannenbaum & Lauterborn 1994:xvii).
- IMC is dialogue-seeking. It speaks to the highest point of common interest (Schultz, Tannenbaum & Lauterborn 1994:13).
- IMC is exciting. It is what’s happening... and it’s not optional (Schultz, Tannenbaum & Lauterborn 1994:xvii).
- IMC is a new philosophy of marketing communication (Burnett & Moriarty 1998:14).
- IMC is a process, not a “thing” (Percy 1997:3).

*The relevant question may be whether IMC is an investment and therefore could it be accountable for results? Following this logic, one could argue by saying that provided communicators modify their relationships with clients, they would reap the benefits of IMC.*

## 4.2 Definitions of IMC

Given the above argumentative intent, Schultz, Tannenbaum and Lauterborn (1994:xvii) view *IMC* as:

*...a new way of looking at the whole where once only parts (such as advertising, public relations, sales promotions, purchasing, employee communications, etc) were seen.*

IMC communicators coordinate all the marketing communication tools to create synergy, meaning that each marketing communication tool has more impact working together than it would have, working independently. In this regard Burnett and Moriarty (1998:14) coined the phrase 'the whole is greater than the sum of the parts'.

As mentioned in the introduction of this chapter, various prominent authors have attempted a definition of IMC. Whilst IMC is not a clear-cut phenomenon, any one of the definitions or descriptions may reflect a unique perspective. Therefore, it may be said that – at this point in time – it seems as if there appears to be no mutually agreed definition of IMC.

However, seeing that IMC is a well established phenomenon in both literature and in the marketplace, the following definitions and descriptions will provide a better understanding of this phenomenon.

The American Association of Advertising Agencies (also referred to as the "4A's") developed one of the first definitions of IMC:

*...a concept of marketing communication planning that recognises the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines – for example, general advertising, direct response, sales promotion, and public relations and combines these disciplines to provide clarity, consistency, and*

*maximum communication impact* (Belch & Belch 2001:11).

The above definition focuses on using all forms of promotion to achieve maximum communication impact (Belch & Belch *ibid*).

Belch and Belch (2001:11) notice that:

*...IMC is a dynamic phenomenon which involves the coordination of various marketing activities that communicates with one's clients.*

Tom Duncan and Sandra Moriarty note that IMC is:

*...a new generation marketing approach used primarily to focus on acquiring, retaining and developing relationships with clients* (Belch & Belch 2001:11).

In addition, Percy (1997:2) defines IMC as:

*...the planning and execution of all types of advertising and promotion selected for a brand, service, or company, in order to meet a common set of communication objectives, or more particularly, to support a single 'positioning'.*

Schultz (Belch & Belch 2001:12) advocates a more encompassing perspective, in that he considers all sources of brand contact a client has with a service (or product) as IMC.

One of the first definitions of IMC formulated by researchers at the Medill School reads as follow (Percy 1997:2):

*...the process of developing and implementing various forms of persuasive communication programs with customers and prospects over time. The goal of IMC is to influence or directly affect the behavior*

*of the selected communication audience. IMC considers all sources of brand or company contact that a customer or prospect has with the product or service as potential delivery channels for future messages. Further, IMC makes use of all forms of communication which are relevant to the customers and prospects, and to which they might be receptive. In sum, the IMC process starts with the customer or prospect and then works back to determine and define the forms and methods through which persuasive communications programs should be developed.*

Furthermore Percy (1997:3) holds that the pivotal key to IMC is the ability to deliver a consistent message.

As mentioned previously and following the above, it may seem as if literature does not hold a totally mutually agreed upon definition to identify what exactly IMC is. Consequently, building upon the various views reflected in printed matters of the marketing genre, one can sum up what has been mentioned regarding IMC (with relevance to recruitment) in the previous discussion as:

*...the process of developing and implementing all communication programmes with clients. It is a holistic approach which involves communication in all its entities, encompassing all contacts with clients, planned and unplanned. IMC considers all contacts – planned and unplanned with clients as potential communication (messages). IMC's objective is to positively influence the behaviour of target audiences, by starting with the client in order to determine which communication strategy would optimally influence a particular client. It requires a holistic approach that offers added value in utilising total synergy within a variety of communication disciplines – and coordinates all communication disciplines to cater for transparency, consistency and maximum impact.*

### **4.3 Evolution of marketing communication**

Over the past forty odd years advertising, sales promotion, direct marketing and the other forms of marketing communications has matured into notoriously sophisticated industries (Koekemoer 1998:2). Perhaps one of the more interesting, if not the most interesting evolution, mentioned by Grönroos (1994:4), is the rapid change from mass marketing to one-on-one marketing; from mass communication to individual communication; and to cater for the clients' needs (Percy 1997:22). Some may argue that many changes are the result of technology; others again believe that humanitarian developments have caused this current communication revolution. Experts predict that this communication metamorphosis will continue to create the demand for IMC (Schultz 2003 (a):10; Schultz & Schultz 2001:39).

In the past marketing communication was fairly simple: a person could either run an 'ad' should he/she wants to 'talk' to the client, or hand out a couple of free hampers to meet a specific target. Unfortunately this simplicity no longer reflects today's complex market place (Noganta 2003:37; McDonald, De Chernatony & Harris 2001:336).

Due to the complexity of the current marketplace, IMC is desperately in demand. Schultz and Lindberg-Repo (2004:3) call for integrated communication processes that generate reciprocal value for all parties involved. It can therefore be said that the more complex the marketplace, the more likely it is that IMC will be needed to be *effective*.

### **4.4 The marketing concept**

Marketing scholars believe that the success of any communication effort depends on the level of adherence to the particular needs of clients (Koekemoer 1998:3; Percy 1997:10; Schultz, Tannenbaum & Lauterborn 1994:55,154; Skinner 1994:20). Throughout this study, it has been

emphasised that in order to provide an assiduous service, the need arises to communicate better with clients (Burnett & Moriarty 1998:31). Some four decades ago this need gave rise to a phenomenon coined the marketing concept.

Burnett and Moriarty (*ibid*) define the *marketing concept* as:

*...a business philosophy that defines marketing as a process intended to find, satisfy, and retain clients while the business makes a profit.*

With other words, the mentioned authors believe that the primary role of the client and the clients' relationship to the service is critical (Burnett & Moriarty 1998:31). Since marketing focuses on clients's wants and needs, the marketing mix elements which are believed to be able to communicate to clients will be discussed in the following paragraph.

#### **4.4.1 The marketing mix**

Koekemoer (1998:2) maintains that in order to influence the target audience optimally, the marketing mix has to be integrated. The marketing mix - also known as "the 4P's" - includes product, price, distribution (place) and promotion. While promotion - also known as the marketing communication mix - consists of tools, such as:

- advertising,
- personal selling,
- sales promotion,
- direct marketing, and
- public relations.

IMC recognises that each tool in the marketing mix delivers a marketing message. Even here, it suffices to say that – to achieve optimum results – all

messages have to be integrated, coherent and consistent. But also – and above all – it is argued that each and every tool of the marketing mix communicates (Belch & Belch 2001:12; Koekemoer 1998:4; Skinner 1994:25). In short, *everything one does sends a message [read communicates]* [personal emphasis].

Marketing communication and the other three marketing mix elements (product, price and channel of distribution), are the four tools of strategic decision-making in a marketing plan.

*A marketing plan is:*

*...a document that analyses the current market situation, identifies market opportunities or threats, sets objectives and develops action plans to achieve objectives (Koekemoer 1998:4).*

According to Burnett and Moriarty (1998:35) marketing communication presents the overall marketing strategy to target audiences, sending messages to create interest or awareness.

At this point it should be noted that, paramount to marketing communication, is the issue of tangibility (Burnett & Moriarty (1998:38). Every product possesses both tangible and intangible characteristics. A service, for instance, has obvious *tangible* features - for example, friendly customer [read: client]-care consultants. But it also has *intangible* elements - such as the guarantee.

#### **4.4.2 IMC's relation to marketing**

##### **4.4.2.1 Product, price and distribution**

In IMC, marketing communication is not the only tool that sends a message. The other three elements (product, price and distribution) might be more

important than planned messages (Koekemoer 1998:6). Therefore, with regards to IMC, marketing communication lends credence to the other three elements (product, price and distribution).

#### 4.4.2.2 *Marketing plan*

In addition Koekemoer (1998:28) allege that the marketing plan also takes an IMC approach, which includes planned and unplanned messages [see par 4.7.5]. Thus, marketing communication ties all the other elements of the marketing mix together. Following the above mentioned work, Burnett and Moriarty (1998:4) believe that a dynamic marketing plan should be strategically sound and flexible in order to withstand the demands of an evolving and changing marketplace.

#### 4.4.2.3 *Communication strategy*

A final reason why IMC is eminent to the future warrants attention. It concerns changes in the beliefs as to how marketing communication impacts clients (Schultz, Tannenbaum & Lauterborn 1994:65). These authors report that strategy is everything. Simply put, planning the *direction* of communication is paramount.

As highlighted previously, one ought to find out all one can about each client and tailor-make the particular communication strategy for each client. The objective is to know the client optimally. Researchers appear to suggest that the better one knows the client, the smarter the communication (Seymour & Rifkin 1998:42; Siehl, Bowen & Pearson 1991:16). It could be argued that it might be easier to *effectively* communicate with a client provided one knows him/her.

Consequently, a sound IMC strategy ought to be continuously revised due to the ever-changing needs of the client. Siehl, Bowen and Pearson (1991:22) claim that one's communication, unique service personality, and changing lifestyles, make it imperative to continually amend one's communication strategy. Communication experts (Schultz & Lindberg-Repo 2004:9; Schultz

2003(b):11; 2002(b):8; Reichheld 2001(b):101; Schultz, Tannenbaum & Lauterborn 1994:78) advocate that it cannot be over emphasised that the *client* dictates the communication strategy. This simply means that a genuine client-relationship ought to be authenticated - *a friend rather than a conquest*.

Having said that an IMC strategy has to be reviewed from time to time, the following paragraph offers a brief overview on the reasons for IMC's growth.

#### **4.5 Reasons for the growth of IMC**

As mentioned earlier IMC is an evolving process. Burnett and Moriarty (1998:15) provide the following reasons for the growth of IMC:

- Businesses demand more efficiency;
- Clients are more informed;
- A higher level of client loyalty;
- Technological improvement; and
- The ability to communicate images internationally.

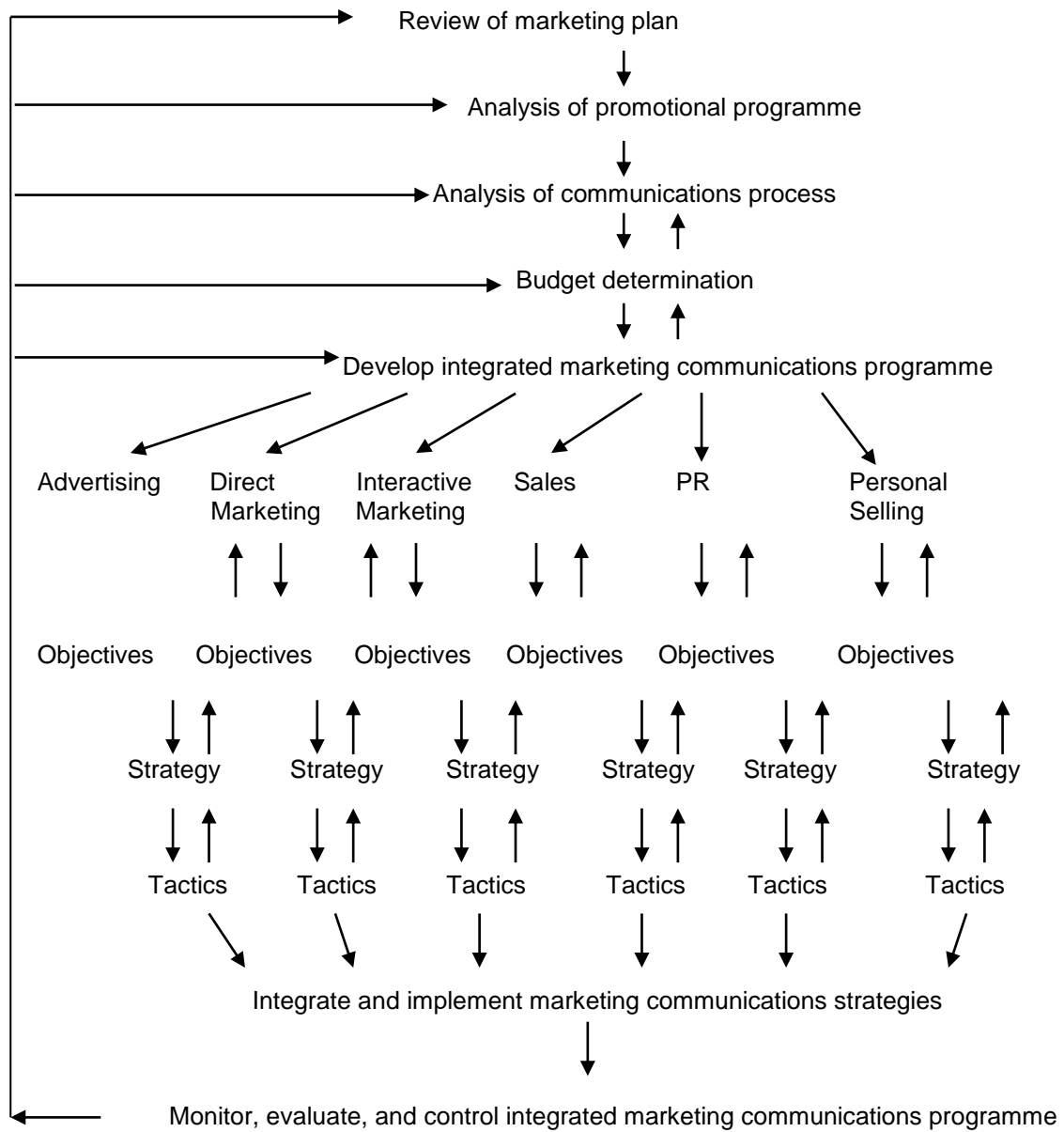
In order to fully understand the overall marketing concept and the integration thereof, three marketing communication models are presented.

#### **4.6 Integrated Marketing Communications planning models**

##### ***4.6.1 Belch and Belch's model***

One of IMC's main objectives is to coordinate all marketing disciplines in order to create synergy (Burnett & Moriarty 1998:14). Accordingly, Belch and Belch (2001:25) believe that the communicator has to develop strategies for each element, and implement a projected plan so that each tool coordinates optimally with the other. Viewed in this way, Belch and Belch (*ibid*) sketched an integrated marketing communication planning model [see Exhibit 1].

## Exhibit 1: An IMC planning model



(Belch & Belch 2001:26)

Consequently, a brief overview of the aforesaid model follows.

The first step in the IMC planning procedure is to design a marketing plan. Primarily, matters such as the current position of the company in the market, where it intends to go, and how it plans to get there, would be included in this initial step. Thereafter, a situation analysis has to be administered, with specific attention given to issues relevant to the particular service/product of the company, as well as to their distinctive clients, market segmentation and competitors. The next stage attends to how the company can *effectively* communicate with its clients in their target markets. Simply put, which communication tool would impact its clients optimally? The budget determination essentially focuses on the overall cost of the project, and to what extent moneys will be allocated. According to Belch and Belch (2001:25) the development of the IMC programme is normally the most complex and detailed stage of the entire planning process, since decisions have to be made regarding the various functions and the importance of each marketing discipline, as well as their coordination with each other. As Exhibit 1 illustrates, each element has its own set of objectives, budget and strategy for meeting them. The final stage is the monitoring, evaluating and controlling of the entire programme. It could be argued that it is imperative to manage the progress of the programme with regard to meeting the objectives, and whether the process acts within the projected budget. Belch and Belch (*ibid*) believe that the final stage is drafted to provide communicators with continual feedback regarding the effectiveness of the process.

#### **4.6.2 Schultz, Tannenbaum and Lauterborn's model**

According to Schultz, Tannenbaum and Lauterborn (1994:54) the groundwork for *effective* integrated marketing communications rests upon the planning model illustrated in Exhibit 2. It needs to be emphasised that the illustrated model is an archetypal representation – that is - the epitome of a perfect case scenario.

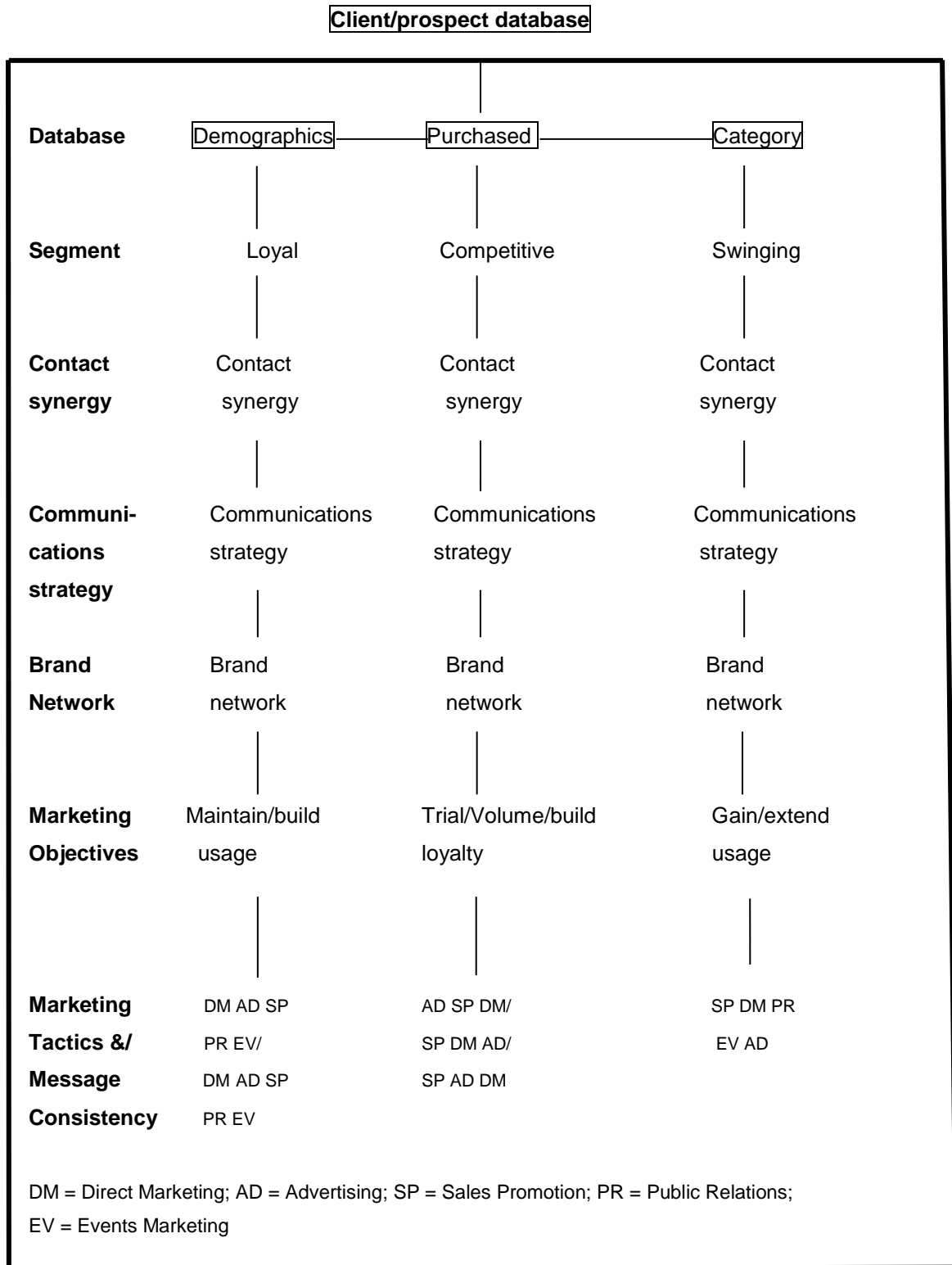
As emphasised earlier, this pertaining model too, reflects the importance of the communicator to know as much as possible about the client in order to *effectively* install IMC.

As shown in the graphic illustration, the model starts with the *database*, consisting of information such as demographics and purchase history, as well as attitudinal information, for instance, the reason for using a service or perhaps the benefits sought from using the product [read: service] (Burnett & Moriarty 1998:100) [see par 4.7.3 & par 4.7.9]. A crucial difference between an integrated marketing communications approach and a traditional marketing communication *modus operandi* is that the former focuses on servicing the client [see also discussion in par 4.7.2].

The above mentioned authors claim that the second meaningful difference from the conventional marketing communications perspective, is that IMC utilises client behaviour to *segment their markets* in order to ultimately predict what the clients would do in the future [see par 4.7.9].

Another deviation that the relevant model focuses on, is that *contact synergy* strengthens positive responses to everything one does (Schultz, Tannenbaum and Lauterborn 1994:54). Along these lines, Grönroos (2000:10) says that IMC's main aim is to influence the client's behaviour. The above mentioned authors' IMC model demonstrates the importance of a *communication strategy* in IMC. In addition, Schultz and Lindberg-Repo (2004:18) state that IMC is based upon communication that is holistic, consistent and interactive [see par 4.7.6]. Moreover, Simões and Dibb (2001:220) say that these days, clients buy brands rather than products [see par 4.7.2] with the result that the added value (for example speedy service, convenience, friendly employees) with which a client associates a brand, enjoys priority. Similarly Schultz, Tannenbaum and Lauterborn's IMC model attaches a high level of importance to branding.

**Exhibit 2: Graphic illustration of an IMC planning model**



(Schultz, Tannenbaum & Lauterborn 1994:54)

Since this study highlights the importance of identification of the marketing *communication objectives*, the following action is to determine which marketing tools would influence the client optimally, in order to achieve the projected marketing communication objectives (Schultz, Tannenbaum & Lauterborn 1994:54). Building upon this work, Burnett and Moriarty (1998:123) state that IMC's ultimate objective is to consolidate all marketing communication tools in order to send a persuasive message that impacts on a specific client [see par 4.7.3.3]. Consistent with the stated model, the final exercise is to select various marketing communication tactics [read: *message consistency*] to achieve the stipulated communication goals [see par 4.7.6].

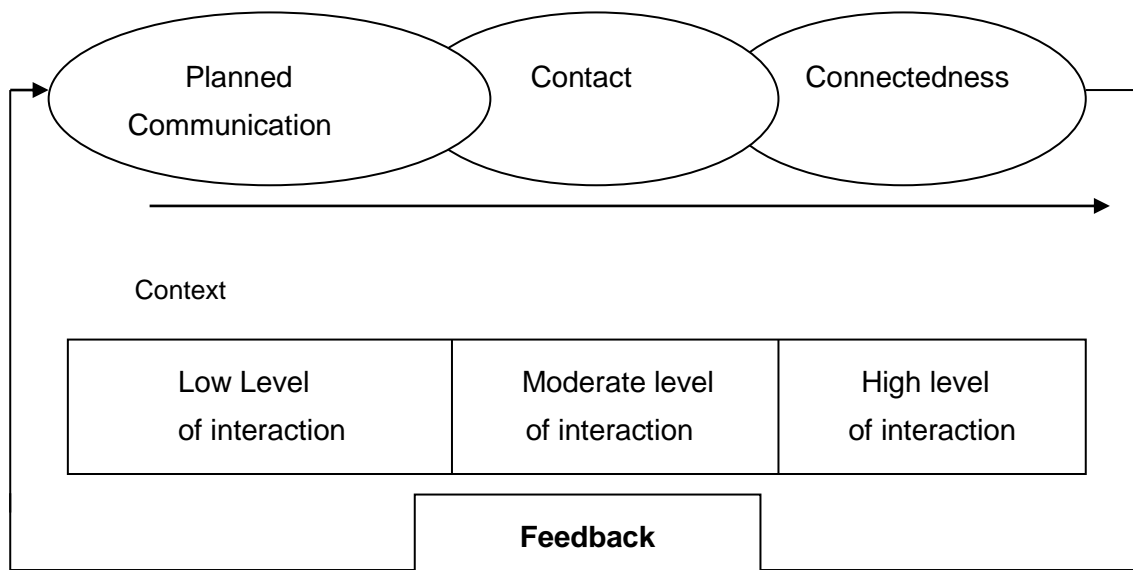
In short, Schultz, Tannenbaum and Lauterborn's graphic model [see Exhibit 2] proposes a clear understanding with reference to the understanding of *how* to contact a client as well as *what* is to be communicated.

#### **4.6.3 Schultz and Lindberg-Repo's holistic model based upon relationship communication**

In order to understand their holistic communication model Schultz and Lindberg-Repo (2004:7) suggest that one has to keep in mind that any communication process must be viewed as evolving [see Exhibit 3]. Simply put, the relationship develops over a period of time. In addition, Schultz and Lindberg-Repo (*ibid*) argue that each of these is represented by distinctive modes of communication such as feedback, participation and interaction, with the ultimate objective of establishing a relationship.

The model [see below] illustrates three levels of communication that characterise the development of relationships, and the value that is generated between communicators and clients. According to the above mentioned authors, all are essential ingredients in the evolvement of an on-going relationship. To conclude, Schultz and Lindberg-Repo (*ibid*) believe that – from a relationships' frame of reference - communication can be viewed as serving different functions in the relationship process.

### Exhibit 3: Three modes of communication



(Schultz & Lindberg-Repo 2004:7)

The past discussion focussed on IMC models. Next follows a detailed overview on IMC's ten significant main beliefs.

#### 4.7 Fundamental principles of IMC

Concluding from the above colloquy on IMC, and according to a study done by Mulder (2004:4) ten fundamental principles of IMC can be identified. These principles outline the main values and philosophies of IMC and include:

- *Holistic business approach*
- *Focused branding*
- *Client-centric*
- *Client-conscious employees*
- *Contact synergy*
- *Message consistency*
- *Use of technology*
- *Financial accountability*

- *Market segmentation*
- *Sustainable success*

Each of the above essentials will be elaborated on in depth, in order to capture the inherent attributes of each, pertaining to IMC.

#### **4.7.1 Holistic business approach**

The problem to understanding IMC is that it is both a concept and a process (Percy 1997:8). Consequently, one should consider all one's marketing communication needs in an integrated way, ensuring a "*one-voice, one-look approach*" (Percy 1997:9). The latter simply means that one's holistic marketing communications have to portray a particular image of a service (Percy *ibid*) [personal emphasis].

Duncan and Moriarty (1997(a):xii) hold a similar view in alleging that marketing has to be less a function and more a philosophy of doing business. The most *effective* way is to integrate the totality of the communication processes. Moreover, Percy (1997:1) argues for a new philosophy of integrating one's entire marketing communications.

Schultz considers all sources of contact that a client has with a service, as IMC (Belch & Belch 2001:11). He notes that IMC calls for a "big picture" approach to coordinate the various communication activities. Despite the above, the prerequisite is developing a holistic communication strategy that synergises *all* marketing activities [personal emphasis] - not just, for instance, promotion - to communicate with one's clients (Belch & Belch *ibid*).

Thus a holistic approach to IMC enables the coordination of the various marketing communications, ensuring that clients receive a consistent message. Essentially, it represents a progressive enhancement over the traditional method of treating the various communication elements as

essentially separate entities. However, as communicators become notoriously sophisticated in their understanding of IMC, they recognise that IMC offers much more than the mere coordination of communication elements. The framework suggests that IMC assists communicators in identifying the most *effective* methods for communication and the building of relationships (Belch & Belch 2001:9).

In this sense literature holds that the above mentioned holistic view of one's entire communications strategy reflects the true and core attributes of IMC (Belch & Belch 2001:10; Duncan & Moriarty 1997(a):xii; Percy 1997:2).

According to Burnett and Moriarty (1998:62) the success of any business strategy often depends on whether the company has the appropriate structure to support its activities. Since the main objective of IMC is adhering to a client's specific needs, a relationship has to be built. In order to achieve this, the ultimate objective would be to secure a long-term relationship; which may be fine tuned, being at the very heart of IMC as *establishing of long-term relationships* (Schultz & Lindberg-Repo 2004:2; Schultz 2003(b):8; 2001(a):11; Peltier, Schibrowsky & Schultz 2002:23; Agee 2000:47; Grönroos 1994:5).

#### **4.7.2 Focused branding**

##### **4.7.2.1 Conceptualising an individual's service**

This section should be viewed as an attempt at conceptualising the branding of a service of an individual and distilling it even more to a consultant.

The following discussion combines some knowledge from branding experts and blends it with the principles of branding a service. Special emphasis has been placed on the highly powerful position of branding in the current marketplace.

According to Burnett and Moriarty (1998:48) a brand is the name, symbol, or any other characteristics that identifies the service. Moreover, Mulder (2004:18) says that a service becomes a brand through communication, since communication is the means through which value is added to the service. In addition, Mulder maintains that the brand epitomises the “bond” between the parties involved, subsequently a relationship develops.

*To take branding to a higher level, emphasis has to be placed on the fact that brands today are literally part of clients’ lives. Clients buy brands rather than products (Simões & Dibb 2001:220).*

Added to the above, it is believed that competition these days relies heavily on the added value that brands represent, such as speedy service and, at least the core product. Simões and Dibb (2001:222) add that although these attributes may be either physical or psychological, they are the reason why clients buy, for instance *Vodacom* and not *Cell C* or vice versa. As shown in Table 1, Berry (1999:16) illustrates different values that clients accrue to various services.

**Table 1: How clients define “value” in different services**

<b>SERVICE</b>	<b>VALUE</b>
Airline	“When tickets are discounted”
Hotel	“Price first and quality second”
MBA degree	“Very best education one can get”
Medical service	“High quality”

(Berry 1999:16)

#### 4.7.2.2 *Brand value*

It is a well-known fact that any product sports a name. This name is commonly referred to as the *brand name*, by which it can be identified (Koekemoer 1998:6). In addition Turley and Moore (1995:42) argue that selecting a brand name for a service is one of the most important communication decisions. Similarly, Betts (1994:19) claims that a name provides clients with symbolic meaning, which in turn produces a number of specific advantages, such as:

- service benefits (Turley & Moore 1995:43) {*Stuttafords* removers};
- contributing to service identity {*Early Bird Speedy Services*};
- simplifying shopping {*ABSA* on-line banking};
- implying quality (Turley & Moore 1995:46) {*LG Electronics*}; and
- evoking trust, confidence, strength, speed, status and exclusivity {*Momentum Life Insurance*}.

Koekemoer (1998:6) defines a *brand* as:

*...a name, term, design, symbol or any other feature that identifies one seller's product offering as distinct from those of other sellers.*

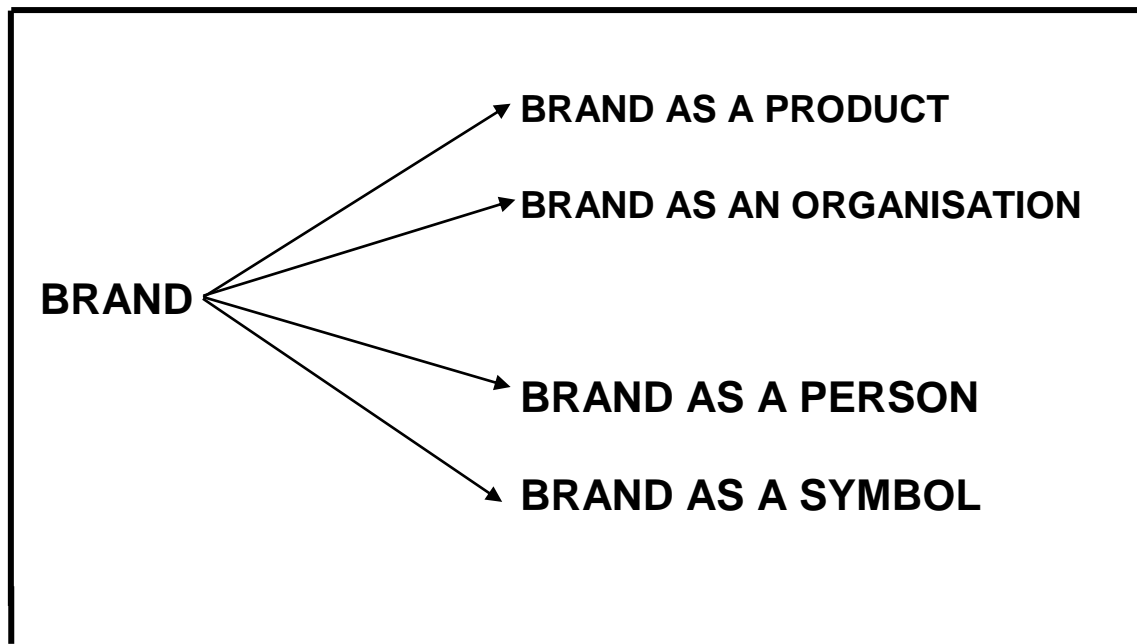
On the other hand, Moorthi (2002:260) defines a *brand* as:

*...a name that means satisfaction, quality and value to the client.*

Aaker's brand identity framework (Moorthi *ibid*) [see Figure 1] proposes four elements in which an identity is typically formed for a brand, namely:

- brand as a product;
- brand as an organisation;
- brand as a person; and
- brand as a symbol.

**Figure 1: Aaker's brand identity model**



(Moorthi 2002:261)

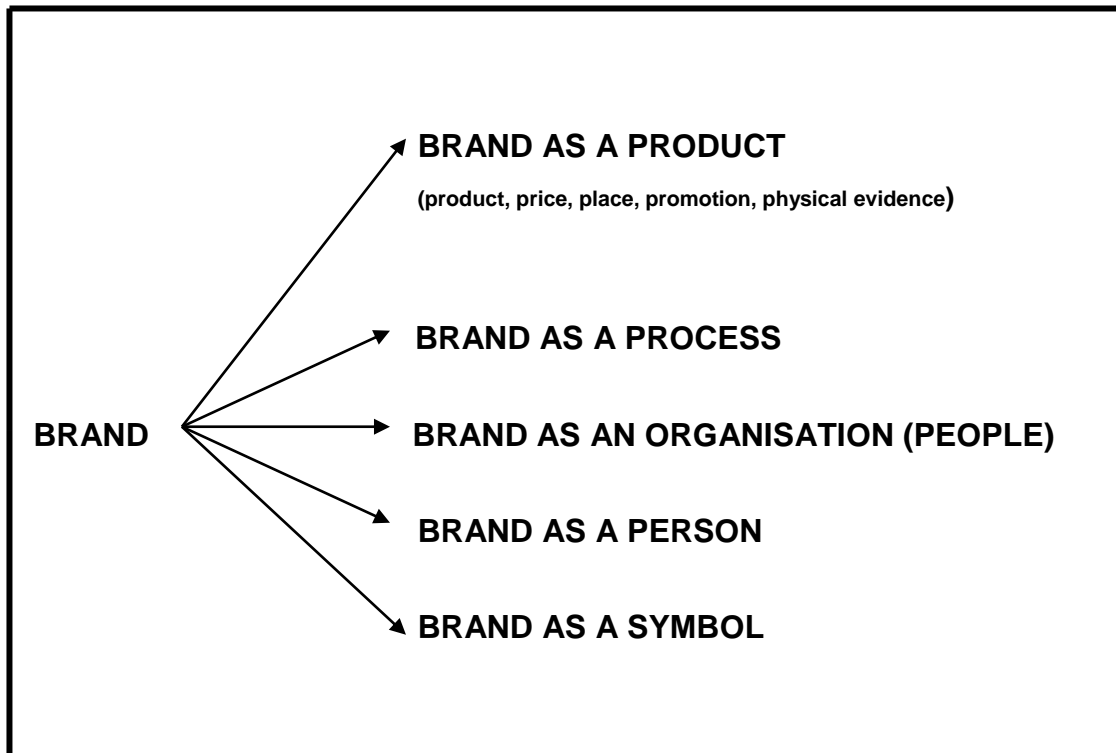
Furthermore, Moorhti (2002:261) maps out a comprehensive approach for branding services in his proposed services branding model [see Figure 2] whereby brand as a process, and as an organisation (people) is included.

A *brand name*, however, is the part of the brand that can be spoken (letters, words or numbers, such as *Nike*), whereas a *brand mark* (often referred to as the logo) is the part that cannot be spoken, such as *Mercedes Benz's icon*, [triangle within the circle] (Koekemoer 1998:6; Turley & Moore 1995:43).

The process of developing and selecting brand names, logos and the particular communication processes, is called *branding strategy*.

Literature holds that an effective technique for constituting a strong position is through a powerful brand (Burnett & Moriarty 1998:105). When thinking of brands to the likes of *Vodacom*, *Mercedes Benz* and *Kalula.com*, certain images spontaneously cross one's mind. With this in mind, Burnett and Moriarty (1998:106) claim that branding does several things:

**Figure 2: Proposed services branding model**



(Moorthi 2002:262)

- it identifies the product {*Vodacom* = cell};
- it anchors a position {*Mercedes Benz* = luxury/elegance}; and
- it establishes an image or personality for the product that makes it distinctive, liked and valued {*Kalula.com* = cheap-fun-flying, no fuss}.

Moreover, some experts believe that once established in one's mind, the brand serves as a short-cut (Burnett & Moriarty 1998:106), meaning that it is associated with quality service (or a product, so to speak). For example, service {*Yellow Pages*}, luxury {*Mercedes Benz*}, comfort {*Southern Comfort*}, endurance {*Duracell*-batteries}, quality {*Samsung*}, chocolates {*Cadbury's*}, strength {*Black-cat* peanut butter}.

Interestingly, Moorthi (2002:262) and Schultz (2002(c):1) suggests the following as the most eminent factors that could lead to the building of a powerful service brand:

- understanding the needs of clients;
- delivering superior quality; and
- effective positioning.

#### 4.7.2.3 *Brand equity*

In view of an IMC context, the essence of strategic brand communication is – without a doubt – to formulate strong brands *with* sound brand equity (Moorthi 2002:259; Wood 2000:662).

In simple terms both Belch and Belch (2001:GL1) and Wood (2000:663) describe brand equity as the intangible asset [see par 4.4.1] of added value that results from a positive image, impressions of differentiation, and the strength of client attachment to a company name, brand, or logo.

Aaker (1995:207) defines *brand equity* as:

*...the set of assets and liabilities linked to a brand's name and symbol that add or subtract from the value provided by a product or service to a firm and/or the firm's clients.*

On the other hand, Schultz (2000(c):2) defines *brand equity* as:

*...the differential effect that brand knowledge has on the client response to the marketing of that brand. Equity occurs when the consumer is familiar with the brand and holds some favourable, strong and unique brand association in memory.*

From the above, it may be inferred that the client's experience is the brand, and the brand will either thrive or die based on the quality of the experience (Schultz & Schultz 2001:37; Szmigin & Bourne 1998:117; Wood 2000:665). This adds to Schultz and Schultz's opinion that brand equity is of particular importance in the service industry where client contact has the greatest impact upon building relationships.

According to Schultz and Schultz (2001:39) brand building in the 21<sup>st</sup> century should focus on the development of brand equity, with awareness as only a small entity. These authors describe brand equity as having a quality service that clients prefer; meeting their needs, along with a price they consider fair. Even here, it may be said that brand equity encompasses far more than a mere awareness or recognition.

It can be debated whether or not client commitment is pivotal to brand equity, which stems from positive brand experiences, reliability, trust and other credentials that accumulate over time.

In the late seventies and eighties, companies firmly believed in the '*hierarchy of effects*' communication model. It was believed that clients – prior to buying – would actually advance through a process, starting with awareness and ending with the actual buying. With hindsight, one may say that – in those years – awareness became the mantra of the traditional brand-building communicator. Communicators believed that clients would buy, purely on the basis of the level of exposure that the clients had to the service, be it advertising, the media, brochures, promotions and the like. Schultz and Schultz (2001:37) report that awareness reigned as king, as the *hierarchy model* dictated that awareness leads to knowledge, knowledge leads to preference and preference would relentlessly lead to conviction. Thus, communicators from the past had the distinct tendency to believe that awareness would somehow carry over into a business strategy, which would mean that clients would buy.

Exhibit 4 illustrates seven ways in which branding has evolved in the twenty-first century.

The above discussion strongly supports the notion of a contact-approach to marketing communication.

## Exhibit 4: Seven Ways branding has changed

<u>Traditional View</u>		<u>21<sup>st</sup> Century View</u>
Narrow product focus	—————>	<i>Broad competency platform</i>
Tactical	—————>	<i>Strategic</i>
Advertising-driven	—————>	<i>Brand-contact driven</i>
Defined targets	—————>	<i>Multiple audiences</i>
Create an identity	—————>	<i>Deliver on promise</i>
Deliberation	—————>	<i>Speed</i>
Awareness, image	—————>	<i>Brand equity</i>

(Schultz & Schultz 2001:39)

### 4.7.2.4 *Contacts*

It needs to be noted that contacts are closely related to brand equity. A fundamental hypothesis of this study is the fact that a brand requires much more than a mere advertising plan. As a result IMC calls for a holistic, integrated communication plan. A communication plan that encompasses all contacts [par 4.7.5], Web-sites, call centers, delivering on promises, service, internal and external brand management, service quality and so forth. Line management to the likes of Raymond Ackerman (CEO of *Pick 'n Pay*), Santie Botha (Group Executive Director of *ABSA*), Maria Beffon (Executive Director for Demand: *National Brands*) and Dr. Albert Wessels (Ex CEO of *Toyota*) have realised that branding today is far too significant for brand managers and the various marketing departments to manage by themselves (Penstone 2002:21). Evidently, these lucrative companies have taken a profoundly active shift in brand involvement, in taking on a highly visible role in integrating overall brand strategies. It is known that the objective of companies to the likes of *Toyota*, *Pick 'n Pay*, *Vodacom* and *McDonalds*, is coining an imperious brand strategy that is the acme of their communication strategy. In addition, it smoothly integrates all operations, developments and performances.

There is an implicit assumption that client brand contacts and client brand experiences are inseparable (Moorthi 2002:263; Szmigin & Bourne 1998:112). Schultz and Schultz (2001:37) extend this statement by arguing that one reinforces the other, *and* all reinforce and strengthen the brand experience.

This last statement leads to another point, which is one of the golden threads throughout this study that brands are built by using all relevant points of contact with clients and prospects (Moorhti 2002:260; Peltier, Schibrowsky & Schultz 2002:27; Schultz & Schultz 2001:36; Szmigin & Bourne 1998:121; Percy 1997:23).

#### 4.7.2.5 *Brand's perception by clients*

Consistent with expectations, priority is given to the fact that branding is distinctively more than a mere name given to a service. Simões and Dibb (2001:217) advocate that it epitomises an entire set of physical and socio-psychological attributes and beliefs. To explain the above Simões and Dibb use the global hamburger and chips giant, *McDonalds* to illustrate how a brand's characteristics have a powerful impact upon a client's perception of the brand and the meaning that he/she ascribes to it.

*McDonalds* brand encompasses its:

- “golden arches” - logo
- packaging
- the way *McDonalds* is featured on its burgers
- staff uniforms

In addition, *McDonalds* is built upon its reputation for:

- efficient service
- consistent offering
- quality

Ultimately Doyle (Simões & Dibb 2001:219) argues that brand perceptions influence clients' buying decisions. Similar to Doyle's view, from a strategic perspective, Simões and Dibb (2001:220) believe that – in post-modern client culture – brands play a distinctive role in the construction of client identity.

Simões and Dibb (2001:218) explain the concept brand as:

- a combination of features (what the product is) [*Vodacom* = cellular service provider];
- client benefits (what needs the product meets) [*Vodacom* offers a wide variety of cell phones tailor-made for everyone's pocket and tastes]; and
- values (what the client associates with the product) [*Vodacom* supports SA rugby].

#### 4.7.2.6 *Brands versus communication*

Equally important, Simões and Dibb (2001:218) add that a brand is inaugurated when communication adds value to a service and in the process gains sustainable differentiation from other services with similar benefits. Based upon Simões and Dibb's doctrine, other philosophers too, express that one ought to use branding to differentiate one's services from competitors (Dall'Olmo Riley & Lacroix 2003:98; Schultz & Schultz 2001:38; De Chernatony 1999:170).

Once established, brands need to be communicated to the stakeholder groups (read: clients) (De Chernatony 1999:164) in order to ensure that the brand's characteristics meet the client's needs (Gautier 2002:37; Peltier, Schibrowski & Schultz 2002:26; Szmigin & Bourne 1998:22).

Some experts believe that when branding a particular service, a series of tangible features (physical form, packaging and labeling) [see par 4.4.1] become part of the brand. Simões and Dibb (2001:218) believe that the value of branding, and in particular for services, is imperative. According to Simões and Dibb's (2001:219) in recent research, fourteen lucrative service

organisations were examined, proving that branding is the prime driver to success. According to Simões and Dibb (*ibid*) strong brands:

- are paramount in the service industry, for the only reason that they increase a client's trust of the invisible purchase;
- act as surrogates, when no trousers are offered to try on, or no automobile is offered to test-drive;
- enable clients to better visualise and understand intangible products; and
- reduce a client's perceived monetary or social risk in buying services, which are difficult to evaluate prior to purchase.

Branding for services is different from branding for tangible products [see par 4.4.1] because it is the company (read: individual) who is the primary brand (Simões & Dibb 2001:219). Research has revealed that clients evaluate service quality not only on the tangible elements of the service, but also on service delivery (Siehl, Bowen & Pearson 1991:17). Additionally Siehl, Bowen and Pearson (1991:16) review that service encounters are, in essence, social interactions. In this sense, companies such as *Vodacom*, *McDonalds* and *Nike* have developed a brand image, since their image is based upon the company itself.

The author agrees with Simões and Dibb (2001:220) who state the following:

*...branding alone is not enough...brands which keep their promises keep their clients. They become leadership brands because they deserve to.*

#### 4.7.2.7 *Conceptualising the branding service*

Special emphasis has been placed on the intangible elements [see par 4.4.1] namely, the branding of an individual, something that has not, as yet been addressed in depth. The framework suggested, is an approximation; subsequently it might have its limitations. While the above is a proposed conceptual model, it needs testing and validation.

#### 4.7.2.7.1 Brand as a product

According to Moorthi (2002:60) services tend to be classified as 'credence', since a service involves the highest level of intangibility [see par 4.] (De Chernatony & McDonald 1998:3). Furthermore, Moorthi (2002:261) argues that service is predominantly chosen for its reputation. Take for example a personnel consultant visiting a client. It may be argued that the client spontaneously evaluates the recruiter on his/her over-all knowledge of the market, his/her verbal communication skills, his/her ability to report on his/her active database, being on time, his/her knowledge of the client's particular industry, and others. Holistically speaking, from presenting herself right through to the way that she promotes her candidates on her database. Hansted and Hemanth (2000:20) state that in the case of a 'credence' service, the communicator can never be separated from the service.

Several authors have elaborated on the above, and report that clients value quality in the case of 'credence' (Grace & O'Cass 2002:99; Moorthi 2002:261; Seymour & Rifkin 1998:41). In addition it needs to be mentioned that literature has indicated that, since intangibles play a pivotal role in 'credence', word-of-mouth [see par 6.3.1.2] becomes imperative (Moorthi 2002:269). Following this logic, Witkoski (2003:9) claims that the actual service, such as the expertise of a recruiter, takes priority over secondary factors, such as the interior décor of an office. Paradoxically, in the case of physical products, such as a BMW vehicle, the interior décor plays a more important role.

#### 4.7.2.7.2 Brand as a process

Some may argue that clients' requirements can be structured for physical products, for example, a client buying a cell phone. The consultant's service is structured up to the point of explaining the different features of the cell phone, contrary to a 'credence' where the communicator's role is not clear cut (Moorthi 2002:270; Marriott 1990:218). It could be argued that the recruitment industry epitomises the above statement clearly. The parameters of the services rendered by a recruiter may vary from forwarding a CV electronically, to hand delivering CVs to a client, because it could be that either party's

computer system is down. Consequently, it is an unwritten rule that – in such a case - it is the responsibility of the consultant to hand deliver the CV to his/her client. The above example illustrates how 'credence' as a service is not structured.

#### 4.7.2.7.3 Brand as an organisation

Several authors (Moorthi 2002:262; Grönroos 2000:15) state that an organisation has to be knowledge driven for 'credence', since the skills required in rendering a service become a priority.

#### 4.7.2.7.4 Brand as a symbol

Services rendered for 'credence' epitomise smart thinking, whereas a product may represent 'luxury' {*BMW*} or perhaps 'usefulness' {*Pampers baby nappies*} (Chen & Ting 2002:840; Moorthi 2002:265).

Having discussed brands and branding in depth, one can conclude that it is not possible to build a brand by using only aggressive media communication. In the discussion, the author has emphasised the divergent idiosyncrasies belonging to the branding of services.

### **4.7.3 Client-centric**

*Start with the client...* (Schultz 1993:9)

According to Schultz (1995:44; 1993:8) the *outside-in* approach whereby communicators have to focus on what clients want and not what they have, is of critical importance. Like Schultz, the researchers and philosophers, Peltier, Schibrowsky and Schultz (2002:24) advocate that the communicator needs to learn as much as possible about clients. In simple terms, this means that one needs to invest in one's clients through communication (Schultz 1993:9). Both Moorthi (2002:260) and Reichheld (1993:66) support this view and add that the crux lies in inspiring confidence in the client.

IMC experts highlight the importance of a grounded understanding of the client's needs in *effective* integration of IMC (Schultz 2002(b):8; 2001(c):21; 1993:9). The above mentioned philosophers felt that one ought to have an in-depth look at client's behaviour, needs and point of view, prior to developing an IMC programme. According to them it is this insight that would identify opportunities for IMC.

#### 4.7.3.1 *Today's clients*

Clients of today have become increasingly powerful. Yastrow (2000:2) mentions three main factors that heighten a client's empowerment, namely:

- a distinctive increase in purchase options;
- a variety of access channels to product information; and the fact that
- clients become self-reliant, trusting themselves more than skeptical sellers.

Similarly, Schultz (2002(a):10) maintains that clients are in control of the market since they have become market literate; they compare prices, products and services. Equally important, Burnett and Moriarty (1998:15) state that because clients are more informed, business demands more efficiency, therefore IMC is greatly needed in the market place and in particular, in the recruitment industry.

Given the argumentative intent, it may be said that the success of IMC – and to be more specific, a relationship with a client - depends on two distinct requirements, namely:

- *what* the client wants to hear; and
- *how* it is said (Witkoski 2003:9; Wilson 2000:128; Schultz, Tannenbaum and Lauterborn 1994:87).

In this sense one can argue that the communicator:

- needs to know the client well;
- has to communicate with the client, listen and interpret;
- should be curious about the client and the competition;
- ought to listen for feedback;
- ought to know how the client reacts to different communication;
- should develop insight into what the service means to the client; and
- is the spark who can make the difference between parity and loyalty (Szmigin & Bourne 1998:119; Schultz, Tannenbaum & Lauterborn 1994:88).

Contrary to the above, Reichheld (2002:64) believes that these prerequisites should in no way impede originality. Schultz (2001(a):11) states that in today's highly exposed, over-cluttered communication world, communication simply has to exceed expectations.

According to Schultz (2003(a):9) ... *the secret ingredient that can make or break a service - and in particular a relationship - is communication with a unique personality that is tailor-made for each client.* Thus, one could agree with Schultz, Tannenbaum and Lauterborn (1994:65) that:

*“Good communication – good selling – is personal”*

This, in the author's opinion, IMC's ultimate challenge - is to earn the client's loyalty through well-planned and *effective* communication; communication that would enhance the clients' lives, subsequently leading to ways of building relationships with clients (Schultz & Lindberg-Repo 2004:18; Schultz, Tannenbaum & Lauterborn 1994:89). To continue this line of thought, Schultz Tannenbaum and Lauterborn (*ibid*) feels that the promise of IMC is quite simple:

*“...brilliant execution... every client's contact point... is communication with a unique personality that clients willingly identify with...”*

Provided the perceived value remains greater than the competition's, the client will remain loyal (Witkoski 2003:11; Reichheld 1996(c):57; Schultz 1992:3).

#### 4.7.3.2 *Cognisance of clients' needs*

As mentioned earlier, IMC starts with the *outside-in* approach, that is, with the client (Schultz 1993:8). Hence, the IMC communicator's main objective is to know as much about his/her clients as possible, in order to optimally adhere to their needs (McCann, Peppers, Rogers, Reichheld, Reinartz & Kumar 2002:126; Schultz 2000(c):2; Reichheld 1996(d):11; Zink 1996:3). The above mentioned process of getting to know the clients' needs distinctively differentiates IMC from traditional marketing communications (Gautier 2002:37; Grace & O'Cass 2002:99; Schultz, Tannenbaum & Lauterborn 1994:55,154). IMC's ultimate objective is to enhance communication so as to positively influence behaviour. Having said that IMC attempts to influence *behaviour*, the latter is defined as:

*“Any measurable activity by the customer or prospect that either (a) moves that person closer to a purchase decision in favour of the intended brand or (b) reinforces the presently favourable buying patterns that already exist”* (Schultz, Tannenbaum & Lauterborn 1994:108).

Evidently the core of behaviour is important and should be elaborated on. Subsequently it should be noted that current emphasis in literature (Belch & Belch 2001:148) regarding the eminence of promoting *effective* communication incorporates a response process that recipients may go through in advancing towards a specific behaviour (such as using a service or buying a product). Also, Burnett and Moriarty (1998:169) add to the above in disclosing that – purchasing a product or prescribing a service to friends - is a prototype of behaviour. To varying degrees, the communicator's foremost intension is to beget awareness, which may elicit the interest in the service (Belch & Belch *ibid*). On the other hand, the communicator may want to

communicate information in order to influence clients' knowledge and/or attitude towards the particular service, evidently reforming their behaviour.

Following the above discussion it seems appropriate therefore to mention that, recently, the Medill School has taken an even stronger client orientation towards IMC (Dall'Olmo Riley & Lacroix 2003:98; Chen & Ting 2002:840). They consider IMC to be built upon a two-way communication between communicator and client. This communication is seen as evolving, based upon an understanding of clients. Consequently, this emerging school of thought contends that IMC is evolutionary, as it is targeted on communication, which leads to the constituting of long-term relationships (Schultz 2000(b):13; Yastrow 2000:6; Burnett & Moriarty 1998:24; Reichheld 1996(a):50).

This study stems from the belief that IMC starts with the client and works backwards to determine the various methods through which communication should be developed. Literature study has shown that IMC is diverting communications to look at it the way the client sees it, as a flow of information from all sources of contacts. Evidently, it would only be fair to agree with Schultz (2002(b):8) in saying that one should, *value one's clients, invest in them, and then one will measure financial returns.*

The extent to which communication has to be integrated, is to be aware of the client's sophistication in the forever changing marketplace (Schultz 2003(a):9). To put it simply, a successful IMC strategy depends on marketplace realities, of which the most important is the client's needs (Grönroos 2000:19; Mutch 1996:10).

At this point, it might perhaps be appropriate to state that any process of communication calls for a grounded understanding of how communication works.

#### 4.7.3.3 *Grounded understanding of communication*

In order to offer insight into the comprehension of communication's relevance,

it needs to be noted that philosophers believe that the cardinal function of IMC is to communicate (Belch & Belch 2001:208). In this sense, communication's – or marketing communication if you will – significance in the market place is to identify what the message intends to achieve (Koekemoer 1998:103). Holistically speaking all marketing communication's efforts is to constitute loyal clients; influence attitudes and feelings; initiate an awareness; inform or strengthen knowledge; formulate a demand; and /or install a desire (Koekemoer 1998:28).

By the same logic Koekemoer (1998:25) specifies *that the issue is not whether to communicate, but rather, what to say, how, where, and to whom.*

The Oxford Advanced Learners Dictionary (2002:245) defines *communication* as:

*...the exchange of information, news, ideas, etc and to convey one's ideas, feelings, etc clearly to others.*

In addition Koekemoer (1998:26) define *communication* as:

*...the process of establishing a commonness or one-ness of thought between a sender and a receiver.*

On the other hand Engel, Warshaw and Kinnear define *communication* as:

*...a transactional process between two or more parties whereby meaning is exchanged through the intentional use of symbols (1994:31).*

Exploring these definitions, three elements can be identified such as the following, namely (Engel, Warshaw & Kinnear 1994:61):

- Communication is *intentional* – an effort for a response, for example “Wonder-bra” ‘s slogan ‘to be a star, wear a bra’;
- Communication is *symbolic* – words or pictures are created to be focused on, for example *McDonald’s* golden ‘smiling’ symbol; noticing it, one associates it with chips, and a subsequent craving for them;
- Communication is a *transaction* – a message is exchanged for a response, for example, in personal selling a client’s smile or frown.

Consequently, since meaning with an understanding has to be transferred, literature suggests that *effective* communication is complex (Koekemoer 1998:26).

At this point, it needs to be noted that the above do not include unplanned messages [read: communication]. However, for the purpose of this study, unplanned messages are associated with contact synergy [to be discussed in par 4.7.5].

*Laswell’s model of communication* (Koekemoer 1998:34) claims that communication starts with a sender, is formulated into a message [read: communication] and transmitted via a medium to a receiver.

Paradoxically, Koekemoer (1998:35) claims that in marketing communication, the receiver is the starting point, since the success of a message [read: communication] is influenced by the particular circumstances of the client who receives it. It therefore follows that communication should *start* with the receiver so as to determine:

- *what* is to be said (Lion Lager is fun);
- *how* it is to be said (in a sportive way);
- *where* it is to be said (on television, where beer drinkers watch); and
- to *whom* it is to be said (sport lovers).

Added to the above, the sender's ability to encode a message [read: communication] depends on his/her *own* knowledge, attitude, past experience *and* the knowledge of the *receiver's* past experience and attitude. *Coca-Cola's* slogan "*Things go better with Coke*" was thoughtless during the 'apartheid' years when things were not going better for blacks (receiver) (Belch & Belch 2001:180). The above example illustrates the importance of the communicator's knowledge of his/her client's circumstances.

Based on this view, there is strong evidence suggesting that imperative for *effective* communication is to *start* and *end* with the client's point of view. In this sense, many traditional communicators may argue that they are indeed attempting to do the same (influence behaviour); they develop advertising programmes to influence attitudes, which may result in changed behaviour. In contrast to the latter, they may argue that they offer public relations programmes, resulting in positive feelings towards the service, which may well influence future purchasing decisions (behaviour). Consequently, it begs the question: "*What is so unique about IMC?*" The answer illustrates the distinct difference between IMC and traditional marketing communications, and is imbedded in the point where one *starts*; either at the beginning or at the end.

As discussed earlier, the difference between IMC and traditional marketing is that the former has to impact the behaviour of the target audience (Schultz, Tannenbaum & Lauterborn 1994:108). This does not suggest that marketing communications (advertising, sales promotion, direct marketing and public relations) do *not* influence behaviour. They most certainly do. Nevertheless, the cutting-edge difference is that IMC is planned, developed and integrated with particular clients in mind (Hansted & Hemanth 2000:16).

#### 4.7.3.4 *Relationship communication (marketing)*

The credentials of relationship marketing are hard to dispute (Szmigin & Bourne 1998:112). The current emphasis in literature is that long-term relationships benefit both communicator and client (Agee 2000:47; Samuelson 1996:52; Siehl, Bowen & Pearson 1991:16). It is believed that relationship

marketing is a type of marketing that strengthens long-term relationships (O'Keefe 1996(b):22; Grönroos 1994:4). According to Burnett and Moriarty (1998:17) relationship marketing identifies "high value" clients and bonds with them through service. Agee (2000:47) claims that a relationship seems to occur when there is equilibrium; when the input from one party is equal to receiving from the other party. In essence, this is what makes a relationship (Agee *ibid*; Szmigin & Bourne 1998:111). Similarly Szmigin and Bourne (1998:112) refer to *brand relationships* as:

*...the relationship that exists between the communicator and client through the exchange of value for products or services.*

Schultz (2000(d):46) believes that it is reciprocity that defines brand loyalty. Aligned with issues raised previously, a fundamental hypothesis of this study is the demand for IMC to constitute relationships leading to loyalty (Gautier 2002:36; Racine 1998:3; Seymour & Rifkin 1998:41). It therefore follows that the prerequisite is for the communicator to provide a communication message that would add value and distinctly differentiate it from competition (Peltier, Schibrowsky & Schultz 2002:25; Agee 2000:47; Simões & Dibb 2001:217; Szmigin & Bourne 1998:113). Therefore, the prerequisite is to understand the client (as emphasized earlier). In addition, the communicator should be aware of the fact that the client is daily inundated with many irrelevant communication messages (Schultz, Tannenbaum & Lauterborn 1994:29). Thus, securing a relationship, building rapport and showing empathy with the client, is the essence of *effective* communication (Schultz & Lindberg-Repo 2004:8; Peltier, Schibrowsky & Schultz 2002:25; Agee 2000:47; Duncan & Moriarty 1997(b):64).

While both parties learn more and more about each other, the integration of communication would naturally follow suit (Grönroos 2000:6; Mutch 1996:10). These authors furthermore add that in the era of one-on-one relationships, communication is becoming the most critical criteria in building relationships. If the communicator and client do not communicate, the relationship is likely to

fail (Schultz & Lindberg-Repo 2004:18). Therefore, it may be argued that the client will drift away.

#### 4.7.3.5 *Changes impacting on clients*

Schultz (2000(d):42) mentions four major changes impacting on clients that have spurred on the change from traditional communication to IMC [see Figure 3].

The four changes shown in Figure 3 demonstrate the current marketplace scenario. As mentioned earlier, many companies these days focus *not* on what their products (read: services) do, but on what they mean. Words and symbols represent meaning, and meaning is the essence of communication. *Vodacom, Coca-Cola, Nike* and *McDonald's* are represented not only in verbal form, but also in terms of visibility. Today's teenagers are growing up with icons, signs, and symbols; in short, with representational images. This means that an image is being communicated, representative, but also – and above all – meaningful and with impact. Schultz (2000(d):43) advocates that the move from words to images is on a continual, accelerating curve. Schultz (*ibid*) says that essentially, icons, signs and symbols are tools that communicate to clients.

Yet, this very icon-orientated world leads to the need for personalised communication; hence, the cry for one-on-one communication. *Thus, from a communication expert's point of view, whilst clients become increasingly harder and harder to reach, the need for the integration of communication becomes imperative* (Schultz *ibid*).

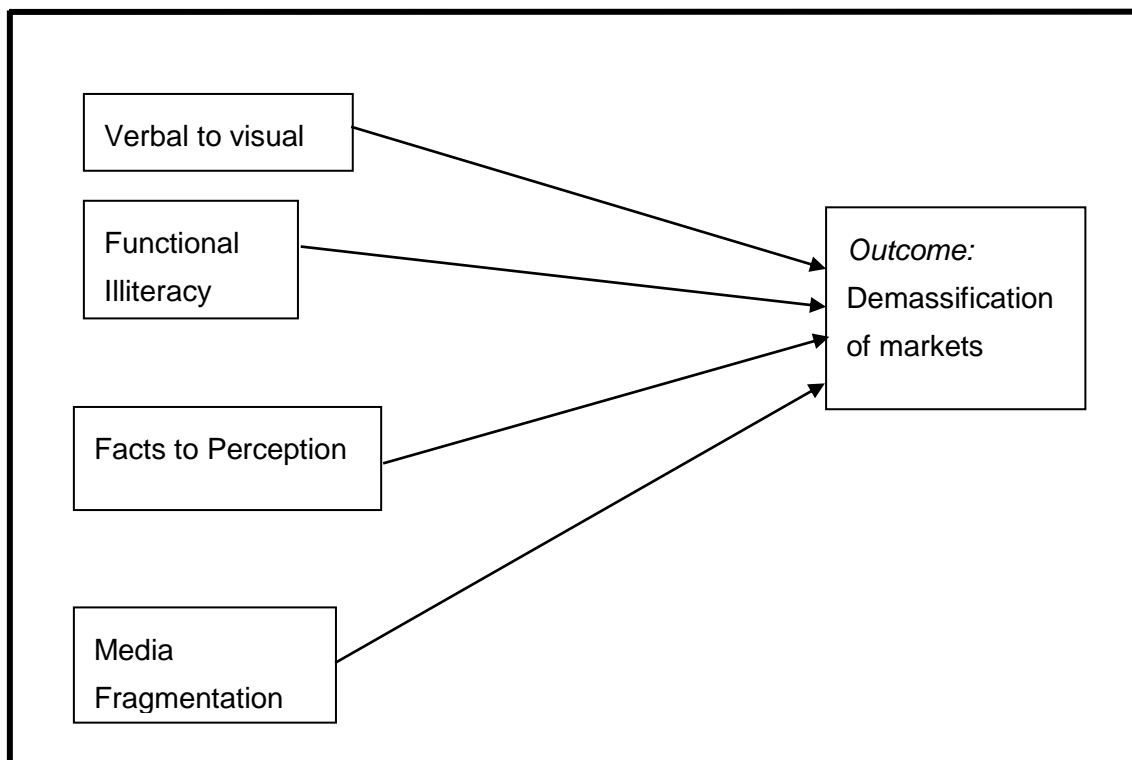
#### **4.7.4 Client-conscious employees**

An investigation into what exactly loyalty leaders have done has lead to another link in the IMC rhetoric, namely employees. According to O'Keefe (1996(a):11) 'The Bain'-study reveals an enormously powerful association

between client retention and employee retention.

According to Schultz and Schultz (2001:38) successful branding means to deliver on promises made. It therefore follows that it is the responsibility of each and every employee to adhere to the company's particular communication strategy. Literature proves that successful branding is not mere communication of a unique personality (or brand identity) (Belch & Belch 2001:60; Koekemoer 1998:80; Schultz & Schultz *ibid*). Today's communication experts have realised that the brand promise - or perhaps, the brand-value proposition - is imperative for the reason that it is what the brand delivers to clients. Essentially, these brand promises are at the core of any brand (Moorthi 2002:261; McDonald, De Chernatony & Harris 2001:336).

**Figure 3: Factors impacting clients' behaviour**



(Schultz 2000(d):42)

Everyone in the company is responsible for the brand, not exclusively the marketing and/or communications department (Schultz & Schultz 2001:38). Thus, it is implied that the integrated brand promise, dictates performances and services, and in short the entire organisation. Therefore, this view is compounded by evidence which shows that branding is living the service every day, in every way (Schultz & Schultz *ibid*). Consequently, these authors allege that internal communication and employee adherence to the brand promise is equally important to communication with clients.

Schultz (1993:9) claims that a proven method for implementing a client-focused IMC strategy is through the communication “czar”. A communication “czar”, says Schultz, is a single communicator (or group), managing all of an organisation’s communications (or service, for that matter). Schultz calls it the *outside-in strategy*, meaning that someone takes responsibility for all the communication and brand contacts that reach clients. As mentioned previously, this study proposes that communication extends far beyond traditional media. In truth, communication is managing the influence of all the employees, in-house displays, sales brochures, packaging and even unplanned communication, in order for the service to *effectively* communicate with the *right* client, at the *right* time, in the *right* way with the *right* communication through the *right* delivery channel [personal emphasis] (Schultz 2002(b):8; Belch & Belch 2001:33; Koekemoer 1998:55).

Schultz (2002(b):8) furthermore adds that any service has some type of perceptual value to present to clients. According to the mentioned author, the perceptual value is *what* clients have stored away in their minds of the service, over time. Literature suggests that it is the strength of the association that determines whether or not the service will succeed (Chen & Ting 2002:840; Dipp & Simkin 1992:9). Provided the perceptual value is strong, it can be argued that it will create loyal clients (Reichheld 1996(a):50). Thus, it rings true that the perceptual value is highly influenced by how the service is holistically perceived in the marketplace; which undoubtedly would include the employees of an organisation. In order to achieve such a service, Schultz

(1993:10) suggests that any form of communication with employees of the particular service, may either positively or negatively influence a client's perceptual value of the particular service.

In this sense, Schultz (2003(b):10) maintains that internal communication is vital; suggesting that since employees normally liaise with clients, one should invest in one's employees.

O'Keefe (1996(a):11) maintains that it makes sense that clients are better served and then better satisfied by knowledgeable employees who come to understand clients' needs over time.

#### **4.7.5 Contact synergy**

There is evidence suggesting that synergy builds positive responses to everything one does. Throughout this study, it has been highlighted that one of the essential objectives of IMC is to influence the behaviour of a client (Wood 2000:669; Percy 1997:10; Grönroos 1994:10). It seems appropriate therefore, to again emphasise the fact that IMC considers all sources of contacts [definition to follow] that a client has with the service, as potential delivery channels for future communication. However, there is another side to the coin. This study utilises all forms of communication which are relevant to the clients, and to which they might be receptive.

For IMC purposes, a *contact* is defined as:

*...any information-bearing experience that a client has with a service... the product category, or the communicator that relates to the communicator's service (Schultz, Tannenbaum & Lauterborn 1994:132).*

With this in mind, one may argue that there is a multitude of ways in which an

individual can come into contact with a brand. One may think of colleagues test driving the latest *Renault Megane* 'Space Ace' model; a friend's toddler's nursery school's extraordinary service; even *Debonair Pizza's* 'buy-one-get-one-free on Mondays'; or the efficient after-sales service at *Dions*. As perhaps realised, contacts do not stop with the actual purchase. Contacts include the way clients are treated; quick, efficient service; safe, convenient parking, and/or friendly staff. The above and more, encompass client contacts. Thus, Schultz, Tannenbaum and Lauterborn (1994:123) argue that all these bits and pieces of information, experiences and relationships created over time, are called contacts.

It could be argued that the communicator has control over some contacts, and little or no control over plenty of others (Schultz, Tannenbaum & Lauterborn 1994:139). Given the argumentative intent, one may ask, how can the contact points be identified?

According to Burnett and Moriarty (1998:14) the beauty of IMC lies in the ability of the communicator to manage communication between a communicator and clients in such a way that synergy is created. Percy (1997:87) holds a similar view claiming that synergy builds a positive response *to everything one does* [personal emphasis].

Equally important, in the call for synergy, says Burnett and Moriarty (1998:14), is the ability to comprehend *how* each tool works optimally and how they work together [personal emphasis]. Literature holds that since each tool may reach clients in different ways, some complement each other (Burnett & Moriarty *ibid*; Koekemoer 1998:4). The key performance area of an IMC communicator is to fully understand each tool's strength independently, and most importantly, in a joint venture with others; subsequently creating synergy. For example, at a rugby match *Vodacom* is continuously advertising on the electronic screen and during the match, pretty girls hand out free *Vodacom* hampers to the spectators. In addition, *Vodacom* sponsors the rugby players' outfits and accommodation. Clearly, *Vodacom* is creating synergy by using

each tool in conjunction with all the others, in order to create a high impact, synergised communication.

The success of synergising all the tools is in knowing that each tool has strengths and weaknesses, meaning that different tools have the ability to accomplish different objectives (Burnett & Moriarty 1998:14; Koekemoer 1998:5). The expertise of the communicator is required to assess how each tool can enhance all others to provide optimum synergy.

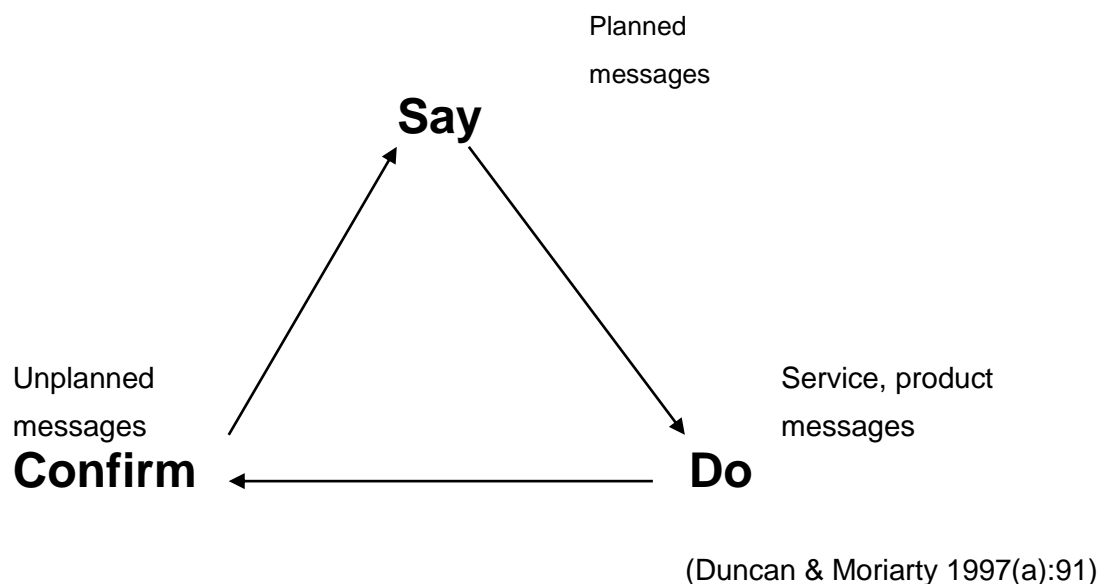
One of the pending issues in IMC is the holistic view of the concept of communication (Peltier, Schibrowsky & Schultz 2002:25; Schultz, Tannenbaum & Lauterborn 1994:123). This means that every contact a client has with a service entails communication (Schultz, Tannenbaum & Lauterborn *ibid*). In many cases these forms of communication are under the control of the communicator. For example, the communicator can control pricing, or advertising, sales promotion, or direct marketing. Paradoxically, there are other communications, over which the communicator has little or no control, such as what is reported in the media about the service, word-of-mouth, or perhaps the actual experience the client has with the service.

Burnett and Moriarty (1998:6) argue that hundreds of different communication activities can deliver messages [read: communication] both formally through explicit marketing communication (planned messages), and informally through unplanned messages.

Along these lines Duncan and Moriarty (1997(a):91) cultivated an illustration in the form of an *integration triangle* to demonstrate how perceptions are created from messages [see Figure 5]. According to the above mentioned authors “say” messages epitomise promises made by a company; “do” messages communicate how well a service (or product) commit to the promises and meet expectations initiated by “say” messages. Furthermore “confirm” messages emerge from clients or stakeholders (such as competitors or the media) that either support or contravene “say” and “do” messages.

Additionally Duncan and Moriarty (1997(a):91) extend the above to argue that the pertaining triangle can pinpoint discrepancies within a company, subsequently has the ability to call attention to dormant communication dilemmas (for example not keeping up with a promise or when others say that the service is not living up to the guarantee). In simple terms “say” messages ought to be coherent with “do” messages as well as with what others validate regarding the service.

**Figure 5: The integration triangle**



**Planned messages** are delivered through marketing communication tools such as advertising, sales promotion, public relations, direct marketing, personal selling, packaging, sponsorship, specialties, customer service and licensing (Burnett & Moriarty 1998:6; Gergen 1994:57).

**Unplanned messages** include all the other tools associated with the service that deliver an implicit message (Burnett & Moriarty 1998:8). For example, some argue that *Telkom's* unfriendly and uninformed employees

communicate “*we don’t care*”. Simply put, it is communication that clients infer that delivers an implicit, unintended negative message. Current emphasis in literature regarding the latter, has good cause for the reason that experts allege that these communications may have more impact than all the planned marketing communication messages (advertising, public relations, etc) (Schultz 2002(c):1; Burnett & Moriarty 1998:9). Similarly, one may argue that the friendly and knowledgeable employees at *Autopage Cellular* communicate ‘*use our service*’. These examples illustrate how crucial all types of contacts are. Ideally, all communication should be synergistically managed to deliver an integrated, consistent communication.

In IMC, the marketing mix is part of the communication plan; thus it is a planned message strategy. It therefore follows that the key to successful IMC is in knowing which communication elements can be controlled and which cannot (Schultz, Tannenbaum & Lauterborn 1994:139). The skill of the communicator then comes into play when IMC is used to:

- offset unfavourable or unpredictable communication about the service; and/or
- enhance favourable communication.

#### **4.7.6 Communication (message) consistency**

As mentioned previously, a fundamental hypothesis of this study is that not all communication is planned, and some cannot be controlled by the communicator. Consequently, Schultz and Lindberg-Repo’s (2004:18) argue for a new communication model that is based upon consistent, interactive communication between communicator and client. One of the most current discussions of consistency is the above mentioned authors, (Schultz and Lindberg-Repo’s *ibid*) call for a holistic, dynamic model of communication. In addition the mentioned authors claim that relationships evolve through the constituting, enhancing and strengthening of relationships over a period of

time.

Schultz and Lindberg-Repo (2004:8) demonstrate a model of communication in three stages, namely:

Stage 1: Planned *communication* represents traditional advertising, characterised by reaching out to the client, thus creating awareness.

Stage 2: Contact epitomises an interactive process of proactively communicating to the client in a continuous way and in so doing, initiating a response. In this stage, Schultz and Lindberg-Repo argue for a consistent, unique approach, whereby the contact represents the interaction process.

Stage 3: *Communication* is representative of interaction which evolves into a genuine relationship, generating added value to both parties.

Literature supports the above mentioned model in that the more the client enjoys *effective* communication, the more he/she is able to communicate benefits from consistent communication (Schultz & Lindberg-Repo 2004:1).

Schultz and Lindberg-Repo (*ibid*) claim that although the model may not be perfect, the highly competitive and integrated nature of today's communication demands a holistic view of how relationships are built, established and maintained.

The mentioned authors believe that communicators have to maintain a consistent communication process. Although a variety of clients are being targeted, a single consistent communication has to be transferred. Furthermore, Duncan and Moriarty (1997(b):64) explain that one's communication – whether advertising, public relations, a “one-on-one relationship”, or perhaps unplanned communication - needs to be integrated. This study proposes that integration encompasses more than communication to merely look alike. Essentially, it means *integrating all communications in everything one does*. Consequently, to take IMC to a higher level, Schultz (2001(c):21; 1995:43) specifies that consistency is crucial.

Loyalty expert, Frederick Reichheld (2001(a):82; 1996(a):50) maintains that loyal clients do not simply happen. This author recognises that by rendering a consistent service, loyalty is earned (Reichheld 2000:106). In addition, companies with loyal clients are successful, as they have designed their entire communication strategies around their clients (Reichheld *ibid*).

It is not unreasonable to assume that in a relationship, it is only natural for both parties to be consistent in their communication. To build relationships rather than merely being involved in communications, the communicator has to integrate communication to build a consistent approach, that in turn will build the relationship (Gautier 2002:36; Schultz, Tannenbaum & Lauterborn 1994:40). Building upon this work, Schultz, Tannenbaum and Lauterborn (1994:x) notice that in IMC the emphasis is more on the relationship and less on the transaction.

Added to this, Belch and Belch (2001:12) believe that all communication should be delivered consistently in order to create a coherent image among clients. Moreover, it requires the *integration of all communication messages*. Along these lines, literature holds that the intention is to communicate with one voice, look and image, thus positioning the service in a consistent manner (Belch & Belch 2001:52; Schultz, Tannenbaum & Lauterborn 1994:40).

Most important of all, is to maintain consistency in communications when addressing the service's "image" (Szmigin & Bourne *ibid*). The latter leads to one of the most compelling issues in IMC, namely, the need for consistency in all communications (Burnett & Moriarty 1998:30; Schultz 1993:9).

Ideally one would prefer clients to associate with one's "image" that reflects the service (Szmigin & Bourne 1998:112). To put it differently, if all of one's communication epitomises a consistent image, one's clients would associate it with one's service. Schultz and Schultz (2001:38) contend that the communicator's intention is for clients to associate a name with the image of a particular service. Provided all communications reflect a particular image, for

instance quality service, clients are most likely to associate one's name with the particular service (Schultz & Schultz *ibid*).

De Chernatony (1999:158) argues that the very reason for a consistent image among all of one's communications calls for its uniqueness. As highlighted throughout this study, the primary goal of IMC is one image, which should be uniquely integrated with a particular service. In short, every communication - from telephone conversations, sending of accurate CVs, to quick efficient service - is to communicate excellent service. Consistency throughout requires meticulous planning from the communicator (Percy 1997:93) which is what IMC is all about; the *effective coordination of all communications to optimise the overall communication strategy*.

#### **4.7.7 Use of technology**

The Internet has become an essential tool for communication strategies (Dall'Olmo Riley & Lacroix 2003:96). These authors interestingly review research showing that sixty six percent of the global population enjoys access to technology. Clearly the Internet is a highly efficient tool for accessing, retrieving and most importantly, communicating with clients, candidates, colleagues and employees. On-line communication is quick, user-friendly and a convenient tool. It is convenient in the sense that one may access and send communication at any given time. In addition, the recipient enjoys the luxury of retrieving communication at his/her convenience. Likewise, Dall'Olmo Riley and Lacroix (2003:97) confirm the Internet's interactivity; therefore it's potential to build relationships. Yet, one of the most current discussions of technology, is the controversy of whether or not the Internet has the potential to become a surrogate for *effective* communication (Dall'Olmo Riley & Lacroix *ibid*). Indeed, the Internet may be a highly sufficient communication tool, but can the Internet replace communication in its entirety?

Given this argumentative intent, one may either ask *whether it is at all*

*possible to replace a face-to-face relationship experience with the Internet, or could the entire face-to-face service rapport be a surrogate for an Internet experience?*

It could be argued that the “pleasure” of interactions such as, meeting clients, being dressed to impress, the challenge of building rapport and being recognised, disappears with on-line transactions. *Could it be that the ethos behind Internet transactions is the realisation that relationships are secure through human contact?* (Dall’Olmo Riley & Lacroix 2003:96).

Dall’Olmo Riley and Lacroix (2003:100) maintain that technology is equipping clients with power. Why? Because clients – be they teenagers, business men/women, or professionals, surf the web for:

- additional information (e.g. arthritis);
- cheap and cheery services (e.g. Kalula.com);
- holiday resorts (e.g. Seychelles);
- entry registration (e.g. Argus cycle tournament);
- book tickets (e.g. PACT Ballet); and/or
- on-line shopping (e.g. Woolworths’s [www.inthebag.com](http://www.inthebag.com)).

Equipped then with power of knowledge, clients have the confidence to expect more (De Chernatony 1999:160). Consequently, they prefer being selective about which communication they want to receive. Moreover, nowadays recruiters – without any exception – use on-line communication to liaise with their clients. It is therefore becoming increasingly apparent how strategically important the communicator’s function is. The hypothesis in all the IMC rhetoric is that innovative communicators have golden opportunities to implement a unique communication strategy with clients who possess knowledgeable communication. Equally important, is the fact that despite technology’s interactivity, the communicator may be well aware that on-line communication is unable to replace the warmth and sincerity of traditional

face-to-face contact.

As smart, quick and omnipresent the 'www dot com's' or 'dot co-za's' are, the author is convinced that technology only has the ability to entice on-line servers to their desktops. Can the 'sitting-in-front-of-the-PC'- experience be at all compared with a sincere, transparent, consistent, evolving relationship with a human being?

#### **4.7.8 Financial accountability**

An area which has the potential to become acute, is the issue of finances accrued to communicators. Since all managers, including communicators are normally held responsible for any source of income, financial accountability warrants attention. Similar to any other divisions within a company, integrating communication requires finances to function effectively (Burnett & Moriarty 1998:70). Tom Duncan, an IMC scholar proposes a possible solution in his '*zero-based communication plan*' – proposition (Burnett & Moriarty *ibid*). Duncan suggests that the communicator's budget should be planned according to what needs to be done in the current financial year. Accordingly, the current year's budget commences at a zero balance, as opposed to continuing on the previous year's budget plan.

Belch and Belch (2001:232) believe that it is of utmost importance to establish a budget figure with pre-set objectives. Consequently, the mentioned authors propose the *objective and task method* which entails a build-up approach, consisting of three steps namely:

- 1) defining the communication objectives to be accomplished;
- 2) determining specific strategies and tasks needed to attain them; and
- 3) estimating the costs associated with the performance of these particular strategies and tasks.

The above mentioned author proposes that the total budget be based on the

accumulation of these costs. It needs to be mentioned though, that the communicators have to be aware of the financial in- and outputs of IMC to successfully integrate the IMC programme.

The issue of financial accountability has conceptual limitations for the obvious reason that one service differs from another; consequently, each company's financial statements would be unique. Since this dissertation does not allow for an elaborate discussion on various companies' financial statuses, it is suggested that the issue could be explored in depth to analyse its relevancy.

#### **4.7.9 Market segmentation**

Grönroos (2000:10) believes that behaviour can indicate what a client will do in the future. With this in mind, clients may be segmented into different categories such as loyal clients. Added to this, some may argue that loyal clients are serviced with more enthusiasm. Academics have proved that with loyal clients, the main objective is simply to either maintain or increase their loyalty (Schultz, Tannenbaum & Lauterborn 1994:57).

Burnett and Moriarty (1998:99) are of opinion that there are many ways to segment a market. Nonetheless, perhaps the simplest way is to segment a market based upon the reason for using a service, be it convenience, benefits, knowledge or pure expertise. In order to explain benefit segmentation one may use the example of *Johnson & Johnson's Baby Lotion*, segmented according to the benefits (for a baby-soft skin) derived from using the product. Belch and Belch (2001:45) also claim that benefit segmentation is a particularly useful approach, due to the fact that it leads to marketing strategies, primarily based upon perceived benefits; for instance, should the user use *Johnson's Baby Lotion* on baby, he/she will have a soft skin. Benefits, as is known to the reader, which consist of what the product can do for a user, are pivotal information to any communicator. The reason for this is that the product's most important benefit (a soft skin) should be the focus of

the communication message. Burnett and Moriarty (1998:100) use Table 2 to explain benefit segmentation in that toothpaste users are grouped according to the benefits sought from using the product.

**Table 2: Market segments based on benefits sought**

SEGMENT NAMES	BENEFIT SOUGHT	DEMO-GRAPHICS	BEHAVIOUR	CHARACTERISTICS	BRANDS FAVOURED
Sensory Segment	Flavour product appearance	Children	Spearmint - flavoured	High self-involvement	Colgate
Sociables	Bright teeth	Teens, Youngsters	Smokers	High sociability	Ultra-brite
Worriers	Decay Prevention	Large families	Heavy users	Hypochondria	Crest
Independent segment	Price	Men	Heavy users	High autonomy	Brands on sale

(Burnett & Moriarty 1998:100)

In the recruitment industry, clients are generally segmented according to the various industries, for instance, banking, manufacturing, healthcare, hospitality, travel, security and so forth. All these elements could be segmented into fields of skills specialisation such as financial managers, artisans, payroll specialists, pharmacists, marketers, sales executives, etc. In addition, it could be further distilled to demographics: age, income, remuneration, and geography (preferred areas of work).

According to Burnett and Moriarty (1998:101) the primary benefit of market segmentation is that it reduces the waste efforts associated with attempting to reach the entire market. A personnel consultant aux fait with financials, would target clients who specialise in financials, such as '*The Development Bank of*

*South Africa*” or “*Rand Merchant Bank*”. Thanks to technology, it is possible to meticulously segment all relevant clients, subsequently focusing on each segmented area.

As noted by Belch and Belch (2001:45) *market segmentation* entails:

*...dividing up a market into distinct groups that have common needs and will respond similarly to a marketing action.*

Accordingly, the segmentation process involves five steps (Belch & Belch 2001:45):

- 1) finding ways to group clients according to their needs;
- 2) finding ways to group the marketing – usually the products offered;
- 3) developing a market-product grid to relate the market segments to the organisation’s service;
- 4) selecting the target segments towards which the organisation directs its marketing; and
- 5) taking marketing to reach target segments.

Belch and Belch (2001:44) believe that the more the communicator segments the market, the more accurate is his/her understanding of it. An example is the beer market where one can choose between a low-alcohol and a low kilojoule content, (*Sterling Lite Lager*), or low kilojoules with a normal alcohol content, (*Castle Lite*), or more regular drinkers may opt for, *Castle Milk Stout* or *Carling Black Label*, two of South African Breweries’ (SAB) strongest beers. Lately, the alcohol market caters for the more casual drinker, with a selection of flavoured alcoholic drinks such as *Brutal Fruit* and *Redd’s* (an apple cider). In addition, beer manufacturers offer the status-conscious an imported beer, *Hansa Pilsener Urquell* and *Pilsener Millner*. Adding to the list, beer drinkers even have a choice of packaging: - some choose a bottle and others a can. The list goes on and on - each appeals to a different set of needs. Catering for different tastes is without a doubt, a top priority; but so are lifestyle (health-

conscious and/or sport-obsessed), social class and age (low alcohol for Generation Y) {born between 1979 -1984} (Belch & Belch 2001:44).

Belch and Belch (*ibid*) specify that the process of segmentation develops over time and is an integral part of the situation analyst. They argue that a communicator continuously attempts to determine as much as possible about the market, for instance:

- what benefits are being sought? (a beer with low kilojoules) and
- what characteristics distinguish the various groups seeking the product or services? (These days, women choose to drink beer, although they dread gaining weight).

These authors furthermore add that a number of alternative segmentation strategies may be used. Each time a specific segment is identified, additional information is gathered to assist the communicator to better understand the segmented group. For instance, the status quo in the market place is the call for a 'feminine beer' for women and the weight-conscious beer drinker. Even here, it may be segmented down to an almost 'healthy' drink, which brought about the flavoured alcoholic drinks (*Brutal Fruit* and *Redd's*).

Whether these micro-units meet the criteria for beneficial segmentation would be determined by the communicator. Any smart communicator would utilise this strategically important information to his/her benefit in order to accurately target his/her client, geared with communication suited to his/her needs. For instance, a consultant who has segmented a company such as "*Turner and Townsend*" has learnt over a period of time, that the construction company sometimes requires financial managers with in-depth forex and contractual profitability experience. He/she has come to realise that mature, female employees appeal to "*Turner and Townsend*". Consequently, the moment a female candidate with forex experience, at more or less the age of forty-five responds to his/her advertisement, he/she would immediately set up an interview date with her, ultimately selling her to "*Turner and Townsend*",

knowing that they are almost always in need of mature, female financial managers.

#### **4.7.10 Sustainable success**

Thus far, this study has given considerable attention to the issue of an IMC strategy being goal-orientated. In addition, literature has associated a company's meteoric rise with a clear and structured goal-orientated IMC strategy. In the current 21<sup>st</sup> century market place, the quest is for ever more *effective* communication (Burnett & Moriarty 1998:15). Irrespective of which clients are being targeted, the fundamental target is to meet the goals of the IMC strategy (Schultz, Tannenbaum & Lauterborn 1994:xiii).

As issues raised in this study, the eventual ambition of IMC is to influence clients to use a service again and again (Koekemoer 1998:30). Koekemoer (*ibid*) states that a client's satisfaction is the key to generating superior long-term relationships, eventually evolving in loyalty.

Burnett and Moriarty (1998:15) say that more and more companies are implementing IMC to secure success. According to a study conducted on behalf of the 'Promotion Marketing Association of America', sixty percent of the leading marketing executives surveyed rated IMC as the most important new factor in implementing a marketing strategy (Koekemoer 1998:4) [see Table 3].

Schultz (2002(b):7) is of the opinion that a quiet revolution is underway, called "value", and it promises to turn the traditional ways business has been done upside down. Important to realise, according to Schultz (2002(b):8) is the fact that value manifests itself in the form of clients. Research has highlighted that the most powerful performance factor has little to do with the most obvious areas of market share - financial costs (O'Keefe 1996(a):10). Instead, the key to *effectiveness* lies in the answer to a simple question: How loyal are your

clients? (O’Keefe *ibid*). O’Keefe argues further that clients are better served and better satisfied by knowledgeable communicators who come to understand their clients.

**Table 3: Factors influencing marketing strategies**

<b>FACTOR</b>	<b>IMPORTANCE RANK (%)</b>
Integrated marketing communications	60
Consumer lifestyle changes	55
Economic trends	45
Everyday low-pricing strategies	32
New retail formats	29
Integration of consumer and trade promotion	27
Globalisation	26

(Belch & Belch 2001:15)

Following this logic requires the final piece of the IMC equation, which is the building of long-term relationships, consequently adding value. Thus, the crux lies in communicators who favour long-term value over-short term returns (Schultz 2000(b):13; Mutch 1996:10; Zink 1996:4).

The above can thus be fine-tuned into human assets (O’Keefe 1996(b):23). The referred academic claims that to inaugurate successful IMC strategies, strategies have to be developed to attract the right human assets, in order to earn their loyalty. In an era of almost mindless downsizing and cost-cutting, loyalty is a new road out; one that restores the human factor to business strategy (Reichheld 1996(e):18). This author maintains that loyalty strengthens added value, consequently launching companies into a phenomenal upswing.

Today’s aggressive marketplace, perhaps even more so than in the past,

necessitates the building of long-term relationships (Peltier, Schibrowsky & Schultz 2002:25; Simões & Dibb 2001:220; Grönroos 2000:13; Racine 1998:5). However, the latter leads to another point, which needs to be mentioned. According to academics (Grace & O’Cass 2002:98; Reichheld 2002:65) communicators cannot add value, unless the client believes that they add value. It therefore follows that communicators have to have clients who *agree* [personal emphasis] with what they do. In other words, the status quo is a shared-value marketplace that is interactive and reciprocal (Schultz & Lindberg-Repo 2004:6; Schultz 2002(b):8; 2001(c):21).

According to IMC experts, clients are inexorably locked in a value-creating game in which victory can only be shared, not won (Grace & O’Cass 2002:99; Reichheld 2002:65; Schultz 2001(a):11). Increasingly, communicators have recognised that success only comes provided all parties agree to the rules of the game, and play according to the rules. If communicators are willing to adapt to an integrated, interactive, added-value 21st century marketplace, interaction will evolve into a relationship, benefiting both (Schultz & Lindberg-Repo 2004:9; Grace & O’Cass 2002:98; Racine 1998:3; Schultz 2002(b):8).

#### 4.7.10.1 *Success equals service*

In recent years, say Chen and Ting (2002:838), the market place has undergone major changes; consequently client service has become increasingly important for business development. In essence, the above mentioned authors argue that virtually every organisation does provide a service, be it recruitment needs, the selling of hamburgers, or offering accommodation, and more (Chen & Ting 2002:840). Viewed in this way, the domain of service quality demands attention.

Chen and Ting (2002:839) define quality in the expression of “*satisfying the client’s needs*”. Research administered by Chen and Ting (2002:840) recognise that various elements of service quality have diverse characteristics therefore the mentioned philosophers mention ten factors for evaluating service quality:

- 1) *Tangibles*
- 2) *Reliability*
- 3) *Responsiveness*
- 4) *Competence*
- 5) *Courtesy*
- 6) *Credibility*
- 7) *Security*
- 8) *Accessibility*
- 9) *Communication*
- 10) *Understanding the client*

Zeithaml and Bitner (Chen & Ting 2002:841) simplify the above to five factors, namely:

- 1) *Tangibles*
- 2) *Reliability*
- 3) *Responsiveness*
- 4) *Assurance*
- 5) *Empathy*

As a conclusion to the above discussion, one could argue *who in today's market place does not know the importance of quality?* or perhaps even better *who has not realised the significance of loyalty?"*

The above discussion has addressed the basic philosophies of IMC in depth. The research question of this study refers to ways in which loyalty can be created and maintained by means of IMC. From the expression, it becomes apparent that the majority of the basic principles of IMC influence loyalty. Consequently, the following is a reflection on loyalty and loyalty's particular association to IMC.

#### **4.8 The figuration of loyalty**

Since creating and sustaining brand loyalty is the central theme of this paper, it is important to explore the essence of loyalty. According to Gommans, Krishnan and Scheffold (2001:44) the hypothesis of loyalty has been comprehensively discussed in traditional marketing literature, with the cardinal emphasis on two dimensions of the concept; namely, behavioural and attitudinal loyalty. Moreover, Gommans, Krishnan and Scheffold (*ibid*) define *loyalty* as:

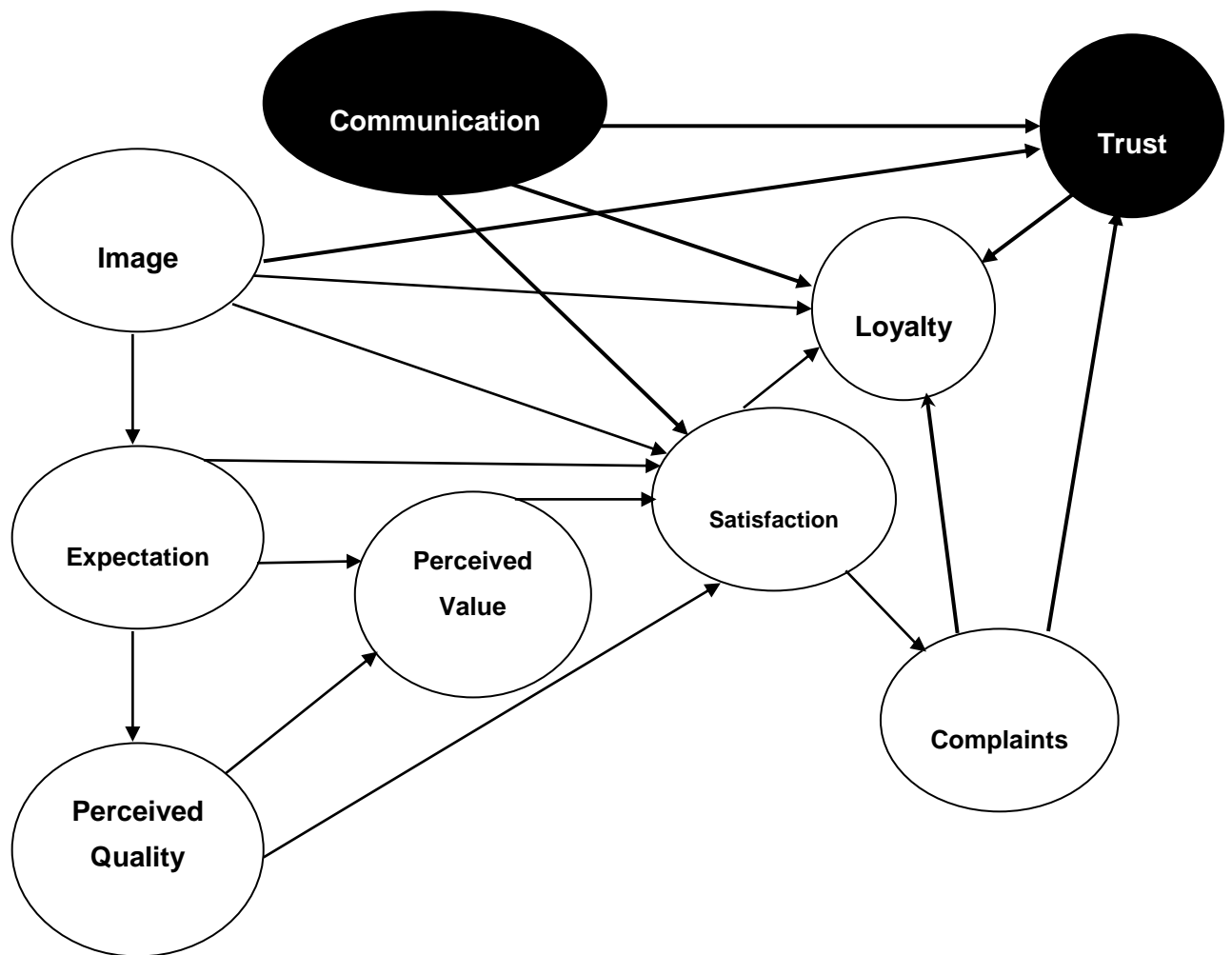
*...a deeply held commitment to rebuy or repatronise a preferred service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviour.*

Furthermore Ball, Coelho and Machás (2004:1274) elaborate on the construct of the definition in their European Customer Satisfaction Index (ECSI) model. This model clarifies loyalty and aligns it with satisfaction, image, communication and trust. Similarly, the object of the ECSI model is to elaborate on loyalty. In addition, and since the mentioned authors add trust to their model, the intention is to attempt to explain the model using communication, image and complaints.

#### **4.8.1 The ICSI loyalty model**

According to Ball, Coelho and Machás (2004:1274) the purpose of the loyalty model [see Figure 4] is to demonstrate the concept of loyalty. The circles in the model exemplify constructs, which are associated with various manifest variables not shown in the figure (Ball, Coelho & Machás *ibid*). Similarly, lines act for relationships. The loyalty model incorporates nine interrelated latent variables, such as communication, trust, image, loyalty, expectation, perceived value, satisfaction (ECSI), perceived quality and complaints.

#### **Figure 4: ECSI revised loyalty model**



(Ball, Coelho & Machás 2004:1274)

- *Satisfaction and loyalty* - Ball, Coelho and Machás (2004:1274) allege that holistically speaking, satisfaction is related to loyalty. In this sense and since this relationship is validated in the model, it could therefore be implicitly assumed that satisfaction has an indirect influence on communication and trust. As mentioned throughout this study, IMC's ultimate goal is the understanding of and adhering to client's needs (Burnett & Moriarty 1998:62), or perhaps better said, satisfying their marketing needs. Following this logic, it could be argued that loyalty has a strong association with IMC in terms of some of the basic principals of IMC

namely, a *holistic business approach, focused branding, client-centricity, contact synergy, the use of technology and market segmentation.*

- *Trust and loyalty* - according to Ball, Coelho and Machás (2004:1275) trust is a critical variable in relationships. The mentioned authors report that those who are not willing to trust a communication partner are unlikely to be loyal. In building upon the above Ganesan (in Ball, Coelho & Machás *ibid*) believes that trust has a strong influence on relationship commitment. Equally important, according to Ball, Coelho and Machás (*ibid*) is that trust is a powerful factor in determining loyalty for the reason that service markets – where loyalty plays a significant role - have a ‘credence’ component. With this in mind, one could argue that a *focused brand, client conscious employees, contact synergy, consistency of communication and the use of technology*, which stem primarily from positive experience and trust could be linked with loyalty. Over and above this fact, the ECSI model implicitly assumes that an increase in trust would have a positive effect on loyalty (Ball, Coelho & Machás 2004:1277). Aligned with issues raised previously, a fundamental hypothesis of this study is the demand for IMC to constitute relationships leading to loyalty (Gautier 2002:36; Racine 1998:3; Seymour & Rifkin 1998:41). In addition, literature (Wood 2000:665; Szmigin & Bourne 1998:117) holds that client commitment is pivotal to positive brand experiences, trust and reliability. Thus one could argue by saying that provided trust exists in a relationship, loyalty will follow suit.

- *Image, trust and loyalty* - The relevant model also portrays a possible connection between image and trust (Ball, Coelho & Machás 2004:1277). According to the mentioned authors, it is particularly true in instances where image and trust function as a mediator between image and loyalty, on the grounds that trust is to some extent build upon the effects of image and loyalty. Or better said, clients may be loyal to a specific service because it is viewed as having a positive image among other clients (Ball, Coelho & Machás *ibid*). Considering that the communicator (as in the case in the recruitment industry) is primarily the brand (Simões & Dibb

2001:219), it could be argued that the intangible asset of added value results from a positive image (Belch & Belch 2001:GL1; Wood 2000:663). Nevertheless, marketing experts (Siehl, Bowen & Pearson 1991:16) disclose that service encounters are in essence social interactions. Based on the above, it could be argued that – in this regard, at least five of the fundamental principals of IMC (*holistic business approach, focused branding, client-centricity, contact synergy and communication consistency*) could be linked directly to loyalty.

- *Complaint handling, trust and loyalty* - Ball, Coelho and Machás (2004:1277) regard complaint handling as a special attribute of client interaction. The authors maintain that clients could view inefficient service in a negative way, subsequently affecting their trust. In addition, the mentioned authors validate complaints as a direct influence on loyalty. This highlights the importance of a client-centric approach to marketing (as is followed in IMC) where the needs of a client are highly regarded.

Throughout this application it has been highlighted that one of the cardinal counter-arguments of IMC is to influence the behaviour of a client (Wood 2000:669; Grönroos 1994:10). Thus it seems appropriate to again emphasise that IMC considers all sources of contact that a client has with a service as potential delivery channels for future communication, for example, quick, efficient service, and friendly staff (Schultz, Tannenbaum & Lauterborn 1994:45,123). Paradoxically, Burnett and Moriarty (1998:8) report that unfriendly employees could deliver an implicit, unintended negative message. Therefore the above illustrates the reason why, amongst others, *client-centricity, client-conscious employees, contact synergy and communication consistency* have a strong influence on loyalty.

#### **4.9 Summary**

The first part of Chapter 4 focused on the evolution of IMC, its growth, the marketing concept and IMC's relation to marketing. Furthermore, elaborations were given on Belch and Belch's; and Schultz, Tannenbaum and Lauterborn's Integrated Marketing Communications planning model, as well as on Schultz and Lindberg-Repo's three modes of communication model, together with an examination of various graphic illustrations. The second part concentrated in detail on IMC's fundamental principles. Finally, a loyalty model was discussed, epitomising the concept of loyalty in its entirety, along with the presentation of a diagram.

As stated in the passing chapter, when implemented correctly integrated marketing communication can lead to loyalty, the kind of communication clients want to listen to and to act upon. Also, the beauty of IMC dwells in its guaranteed added value in a rapidly evolving 21<sup>st</sup> century marketplace.

Against the background of the above overview of IMC and the construct of loyalty, the intention of this study is to explore how client loyalty can be created and maintained in the recruitment industry. Consequently, Chapter 5 discusses the research findings of this study.

# **CHAPTER 5**

## **PRESENTATION AND INTERPRETATION OF RESEARCH FINDINGS**

### **5.1 Introduction**

This chapter offers an explanation and an interpretation of data gathered by means of a grounded theory methodology. As stated previously the aim of the study is to shed light upon how client loyalty is created and maintained in the recruitment industry.

Firstly, for the purposes of both clarification and orientation, the demographics of the respondents will be provided. Thereafter, an overview and discussion of the findings in respect of the respondents' opinions, with reference to the ideal manner in which to create client loyalty in the recruitment industry, will follow.

### **5.2 Demographics of the respondents**

Eight respondents were interviewed, of which four were male and four female. The responses represented a heterogeneous collection of cultures, varying between Whites, Blacks and Asians. In order to solicit optimum information, autonomous decision-makers directly responsible for recruitment were interviewed. Ages ranged between thirty five (35) and forty four (44). It appears that there is no anchored demographic profile with regards to autonomous decision-makers. In this respect there is evidence suggesting that irrespective of race, culture or gender, the employee most skilled, experienced and educated, performs the tasks. Every respondent interviewed is actively responsible for employing staff in his/her particular company or division. Two Financial Managers, a Group Credit and Legal Manager, three Human Resource

Managers, a Management Accountant and a Channel Project Manager were interviewed. The respondents currently manage between ten and twenty employees.

Respondents were drawn from a diverse range of industries such as the banking, petroleum, telecommunications, security, and entertainment industries. The sum of the companies was deemed to be in equilibrium with their environments as such. Simply put, none was likely to be liquidated at the time of the research. For the above reason, it may be assumed that the various companies are stable.

To avoid confusion and since the decisive role player in this chapter is the consultant, for the remainder of the study the communicator will be called the personnel consultant, or alternatively, the recruiter.

### **5.3 Information on clients' way of talk**

Unlike consultants, possibly since recruitment is not clients' KPA's [see discussion below], some have the distinct tendency to use certain phrases that may cause confusion. Consequently, in order to shed light upon certain phrases, the researcher has catalogued an explanation according to the manner in which some clients express themselves, namely:

“send candidates through” – forward applicable CVs;

“send interviews” - book an appropriate time and date for the client to interview the candidate;

“screening” – select suitable CVs for a specific job spec;

“if you don't have anything” – meaning applicable CVs or candidates;

“CVs that go with the job” – suitable CVs for a specific job spec;

“people” – candidates;

“see the person” – interview candidate;

“job” – details of the particular job spec;  
KPA – the spelling out of the words ‘key performance areas’;  
ASAP – the spelling of the words ‘as soon as possible’.

## **5.4 Interview format**

### **5.4.1 Consultation**

As stated in par 2.3.2 in-depth personal interviews were conducted to collect data. The duration of the interviews varied between forty-five minutes and one and a half hours. Since the researcher has recruited for the majority of autonomous decision-makers in her calling as a personnel consultant, it could be significantly assumed that the researcher has built a relationship of trust over a period of time with her respondents.

### **5.4.2 Codification process**

Henning (2004:109) uses the term *global analysis* to propose an integrated perspective of the data (as well as procedures in which critical themes are classified) on account of holistic reading, and not as additional coding. According to Henning the above mentioned analysis is to catalogue data into a pattern that might not be apparent as presented in its ‘raw’-state, but would be revealed by reason of interpretation and codifying of the researcher. Henning (*ibid*) claims that – in so doing – the configuration of data ought to be viewed as the classification of logic. As a result essential themes are searched for by comprehensive reading of the contents (data) however not disassembling the data into segments. *Global analysis* is a method of charting ones assessment of the themes (Henning *ibid*). Evidently the researcher utilised Henning’s *global analyses* in the investigation and examined the data for significant topics.

As a result the researcher has identified various concepts whilst analysing interviews conducted. Consistent with the hypothesis, different trends featured unequivocally more dominantly than others. Appropriately, the reporting of findings will be deciphered in their sequence of importance.

As stated earlier a grounded theoretical research's data analysis is meticulous and supersedes a particular format. In open coding, the investigator diminishes data to a micro assemblage of subjects which defines the event under scrutiny. Paradoxically, axial coding involves the diagnoses of a principal phenomenon; and selective coding covers the writing of a "story" that integrates the categories of the axial coding.

#### **5.4.3 *Unrelated observer***

Since researchers strive to be unprejudiced, and that their observations are not biased, the investigator called upon the expertise of an independent witness regarding the categorisation of themes. The unrelated witness agreed upon the majority of designations of the phenomena, namely, service, knowledge, convenience, tone of voice, pitch and speed, access to service, professionalism, culture, communication and feedback. Nonetheless, the observer suggested that efficiency could have been catalogued as effectiveness. Similarly, brand versus individuality could well be classified as image, types of contact as communication; and well-presented could be classed as appearance. Even though the independent observer classified certain concepts with different terminologies, the intended meaning remains identical. For that reason the researcher kept the original classifications.

Accordingly, the responses of the respondents will be discussed.

## 5.5 Research findings

### 5.5.1 Service - the optimum significance

*...service to others will enrich their lives and yours*

(Marriott 1990:216)

Building upon this work Marriott (*ibid*) affirms that, provided one can develop a value-added service culture, the chances are that one would create client loyalty.

Most participants voiced the significance of a consultant offering excellent service in order to establish long-term relationships. To be more specific, the majority of respondents stated that the level of service of a recruiter is the *sine qua non* to use him/her again and again.

One participant declared that he/she preferred one consultant to another “*because of service*” [respondent’s emphasis]. Furthermore, she added that “*good service builds loyalty*” [respondent’s emphasis].

Likewise, a contributor to the research mentioned that adequate service would “*determine*” her using a particular personnel consultant [respondent’s emphasis]. In the event of responding the relevant respondent mentioned “*good service*” five times.

Similarly, notice the following:

*“...↑ once you’ve used them in order to use them again... they need to offer a ↑ good service...”*

Yet another respondent unambiguously stated:

*“It’s definitely ... the way they service you = so their service (0.1) integrity (0.1) their service quality (.)”*

Two respondents simply reported that they wanted service.

The conducted research endorses literature's emphasis on the domain of service. Jones and Sasser (1995:89) together with Koekemoer (1998:30) and Schultz (2000(a):9) opine that one's ultimate objective is to influence clients to such an extent that they prefer using a service again and again. In addition, literature emphasises that clients' satisfaction is the tool for breeding long-term relationships, eventually evolving into loyalty (Reichheld 2002:65; 2001(b):101; Agee 2000:46; Jones & Sasser 1995:89).

### **5.5.2 Rate of speed**

Of particular interest are the following responses confirming speedy service. To an unspecified extent, the majority of participants of the investigation agreed that they would not want to wait many days before a consultant responded to their requirements, such as forwarding CVs.

Some of the comments were:

- *"I expect you to come back to me that same day, don't leave me three days that I must leave four or five messages"*
- *"turn-around time in terms of getting back to you with quality CVs"*
- *"quick response"*
- *"speedy prompt service"*
- *"timely feedback first of all"*
- *"the frequency of our dealings...your comeback time"*
- *"delivery on promise"*
- *"acted upon my job spec"*
- *"delivery on time"*

There seems to be little question that the majority of the respondents were

adamant that speed of service is imperative. Two participants in the research did not comment on the speed of service.

Simões and Dibb (2001:220) allege that stiff competition these days relies heavily on added value, such as speedy service. Despite the above, literature has revealed that today added value is the reason why clients buy. On the basis of the evidence presented, it is clear that the dynamics of service play a progressively strategic role in the marketplace. Indeed, as current research indicates, the success of service creates vast opportunities to establish long-term relationships which eventually foster loyalty.

It may be argued that it goes without saying that the above responses on service offer a rich source of information, which may well fill the void in the literature identified by several marketing academics (Agee 2000:47; Schultz 2000(c):3; Reichheld 1996(e):20). This abyss refers to the limited knowledge with regards to marketing communication activities that progressively contribute to the selling of a service, ultimately fostering loyalty.

### **5.5.3 Relationship**

*“One of the main factors impacting on the uniqueness of services is their relative intangibility”*

(Dibb & Simkin 1992:25)

Since Dibb and Simkin (1992:26) claim that service represents a relationship, the following findings give voice to the fact that the credentials of a relationship are hard to dispute.

However, it would only be fair to note that with service being intangible [see par 4.4.1], literature states that the offering of a service cannot be clearly defined [for

discussion see par 4.7.2.1]. The reason is that services cannot be touched, stored or acquired; it is either an experience or a process (Dibb & Simkin 1992:26). Consequently this research seconds the assumption made earlier in that depending on the quality of service rendered, the clients' experience of that service would dictate the latter either excelling or dying (Schultz & Schultz 2001:36; Wood 2000:665; Szmigin & Bourne 1998:117).

According to literature, rule of thumb is that service is offered directly – face-to-face. Moreover, to take service to a higher level, literature holds that service represents a relationship (Dibb & Simkin 1992:120). With this in mind, Dibb & Simkin (*ibid*) state that - holistically speaking - the one who is offering the service is essentially explicitly and implicitly involved in the “production” of that service. Therefore, these attributes inevitably cause services to be complex. Also and above all, Simões and Dibb (2001:220) among other theorists, endorse that individuals are pivotal in the selling of a service. It seems as if the ethos of service derives from carefully nurtured relationships (De Chernatony & McDonald 1998:166; Seymour & Rifkin 1998:42).

Concluding from the reports, the totality of the participants regard the relationship with the consultant as of the utmost significance.

One of the parties conveyed that with a consultant cold-calling, it eventually builds up into a relationship, and subsequently he uses her services. Furthermore, he made known that it is actually a personal relationship which develops over time.

In spite of the above, some affirmed the following:

*“...very important is the relationships they (consultant) have built with you...”*

Along with:

*“...it depends on the rapport and the relationship (that is) built over a*

*number of years...*

In addition, a participant revealed that she always goes back to the consultant with whom she has built a relationship. The respondent in question explained that by means of a relationship one knows one another; the consultant knows what the client likes, therefore the client knows how much information with which to furnish the personnel consultant.

Similarly, two respondents expected the consultant to “*get to know*” them in order to place an incumbent who would be able to work with them in a team. Two respondents did not comment on relationship associated with service as such.

#### **5.5.4 Effective two-way communication**

Respondents demonstrated overall consensus upon the pre-eminence of two-way communication. One participant adamantly disclosed that:

*“...if there is no two-way communication I would not use them again...”*

Another respondent fancied a “*balanced two-way conversation*”. He complained that some have the habit of merely talking and telling one “*things that are not related to what one is asking*”. He felt it was pivotal to “*actually listen to each other*” [respondent’s emphasis]. As a result he believes that whether he has any needs or not, the consultant ought to listen to him. Another expected a consultant to “*talk*” to him. Yet another claimed that she attends to only a few with whom she has established a “*good sound relationship*”.

A single respondent simply appreciated the fact that the consultant was “*really listening*”. It could be argued that the following extracts from the responses indicate the extreme significance of communication between client and consultant:

- “constant communication”
- “the person has to be in constant communication with me”
- “communication open communication”
- “they must chat to me”
- “if you can’t get hold of a candidate please let me know”

From the above, one may conclude that considerable emphasis is placed upon effective communication.

As previously discussed, the strongest view of this study includes the doctrine of building relationships with the ultimate objective of fostering loyalty. Similarly, as already mentioned, IMC attempts to deviate from traditional one-way communication to two-way communication (Schultz, Tannenbaum & Lauterborn 1994:51). Viewed in this way the mentioned philosophers claim that clients are interested in more than just a response. As a result, the consultant needs to cater for a type of communication which would add value (Peltier, Schibrowsky & Schultz 2002:35; Simões & Dibb 2001:217; Agee 2000:47; Szmigin & Bourne 1998:120; Schultz, Tannenbaum & Lauterborn 1994:88). Following this logic, literature maintains that establishing a relationship, building a rapport, showing empathy with clients, is the essence of *effective* communication (Peltier, Schibrowsky & Schultz 2002:24; Duncan & Moriarty 1997(b):64) [personal emphasis]. Given the argumentative intent, it could be argued that this research substantiates literature. Equally important is the fact that the above responses support literature, in that communication adds value to a service (Dall ’Olmo Riley & Lacroix 2003:98; Schultz & Schultz 2001:37; Simões & Dibb 2001:218; De Chernatony 1999:170).

### **5.5.5 Efficiency**

The full complement of respondents unequivocally stated that in their opinion, the prerequisite for loyalty to a specific consultant is his/her screening the candidates

appropriately and discreetly. The following remarks illustrate the above:

- *“if they send CVs not related to the job, I refuse I won’t ever use them again”*
- *“don’t...shove me with ten CVs...’coz it makes sure I’m gonna get upset...and not use you again”*
- *”...don’t send me ten CVs...”*
- *“don’t waste my time” (Respondent 3)*
- *“please don’t waste my time” (Respondent 4)*
- *“I expect her to...see what I want before she sent me CVs”*
- *“don’t send me CVs that’s unrelated with the position”*
- *“should screen them (CVs) more carefully”*
- *“they must have thought the CVs through”*
- *“send me the calibre of people that I need”*
- *“screen the candidates properly”*
- *”a whole bunch of CVs”*
- *“don’t flood me with CVs”*
- *“...send people that’re really reliable, quality people...”*
- *“give you...one or two candidates to come through”*
- *“...one of the most important functions is to ... screen the candidates (.) properly = ”*
- *“...part of the service is to screen the candidates...”*
- *“send me proper CVs”*
- *“...actually vet the candidates...”*
- *“it’s not gonna be a waste of time (.) it’s somebody that we↑ will recruit”*

Another was more specific in disclosing that the consultant should attempt to screen the candidates in such a way that he/she would eventually place *“the correct person in the correct job in the correct environment”*. Moreover, the participant in question revealed the following:

*“...send me two CVs (so that) I can employ both...”*

All the respondents were unanimous that CVs should not be sent for the sake of being sent. All affirmed that consultants should selected CVs applicable to the

skills and experience of the requirements of the particular job spec. A respondent voiced that she appreciated a consultant's expertise, because the consultant "*works daily with people*"; she, on the other hand, is a "Number Cruncher". She added that the consultant "*knows people more*" and "*knows what skills*" she is looking for [respondent's emphasis]. She added "*I need that*". She furthermore explained that she had a limited knowledge of "*people*," far less than the consultant has.

Another associate of the research remarked that the consultant whom she prefers made it easier for her, in that the consultant is actually conducting "*the interview for her*". She elaborated that the consultant would inform her about the candidate's particular skills. She also mentioned that the consultant would inform her that some candidates may be nervous initially, but would relax as the interview progressed. Moreover, she appreciated the consultant in question informing her about the candidate's strengths. This particular respondent claimed that – in such a case - she merely conducted the final interview, knowing that the recruiter had already selected the candidate for her. She added that that was exactly what she wanted, that the recruiter consulted her. This particular respondent called the above "*service*". Additionally, she admitted that she knew well that when the consultant in question sent her a candidate to interview, he/she would be a candidate to employ. Accordingly, she called it a "*huge win*".

Another respondent disclosed that she would use the service of a personnel consultant provided the consultant found the right candidates for the right positions. As the interview evolved she again revealed that it boiled down to selecting the right candidates.

After investigating the above responses one may conclude that it goes without saying that the groundwork done on efficiency substantiates the literature. In this sense, archives (Dall'Olmo Riley & Lacroix 2003:98; Grace & O'Cass 2002:110; Moorthi 2002:265) affirm that the actual service of a recruiter, such as her

expertise, enjoys priority. Additionally, the above mentioned authors report that clients value efficiency in service.

### **5.5.6 Knowledge**

It may be argued that the following response demonstrates the client's high ranking regarding knowledge affecting:

*"...consultant needs ...to have ...good knowledge of the job..."*

The above quotation leads to another point raised within the interview, namely that the respondent in question revealed that he preferred dealing with a recruiter who had some kind of qualification. As a result, he preferred dealing with consultants who had "some sort of background" and "understanding" of the position they were recruiting. According to him, in the past he has dealt with recruiters who lacked such knowledge. The consultant's "knowledge of the candidates" and his/her ability to "read" candidates is a decisive factor in the recruiting process.

Concluding from the following responses, it would only be fair to assume that clients expect recruiters to have knowledge of his/her database, the KPA's of various positions, clients' needs and the market place:

- *"...you should be hands-on as far as the job spec..."*
- *"... I give you a job requirement you ((should)) understand what I need..."*
- *"...your knowledge of placing in the field..."*
- *"...you should know the full function..."*

Another participant said that industry knowledge was of considerable importance. Equally significant for the participant was the level of knowledge the consultant had in terms of his/her candidates; for instance, what they want and what they do

not want, together with a fair amount of personal information. A participant was impressed simply with the recruiter's knowledge of his/her candidates.

Another reported that it was pivotal for a personnel consultant to have knowledge of the market place, his/her candidates, as well as knowledge of the positions for which he/she is recruiting. Similarly, she felt strongly that the consultants had to know about the client, as well as the type of positions with which they were dealing.

A single respondent felt that a consultant's level of knowledge of both his/her database and marketplace was not an issue to be considered.

There is evidence suggesting that it is most convenient to blame the current election race, or perhaps the belated dot-com pandemic, or the high volume of greedy managers, or many other global turbulent phases. Nonetheless, says Schultz (2003(b):11), without these handy excuses, the situation would have probably been the same. Since hi-tech is state-of-the-art (Schultz (*ibid*)). Besides communication, genuine communication claims Schultz (*ibid*), hardly exists. Along these lines, Schultz (2003(a):10) and O'Keefe (1996(a):11) recommend our reverting back to our roots and concentrating on what clients want, not what we want. According to the above mentioned marketing experts, one needs to learn about clients optimally. Viewed in this way, and since the bulk of the respondents substantiate the literature, it would be fair to agree with Schultz, an international authority on IMC.

### **5.5.7 Culture**

All but one of the participants supported the culture issue. The following response confirms the necessity of a culture fit:

- *“Fidelity is very Afrikaans (0.1)... “*
- *“...you cannot send m::e a Coloured (0.1) or someone who can't speak Afrikaans = 'coz our ↑culture is Afrikaans =...” 3/14*
- *“...you can't send me someone from the U:K (0.1) they are not gonna fit into the office*
- *“ = A:nd (.) you cannot send m:e (0.2) an ↑eighteen year o:ld because they ↑also not gonna fit into our culture (.)...”*
- *“So (.) you should kn:ow what my requirements are (0.1)you should know what the work environment cons:ists ↑of (0.2)...”*
- *“... but y:ou must s:e:e m:e (0.2) in the company environment (0.1)*
- *you don't know that from a telephone call (0.2) you need to see my office ... (0.1) the building ... ↑ what I want*

Similarly, another respondent felt it was important for a consultant to “get a feel” for his company’s culture. According to him, the only way in which a consultant would be able to understand “*exactly*” the culture of his specific company was by “*coming to visit... walking around the building...seeing what’s happening at the company...*”. In such a way - he believed – one would be able to select a personality fitting to the particular culture of his company.

One participant declared that a certain consultant “*has come to know the culture of my company and I need that*”. Yet another respondent agreed to the significance of understanding a company’s culture in the fostering of loyalty. She described it as the understanding of the kind of people that fit into her company’s particular culture. According to her, whilst one is building a relationship with a consultant, the consultant eventually “*comes to know*” which candidates would culture-fit optimally into her specific company. Furthermore, she explained that:

*“...it’s...that understanding how fitting into the client’s way of doing business...a good knowledge of the company...the pressures the client is under... how it really works inside...”*

She closed by saying that it was simply a common understanding of the

dynamics of the company.

Another respondent was impressed that the recruiter “had done her homework” with regard to her company, as she had asked relevant questions in order to find out even more about the company, She realised that the reason for the interrogation was to understand the culture, in order to select a culture-fit for her company. Likewise, another believed that a prerequisite for instilling loyalty, is the recruiter’s knowing what culture of candidates to select for her. Simply put, candidates that represent her particular company.

A single participant refrained from commenting on the issue of culture. The matter of culture as such, has not been addressed in the literature pertaining to this paper.

### **5.5.8 Client-centric**

According to the responses it could be assumed that satisfaction equals long-term relations equals loyalty. In addition, there is evidence suggesting that the following responses illustrate the high value which is ascribed to satisfying needs:

*“...that they actually meet my requirements...”*

Along with:

*“...someone who is going for trouble in understanding exactly my needs...”*

Also:

*“...your understanding of my requirements (0.2)...”*

*“...I ↑do feel it’s my right to tell you what I want (0.1)...”*

*“...and that...you understand what I need...”*

Plus:

*“...it is very important that they know about me”*

As well as:

*“...satisfy my n:eeds...”*

Moreover:

*“...the way they service you...”*

Together with:

*“...based on y:our needs...”*

As well as:

*“...if you do call upon the person they do deliver...”*

A single participant did not comment on adhering to needs as such.

Literature states that adhering to client’s needs is of exceptional importance to breed long-term relationships, eventually evolving in loyalty (Peltier, Schibrowski & Schultz 2002:40; Reichheld 2002:65; 2001(a):84; Seymour & Rifkin 1998:40; Szmikin & Bourne 1998:120; Jones & Sasser 1995:89). Despite this fact, literature alleges that the process of taking cognisance of clients’ needs distinctively differentiates IMC from traditional marketing communication (Witkoski 2003:11).

All the respondents supported literature on the issue in question, wholeheartedly.

### **5.5.9 Feedback**

The complete number of respondents demonstrated an overall consensus on the far-reaching effect of feedback. All believed strongly that feedback breeds loyalty,

irrespective of the way feedback is offered.

One may argue that the following responses epitomise the strong feeling regarding feedback:

- “Yes ((shaking head)) feedback is very important...ja, that’s very important”.
- “is important very important...very important”
- “...I expect them ((consultants)) to gi’me a shout back and tell me that they can’t find a candidate and what they’re doing about’t”

Another participant simply stated that he needed feedback. He invited consultants to talk to him regularly. Yet another summoned recruiters to drop her an email, with a short note, informing her the state of affairs. Yet another expected consultants to give feedback to her, since she felt that “*I know then that it’s been worked on*”. On the other hand, the contributor revealed that lately “*people getting back to you*” was a problem. Another respondent believed that feedback kept the relationship evolving. A few parties reported that even if no applicable candidates were received, personnel consultants ought to inform them.

The issue of feedback as such, has not been explicitly discussed in literature relevant to this study. Nonetheless, since one could argue that feedback could be considered inherently part of *effective* communication, it is not unfair to suggest an implicit agreement on feedback following a golden thread throughout this paper.

#### **5.5.10 Well known brand versus name**

*“In our highly competitive and forever changing marketplace, it is ironic that the one thing that gives clients confidence is the most ephemeral ... the name”*

(Saunders & Guoqun 1997:47)

Regarding the controversy of the services of a well known recruitment agency, as opposed to a specific consultant rendering excellent service, all participants unanimously agreed upon the latter. The following responses reflect the above, namely:

- *“...definitely the service of the recruiter...”*
- *“...the individual because you get to know the person and that’s what it’s about”*
- *“Don’t deal with the PAG’s because they are ↑too big (0.2)”*
- *“...they ((bigger companies)) are ↑not as personal ...↑don’t know what we ↑require ”*
- *“... I actually do not place too much importance...on the name”*
- *“...from experience I have realised that one becomes a number ((at well-known companies))”*

Another reported that it goes without saying that she would utilise the service of a consultant with whom she is satisfied. She questioned the idea of why she should call upon another who was not au fait with her company.

Since communication academics equate the branding of a service with an individual and since literature holds that service today is part and parcel of clients’ lives (Moorthi 2002:268; Peltier, Schibrowski & Schultz 2002:38; Schultz & Schultz 2001:39; Simões & Dibb 2001:220; Szmigin & Bourne 1998:122), it follows that the above responses support the literature referring to this study. In addition, Moorthi (2002:259) describes a service as a name that means satisfaction, quality and value to a client.

#### **5.5.11 Contact synergy equates presentation and speech**

The following discussion should be viewed as an attempt at equating contact synergy with the particular way a personnel consultant presents him/herself. One of the most succinct arguments of this study, and since literature supports the

pending affair is that every contact with a client is a communication (Burnett & Moriarty 1998:9; Schultz & Schultz 2001:38; Schultz, Tannenbaum & Lauterborn 1994:53,114,123). Additionally, Burnett and Moriarty (1998:9) allege that the beauty of IMC dwells in its ability to manage planned and unplanned communication optimally, in order to beget synergy. Similarly, Percy (1997:87) claims that everything one does constitutes synergy. Above all, literature holds that contacts encompass a myriad of amplitudes. Evidently, it is not unreasonable to assume that a professional look and voice instills positive synergy. One of the more interesting, if not the most interesting propositions, is that literature reveals that the call for synergy is to understand *how* each contact operates independently and *how* each synergises together (Burnett & Moriarty 1998:14; Percy *ibid*; Koekemoer 1998:4; Skinner 1994:25).

The majority of respondents unambiguously advocated that being well presented secures a high level of significance to influence their perception of loyalty. It is worthwhile mentioning for the purpose of this study, that the concept of being well-presented does not mean to say one is pretty or slim; however, it encompasses attentiveness to personal appearance. The following responses have bearing upon the above statement:

#### **Respondent 4**

- *“... obviously what you see is what you ... gonna get (.)”*
- *“...you would look at people and think (.) ... if they look like that what does their work look like as opposed to somebody that’s ... neat on themselves (0.2) “*

#### **Respondent 3**

- *“...it generates a perception of quality service...”*
- *“...reflects the kind of person you are = ...if you are untidy on your self ... what are your candidates like? (0.4)*
- *“...way you present yourself is important ↑for me ... to believe in you (0.2)...”*
- *“...dress the way you present yourself is important (.)...the image you’re giving”*
- *“...I don’t wanna deal with somebody who can’t dress properly (0.2)”*

- “dressed sloppy = ... is dis↑gusting....do:es’nt create a good impression (0.1)”

#### Respondent 1

- “↑ Definitely ... just ↑adds to the professional image (0.1)”
- “...a person who’s well groomed ...adds to the whole professional image (0.1)”
- “...it adds a positive image ...it’s like a (.) holloo-effect (0.2) ((to be spurred on)) “

#### Respondent 5

- “...says ... th:at the ... people that you...send ... will be of a high calibre (0.2)”
- “...this wh:ole (.) th:ing (.) a:bout ...↑whatever y:ou do ...you’re selling your service ... all to d:o with the w:ay you present yours:elf (.)”

#### Respondent 7

- “Y:ou (.) present yourself in a professional manner ...”
- “...you look professional .hhh to m:e it indicates that you are a professional person and that I would also get professional candidates from you (0.6) “

#### Respondent 8

- “ ... want to deal with a person who...is w:ell presented ... the w:ay they dress...”
- “...they present themselves w:ell ...more↑encouraged to work with (0.2) ”
- “... not that I’m (.) being u::h judgmental ... it’s just↑natural... “
- “...tells me ... the calibre of p:ople that y:ou ...are going to um pr:esent...”
- “... (.) not dressed in a presentable ↑ way ... be ↑doubting the kinds of people they’ll be bringing into-into the organisation (0.1) ”

#### Respondent 2

- “...the first contact ↑yes (.) but once you get to know ...less important (0.6)...”

In contrast to the above, a single respondent did not equate decent appearance with loyalty, reporting the following:

“...everybody has a degree of presenting his/herself in his/her own specific way”

Holistic communication, inclusive of non-verbal communication, with which it’s

delivered, is eminent in breeding confidence (Schultz, Tannenbaum & Lauterborn 1994:80). Therefore, on the assumption that a personnel consultant is attempting to assemble confidence (Schultz, Tannenbaum & Lauterborn *ibid*) her entire holistic communication is critical in exuding confidence. Or perhaps better said, a professional voice adds to an image of confidence, which would effect her image of professionalism, which may influence loyalty.

The following response regarding the above is well worth mentioning:

*“ = Very important ((laughs)) that ((tone of voice, pitch and speed of speech)) sometimes makes or break situations”*

Another believed that confidence is reflected in one's voice and in the way one speaks. In contrast to the above, she believed that someone who speaks slowly and with a low voice represents a low self-esteem. One felt that the tone of voice, pitch and speed of speech reflected professionalism. For that reason, she believed that it is imperative for the first few interactions, whilst another was of opinion that the way a consultant talks “tells” him about the calibre of candidates that the consultant would present to him.

Among the remainder of the responses in this regard, were the following:

- *“a well-spoken person appeals to me.*
- *“... a person who's calm (0.1) and ...delivers when they talk...”*

Only one participant reported that it was acceptable the way people talk, whilst another refrained from commenting on the issue.

The conducted research reinforces literature's emphasis on the domain of contact synergy. As already mentioned, the literature of the marketing genre affirms that every contact with a client is a communication (Burnett & Moriarty 1998:9; Schultz 2003(a):9; Schultz & Schultz 2001:37; Mc Donald, De

Chernatony & Harris 2001:350).

### **5.5.12 Transparency**

The best part of the respondents voiced that they prefer a recruiter to be open and clear with them. One participant said she expects the consultant to be honest with her. Another believes that honesty and integrity counts.

Of particular interest are the following responses on the matter of transparency, namely:

- *“honesty = tell me straight (.) I don’t have someone or”;*
- *“...be o:pen with me ... tell me straight = I don’t have anything (0.4)” ;*
- *“Whatever information... = that they ((consultant)) would be open and transparent with me”;*
- *“always be open with each other then I am loyal”.*

Four participants had not considered the transparency issue worth mentioning.

In tune with issues raised previously, the essential ingredient in IMC is the engineering of long-term relationships (Moriarty, Cohen, Dotson, Durchsprung, Herbert, Kurtz, Neri, Taubler & Zoellner 1995:189; Peltier, Schibrowsky & Schultz 2002:25; Schultz 2001(b):7). Literature of the marketing genre conveys that the prerequisite to successful IMC, is for the consultant to mature into a client-orientated mode (Moorthi 2002:270; Grönroos 2000:4).

### **5.5.13 Professionalism**

A number of respondents affirmed that professionalism cultivates loyalty. One particular associate advocated that he would liaise with a consultant on the

prerequisite that “*you ARE in yourself professional*”. Yet another participant equated the level of a consultant’s service with professionalism and personal appearance. Better said, she argued that a professional looking recruiter is a professional, therefore one has the tendency to believe that one would receive professional candidates from her. This particular participant concluded by reporting “*professionalism sums up everything*”. Some parties simply declared that professionalism is expected from consultants. On the other hand, another participant accused professionalism of being the number one obstacle to loyalty. A small number of participants - three to be exact – did not comment on professionalism as a concern.

The matter of professionalism has not been examined exclusively in the related literature of this study. Nonetheless, Simões and Dibb (2001:218) and Gautier (2002:38) maintain that when labeling a particular service, clients have the overwhelming tendency to classify certain tangible features (such as physical form or packaging) with that particular service. Evidently, it becomes inherently part of the service. The philosophers, Simões and Dibb (2001:219), goes one step further, by saying that the mentioned classification acts as a surrogate when no trousers are offered to try on, or no automobile is provided to test-drive. Consequently, one may ask whether the act of being professional in oneself not be equated equally to the packaging or labeling of a product.”

#### **5.5.14 Use of Technology**

Although participants’ preference to channels of contact varied from email, personal contact, landline to even cell-phones, the following responses warrant attention:

- *“I prefer the personal contact”*
- *“I ↑ prefer the more personal ... we meet”*
- *“I prefer personal contact”*
- *“I just prefer the more personal contact”*
- *“ideally I want to see you”*
- *“I actually↑ expect you to make the effort to come and see me”*
- *“I want to see who I’m meeting with”*
- *“I wanna k:now who I’m dealing with”*

Similarly, notice the following:

*“...once the relationship is there (.) anything goes one doesn’t mind”*

Two parties in the research did not comment on their preference for personal contact. A single contributor simply felt that any means of communication with the recruiter suited her.

Literature believes that technology has become an essential tool for communication (Dall’Olmo Riley & Lacroix 2003:96). It is quick, highly user-friendly and a most convenient tool. In spite of the above, it is debatable whether it is at all possible to substitute a face-to-face relationship experience with technology?

It is worth inquiring into whether the delight of interactions, the excitement of meeting people and the challenge of building relationships disappears with technological interactions.

Having pondered the above, it would be adequate to report that a large number of the respondents unequivocally side with literature in preferring personal interactions.

### **5.5.15 Access to service**

All the participants demonstrated overall consensus as to the value of accessibility to consultants. Note the following responses:

- *“[Very important (.) very very important (0.1) if I need to get hold of someone A:S:A:P (.) then a:s a service provider I must be able to get hold of her (0.2)”*
- *“...if you ↑can't ... get hold of a person you not gonna use that person”*
- *“= 'Coz you'll feel they don't attend to your needs (0.2)”*

Accessibility to consultants carried such weight with one of the respondents that he invited them to call him anytime, even on his cell-phone, since he valued communication with them. Another felt that the act of a recruiter inviting her to call her whenever she needed to, enhanced her perception of loyalty to the relevant consultant; while another believed that it epitomised added value. Others merely said that accessibility was crucial. The point of access to service has not been addressed in the literature pertaining to this study.

### **5.5.16 Convenience**

All the respondents agreed that the act of a consultant forwarding a blank email in order for them simply to reply and click onto their address list progressively increases their perception of loyalty. It could therefore be implicitly assumed that the following response embodies all the respondents' view in this regard:

- *“...↑ that is going the extra mile (0.4) loyalty (.) back to loyalty”*
- *“...that's thinking ahead (.)... ja that's added convenience (0.2)”*

Consistent with expectation, all across the board believe that the deed of offering convenience breeds added value. However, the convenience issue was not raised in the literature applicable to this paper.

## **5.6 Summary**

This chapter on analysis revealed that in order to constitute long-term relationships which would mature into loyalty, clients expect impeccable service, effective two-way communication, a relationship and efficiency from a personnel consultant. In addition, clients prefer the service of a consultant who possesses knowledge and the ability to culture-fit candidates, is perfectly transparent and professional in him-/herself.

An interesting point arose within the investigation, in that clients regard a well-presented look together with a sound tone of voice, pitch and speed of speech as equivalent to providing a quality service.

Equally compelling is the fact that clients prefer dealing with a specific recruiter whose service proved to be satisfactory, as opposed to dealing with a well-known agency.

This research has proved that clients formulate long-term relationships with a recruiter who satisfies their needs, eventually evolving into loyalty to the particular consultant. But also – and above all – this exploration has proved that although technology is a highly convenient tool for communication, personal contact is preferred by far. Clients strongly believe that the offering of feedback, accessibility and the act of being of convenience creates added value to a service provider.

In the next chapter the conclusions drawn from the research findings of this study, together with recommendations, will be presented.

## CHAPTER 6

### CONCLUSIONS AND RECOMMENDATIONS OF THIS STUDY

#### 6.1 Introduction

Given the ever-increasing empowerment of clients in the current marketplace, IMC has become increasingly critical, as communicators seek to enhance long-term relationships which would evolve into loyalty.

As noted previously, nowadays's fierce commercial world demands *effective* communication, which makes the strengthening of relationships pivotal in the pursuit of marketing success. IMC has become eminent in a communicator's quest to enhance long-term relationships. Because communicators can accumulate vast amounts of information about their clients, they have the ability to understand their clients better. As a result communicators can make informed decisions regarding *how* to communicate with clients.

The primary goal of this study was to ground what initiates and maintains client loyalty, and to explore if, and how one could apply the principles of IMC to make clients become and remain loyal in the employment commerce. The intent of this research is to acknowledge, and evidently answer the research questions. The objectives of the study was to examine the nature of the context in which client loyalty would be created; to explore the theoretical and conceptual foundation of client loyalty and to determine which marketing communication activities can be endorsed as loyalty initiating among clients in the employment trade. Therefore, the goal of the analysis was to investigate principles which create and sustain client loyalty in the recruitment industry by means of IMC.

## **6.2 Conclusions of the study**

As a result the investigation contributed the following strategic insights:

### **6.2.1 *Holistic business- and client-centered approach to marketing in recruitment***

In compliance with data gathered from the participants it seems as if it is of substantial significance that a personnel consultant should attempt to integrate the totality of his/her communication to guarantee a “*one voice, one look approach*”, together with the understanding and knowing of his/her clients’ particular circumstances, subsequently adhering to their needs (answering the *meta-analytical objective*). This holistic approach will ensure that his/her respective clients receive consistent communication. This view is compounded by evidence proving that - as consultants sophisticate their IMC modus operandi - they would pinpoint the most *effective* method of communication, evidently constitute relationships that foster loyalty.

### **6.2.2 *Establishing an individual as a brand and communication consistency***

This study proved that a consultant offering a value-added service - as well as consistent communication, developing through instituting relationships - breeds loyalty (solving the *conceptual proposition*). This research proposes that the notion of branding with reference to an IMC framework refers to the *branding of an individual's* - consultants if you will – service. Literature emphasised the eminence of service being part of clients’ lives. Similarly, literature maintains that clients use a service that offers added value such as speedy service and efficiency. Dibb and Simkin (1991:120) and Schultz (2003(b):11) hold that service epitomises a relationship. Therefore it follows that - gathering from the results -

the majority of participants rated a rapport with the recruiter as significant. Additionally, some said they prefer using the service of those with whom they have built a relationship which - as the study proved – fosters loyalty.

Marketing communication literature suggests that people have a distinct tendency to associate satisfaction and value with a name. It seems as if the administered research is in perfect harmony with literature, since all the participants declared they would use the service of a particular consultant [read: name] who offered excellent service.

### **6.2.3 *Contact synergy in recruitment as an industry***

As a result of analysing the responses disclosed, it reveals that clients equate a well presented, calculated communicator with quality and accuracy; also someone who offers an assiduous service, timely feedback, turn-around time in forwarding quality CVs; as well as one who meets her client's employment needs (*client-centered*). In other words the total impact of a recruiter's communication efforts can be complimented, provided it is well organised and managed (explaining the *normative question*). As mentioned before, this study stems from the belief that the beauty of IMC dwells in its ability to manage planned and unplanned communication optimally, in order to generate synergy. Essentially this boils down to the notion that *everything one does begets synergy*. Thus, being dressed to impress; liaisons resembling a professional encourages positive synergy.

### **6.2.4 *Significance of technology***

The research proved that today's *technology* is one of - if not the most - utilised tool in communication, and in particular in the realm of a personnel consultant

(reacting to the *conceptual question*).

Having agreed to the above, the contrary is equally true. *Could anyone imagine life without the adventure of face-to-face relationships; the enthusiasm of getting dressed for a special interaction; the excitement of communicating with a harmonious tone; the pure delight of conducting a focused conversation?* There seems to be little questioning that without face-to-face communication the market place, and in particular the enlistment trade, could be tedious.

### **6.2.5 Sustainable success in recruitment**

As discussed previously, IMC's supreme purpose in the employment enterprise is to generate *repeat business*, eventually producing excellence and efficiency. In tune with literature, this research demonstrated that repeat service is invested in the client's perception of *added value* (sufficing the *normative question*). Evidently, with *knowing exactly what appeals to clients*, it epitomises an unfolding mystery; service seems to be simple: - *follow the golden rules of IMC and success seems to be guaranteed*.

Gathered from the above it emerges that - provided the conclusions and recommendations [see below] for the objectives are adhered to - it would ascertain which marketing communication actions and/or techniques can be prescribed to foster loyalty in the enlistment commerce (solving the *theoretical research question*).

### **6.3 Recommendations related to the objectives of the study**

Similar to the conclusions of the research, the ambitions of the study is to resolve the research's problem; as a result the investigation has delivered the following proposals:

### **6.3.1 Relationship communication (marketing)**

Consistent with information assembled from the respondents it became evident that success in recruitment is guaranteed provided the recruiter is *knowledgeable* and has the ability to provide *service of excellence* in order to constitute long-term relationships, subsequently breed loyalty (resolving the *meta-analytical question*). Moreover, the outcome of the study demonstrated that a consultant has to have the ability to offer a level of *convenience* to his/her clients (explaining the *conceptual argument*). In addition this research draws on evidence that it is imperative for a personnel consultant to be aux fait with the construct of IMC, as well as being aware of the effectiveness of marketing communication (correlating the *normative proposal*). Also and above all, the pertaining investigation disclosed that a professional consultant should be able to ground him/her as a brand in the market place (sufficing the *normative point*).

### **6.3.2 Further studies**

#### **6.3.2.1 Culture**

The following recommendations are made for additional research with regards to the applicable investigation:

The relevant literature of the application contributed only minimal reference to the culture issue. Nonetheless, culture is a concern in the local and international marketplace. The author would highly recommend supplementary groundwork on the impact of culture, not only in the recruitment industry, but in the total marketplace as well as the effect of the practice of culture.

#### **6.3.2.2 Word-of-mouth**

In today's over-cluttered, advertising-frenzied culture, few people attend to advertisements, possibly reasoning that advertisements are in any case over-

selling the product. As a result, one has the distinct tendency to ask the advice of an expert in the particular field, or perhaps someone with credibility. Subsequently the above-depicted scenario sets the stage for a somewhat different marketing tool to appear, namely word-of-mouth. The current emphasis in communication literature regarding the importance of word-of-mouth has sound support, since it is believed to be a use-able medium considering that one has hand-picked one's source. Although the subject of word-of-mouth has not been addressed in detail in this study, the author is of the opinion that this phenomenon is of great concern. Self-evidently, word-of-mouth calls for further investigation.

#### **6.4 IMC guidelines for consultants' to enhance client loyalty**

##### **6.4.1 *Holistic business approach***

For a recruiter to foster loyalty he/she has to view recruitment, according to an *IMC approach, as a philosophy*. Or perhaps better said, it is critical that a consultant should integrate the totality of his/her communication to guarantee a "*one voice, one look approach*". The latter could be extended to argue that this holistic approach would ensure that the consultant's respective clients will receive *consistent communication*, and as consultants sophisticate their modus operandi they would be able to pinpoint the most *effective* method of communication, consequently inaugurating relationships that breeds loyalty. In other words, in order to establish long term relationships developing into *loyalty*, it is suggested that a consultant cultivates a *holistic communication* strategy that *synergises* all his/her *communication activities*.

##### **6.4.2 *Focused branding***

As discussed previously, a brand represents the name, symbol, or any other characteristics that identifies the service. Furthermore, it is believed that the

brand represents a “bond” between the parties involved, evidently a relationship develops. In addition, literature maintains that a service becomes a brand through communication, since communication is the means through which value is added to the service. Along these lines and to take service to a higher level, literature holds that *service represents a relationship*. However, it needs to be highlighted that the providing of a service can not be clearly defined, for the reason that service cannot be touched. Following this logic and as previously mentioned, depending on the *quality of the service* rendered, the client’s experience of that particular service would dictate the service either excelling or dying.

In view of consultants cultivating an IMC approach, it needs to be emphasised that clients tend to establish *long term relationships* with consultants who offer a *supreme service*. And to be more specific, clients would use a particular consultant’s service again and again based on the recruiter’s level of service. Furthermore, clients claim that they would use a particular consultant’s service repeatedly since they believe that *good service builds loyalty*. For the purpose of clarification it is believed that in this day and age, clients prefer using the service of a consultant with whom they had a positive experience. Also, there is an implicit assumption that client contacts and client experiences are mutually linked. Therefore it is maintained that the *success of a service* depends on the *quality of experience* that clients encounter with the particular recruiter. Having said the above, the golden rule for any consultant who wishes to constitute long term relationships, which would evolve into loyalty, is to follow - apart from others - the IMC principal called *focused branding*, which includes all contacts such as speedy feedback, turn-around time in getting back to clients with applicable CVs after receiving job specs, returning calls ASAP, delivery on promise, accessibility for clients {consultants being available on their cellular phones}, quick response, as well as a telephone call to ensure whether the recipient received the CV).

It therefore follows that consultants ought to be aware of the fact that they are

pivotal in the selling of their enlistment services; and that clients regard a relationship with consultants as of utmost importance.

### **6.4.3 Client-centric**

In order for recruiters to operate successfully within IMC parameters it is eminent that they *get to know* their clients to be able to *meet each clients' specific requirements*; in so doing earning their loyalty, which is the ultimate hypotheses within the IMC rhetoric. In tune with the latter IMC philosophers claim that – with recruiters knowing their client's needs and adhering to their requirements – they would breed *long-term relationships* which would mature into *loyalty*.

### **6.4.4 Contact synergy**

One of the more interesting, if not the most interesting propositions of IMC is that contacts include a multitude of amplitudes. IMC theorists allege that every *contact* with a client is an opportunity to *communicate*, and the beauty of IMC dwells in its ability to, to some extend, *manage planned and unplanned communication*. This adds to the fact that *synergy builds positive responses to everything one does*. In addition, it needs to be pointed out again that the primary objective of IMC is to influence the behavior of a client. As a result it could be assumed that consultants sporting a *professional look and professional voice* (pitch and speed of speech) encourages positive synergy. Therefore, consultants could influence their clients' behaviour favourable by being well presented with a toned voice.

#### **6.4.5 Communication (message) consistency**

IMC recognises that each and every communication of a consultant should be delivered *consistently* in order to create a coherent image among clients. Therefore, from a recruiter's point of view, they need to communicate in *one voice, look and image*, thus, positioning his/her service in a consistent manner.

#### **6.4.6 Use of technology**

Even though technology today is one of - if not the most efficient tool for communication - consultants ought not to view it as a *surrogate for face-to-face encounters*, mainly because clients prefer one-on-one interactions with consultants. Similarly, it appears as if technology can not replace a sincere, transparent, and maturing relationship with a client.

#### **6.4.7 Market segmentation**

The benefit arising from segmenting a market is to reduce unnecessary efforts associated with attempting to reach the entire market. This is particular true in the enlisting commerce where consultants *select* their clients according to industries, for example manufacturing, mining, healthcare, banking, hospitality, etcetera. Also, recruiters being *aux fait* with, for instance financials would target clients exclusively specialising in finances, such as "*Rand Merchant Bank*". In addition, it would be helpful for recruiters to further dissect their clients into fields of specialisation such as payroll specialists, pharmacists, financial managers, engineers and so forth.

#### **6.4.8 Sustainable success**

Increasingly consultants are recognising the significance of IMC's ultimate intention to *influence clients* in order to use their service *again and again*. The latter is particularly true in the current aggressive 21<sup>st</sup> century market place, which demands a quest for *effective* communication. One of the most succinct arguments of IMC is that a client's *satisfaction* is the key to generating superior *long-term relationships*, eventually progressing into *loyalty*, which could be argued is any personnel consultant's ultimate challenge.

#### **6.5 Overview of hindrances**

It needs to be noted that current political issues within the market place such as BEE (Black Economic Empowerment) [see par 3.3], AA (Affirmative Action) [see par 3.3], and the fact that more female personnel are to hold management positions, could possibly influence the relationship between recruiters and clients. In addition the researcher experienced some obstacles whilst administering the investigation; namely the salary- and overtime controversy. As discussed previously, some companies do not pay market related salaries while other organisations do not compensate their employees for work done beyond office hours. Despite the latter, it is expected from consultants to recruit skilled staff. With the result that recruitment consultants needs to educate their clients, which may have an influence on their relationship.

#### **6.6 Conclusion**

One of the golden threads throughout this study – and in essence, according to the author - IMC's eventual test – is to reap the client's loyalty by means of communication. Moreover, aligned with issues raised previously, the hypothesis

in all the IMC rhetoric is to inaugurate long-term relationships which would evolve into loyalty.

This study discloses that by pursuing the strategic principles of IMC [see par 4.7] sustainable success is within reach. Of particular interest is the fact that the majority of respondents of the research believed that the offering of an excellent service is of strategic importance to loyalty. Equally imperative to the respondents was efficiency, which includes accuracy and the screening of candidates. Based upon the doctrine of service, all the parties relied highly on the building of a relationship with two-way communication and transparency.

A fundamental conclusion drawn from the results of this study is to invest in one's clients through holistic communication. Meaning, the integration of one's entire marketing communications ensuring a "*one-voice, one-look approach*"; focused servicing [read: branding] originating from reciprocal interactions; a client-centered approach, zooming in on the client's needs; explicitly exercising contact synergy (being aware of the fact that the complete sources of contact that a client has with a service acts for channels of prospective communication); and to maintain a distinct communication (message) consistency. One has to bear in mind that everyone is living at exhilarating speed in a highly exposed, over-littered communication culture. Nevertheless, provided a recruiter's communication transcends excellence, unprecedented opportunities could unfold. The author therefore concluded that IMC's supreme call is to acquire loyalty through holistic communication that complements clients' lives, eventually maturing into sound relationships.

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# INTERVIEWS

## Respondent 1

- 1 Narita: Chris (.) in your (.) liaisons with recruiters (0.1) what would you say (.) is the  
2 main characteristics in a recruiter (.) that determine you using her services?  
3 Chris: its (.) it's a couple of things Um its (.) uh that personal relationship that  
4 develops over time (0.1)  
5 Narita: Yes ((nods))  
6 Chris: Um (.) you know in the past couple of people I have used (.) that (.) you know  
7 because they do (0.1) cold call eventually build up a personal relationship =  
8 you do use them (.) but I think (.) you know you know ↑once you've used  
9 them in order to use them again but I think they need to offer a ↑good service  
10 (0.2) and what's very important is uh the agent um (.) consultant needs to (.)  
11 to (.) to have a good (.) good knowledge of the of the job =  
12 Narita: = Okay ((nods))  
13 Chris: Which I find (.) often lacking with the agencies uh (0.4) you have a person  
14 (0.4) kind of place (0.2) you know it's- it's more on the lower level positions (.)  
15 I find =  
16 Narita: = Yeah  
17 Chris: They dunno (.) dunno know first thing about the position  
18 Narita: Yeah =  
19 Chris: = Um (0.4) but I mean obviously the (.) the (.) you know the level of uh (0.2)  
20 qualification and experience (0.2) probably vary from agency to agency but  
21 for me (.) you know (.) certainly (0.2) qualifications (0.4)  
22 Narita: Right ((nods))  
23 Chris: And (0.1) I often like dealing with people who have (0.2) uh (0.2) possibly  
24 done the job ↑before  
25 Narita: O[kay  
26 Chris: [I've dealt with agents before (.) that have worked as accountants that have  
27 moved into (.) into consultant's roles (0.2)  
28 Narita: Right, [right ((nods))  
29 Chris: [So (0.1) so I think knowledge of the job (0.2) professions I think is  
30 very important (0.2) and also I think uh: the ability to (0.1) to u:m to (.)  
31 to screen the candidates (0.1) I think is very important (0.2) =  
32 Narita: Yeah =  
33 Chris: = 'Coz often what's happened to me in the past is (.) end up getting u::m you  
34 know they just (.) basically fluid you with uh CV's and send you (0.2) people  
35 over to (.) to see you and I think they should (0.4) screen them more  
36 ↑carefully  
37 Narita: O:kay (0.2)  
38 Chris: Coz (.) because you know for me that's probably one of the most important  
39 functions is to actually screen the candidates (.) properly =  
40 Narita: = Yeah  
41 Chris: = Give you a short list or best one or two candidates to come through u:m  
42 (0.4) hm also (.) also knowledge of your ((clients)) ↑business =  
43 Narita: = Off course =  
44 Chris: = You know it's important for the consultant to have knowledge of the  
45 business (.) by coming to visit you (.) may be coming to do a little site visit  
46 (0.1) walk around the building (0.1)  
47 Narita: Right =

48 Chris: = See what's happening at the company (.) = that's very important to  
49 understand the culture (.) 'coz I think that's also (.) u:m making the (0.2)  
50 personality of the applicant fit the business = I think it's very important (0.2)  
51 Narita: For sure =  
52 Chris: = S:o and ↑also I think just speedy (.) you know just speedy prompt service (.)  
53 you know recruiting something that's happening very quickly  
54 Narita: [Yes  
55 Chris: [And uh: a consultant's or agencies may battle to find the right (0.1)  
56 candidates and (0.2)  
57 Narita: [Yeah ((nods)) ((smiles))  
58 Chris: May have difficulty to set up interviews (.) so I think the the- the reaction t:ime  
59 or turn-around time in terms of getting back to you with quality CV's I think is  
60 very important (0.4) so I think (.) it's a whole host of things(.) I think  
61 qualifications on the part of the consultant understanding of business (0.2)  
62 Narita: Absolutely ((nods)) =  
63 Chris: = Also (.) u:m preferably some sort of background in the position where they  
64 (0.1) are recruiting or at least uh h:a some sort of understanding of it =  
65 Narita: = Right ((nods))  
66 Chris: U::m and them just just the (.) the good service (0.1)  
67 Narita: Ex:cellent, excellent, excellent (0.2)  
68 Chris: U::m what else (0.6) u:m (0.4)  
69 Narita: Would you (.) would you ra:ther use the services of a well known recruitment  
70 agency as opp:osed to a specific recruiter whose services you have been  
71 satisfied with?  
72 Chris: Yeah (0.1) it's a tough one (.) u::m it obviously get your (.) like on the financial  
73 side you get your pre-established agencies (.) like I've dealt with Grey in the  
74 past (0.1)  
75 Narita: Y:es (0.1)  
76 Chris: Very much a financial type agency =  
77 Narita: = Ri:ght  
78 Chris: But (.) but- but (.) yet you can end up (.) dealing with a person ↑ there (0.1)  
79 that's new on the account or you know or is more junior = so I think yes the  
80 name is important um you know it does count quite a bit in terms of that  
81 reputation (0.2)  
82 Narita: Yeah =  
83 Chris: = U:m (0.1) you know but ↑also it depends on the the rapport and the  
84 relationship built over a number of years =  
85 Narita: = Y:es =  
86 Chris: So I ↑ think (.) I think the name is important (.) but having said that I do not  
87 actually place too much (0.1) importance on the (.) you know (.) on the name (0.2)  
88 Narita: Is that so =  
89 Chris: = It doesn't worry me too much (.) I must be honest whether it is Towergroup  
90 (.) or Grey (.) or Pinpoint (.) or agencies you (.) you never actually heard of  
91 (.)  
92 Narita: Right, right =  
93 Chris: = U:m the p:erson has (.) u:m built up the relationship over ↑time (0.2) u:mm  
94 you know it shouldn't be too much of an issue because you can ↑gauge the  
95 caliber of person you dealing with (0.2)  
96 Narita: [R:ight  
97 Chris: [So (.) s-so I don't think the name of the agency is that important  
98 Narita: O:kay, okay. Good (0.4) Is there anything in par:ticular that would ↑happen (.)  
99 that would be  
100 (.) decisive of you not using that particular individual again?

101 Chris: In terms of u::h recruiting? (0.4)

102 Narita: Yeah (0.4)

103 Chris: I just say maybe, maybe ↑tardy service I know I dealt with an agency (0.2)

104 recently (.) for a position (.) and u:m (0.1) although the- (.) the (.) agency

105 ended up ↑placing the person here (0.2)

106 Narita: Yes (.)

107 Chris: U:m I wasn't o:verly impressed with the service (0.1)

108 Narita: Oh (.) is that so (.)

109 Chris: U:m and uh (0.2) the person came into the job (.) was um (0.2) you know I felt

110 that be coming to the job with certain skills =

111 Narita: = R:ight =

112 Chris: = In this particular case it was (.) certain Microsoft Office ↑skills (0.2)

113 Narita: R:ight =

114 Chris: = Which was lacking (0.2) so I think u:m things like that you know (.) I think is

115 very important the CV represent the candidate in a certain way the person =

116 the person arrived here without that u:m experience (0.2)

117 Narita: Right (.)

118 Chris: U:m so you know something like that would cause that I would not use that

119 agency again U:m

120 Narita: Pardon me (.) are you saying that you might not use that agency [again?

121 Chris: [No I'm not

122 saying I'll ↑never use them again (.) but I was annoyed at that point in time (.)

123 Narita: O:kay

124 Chris: Because (.) for me that's the crucial part of the (.) the consult with the

125 agency's role that should actually vet their candidates as I've said = to make

126 sure that they sent the ↑right candidate through

127 Narita: ((nods))

128 Chris: To make sure that the qualifications they say are (.) on the CV are actually

129 correct not to (.) misrepresent or embellish (.) the qualifications of the

130 candidate u:m (0.2) I think that is very important =

131 Narita: = It is =

132 Chris: = U:m so I'm not saying I'm not using that agency ↑again (0.2) I probably use

133 them like ha (.) you know (.) backstop (0.1) in case I couldn't get enough

134 candidates (0.2)

135 Narita: Right, right

136 Chris: But u:m you know (.) I don't think name is that impor:↑tant I think the (.)

137 vetting of the candidates (.) doing all the right things

138 Narita: Off course (0.2) ((nods))

139 Narita: What type of contacts (0.2) do you prefer (.) and when (0.1) for instance e:-

140 mail (.) cell ph:one (.) even though it sometimes u:m might be a bit of an

141 inconvenience although much quicker than landline

142 Chris: Sure (.) It's actually (.) actually quite a tough one (.) because u:m couple of

143 agencies do send h:u uh (.) CV's through = I don't really look at them (0.2)

144 u:m I think it's different if you got a regular need for (.) CV's (.) and (.) and

145 temps and things like that and maybe you like getting updates like that (0.2)

146 u:m but from my side I'll opting on the e-mail (0.1)

147 Narita: Go:od =

148 Chris: = 'Coz I prefer the personal contact (0.4) possibly uh u:h occasional phone

149 call ↑not too often I prefer it every now and again (0.1) but it all depends on

150 the individual if-you (0.2) if you work in a big finance department you need a

151 lot of a high staff turnover a lot of temps you need = maybe its nice to have (.)

152 more regular contact (0.2) but my case u:h probably u:m less frequent contact

153 (.) maybe every month every couple of months (0.4) u:m (0.1) u:m but I prefer

154 the (.) the personal contact (0.1) the phone call (0.1) that's probably the best

155 = maybe the odd visit e-every (.) every so often (.) a couple of times a year or  
156 so (0.2) u:m (0.4) ja and possibly um hm I know one of the agencies do send  
157 out the odd u:m uh: salary survey (.) which is sometimes useful (0.2) and the  
158 odd u:m list of prospective u:m candidates (0.2) from time to time ('coz) also  
159 like to see (.) as a financial person to see (0.2) to benchmark myself against  
160 other people(.) so (0.2) that sort of information (0.1) and maybe (0.2) any  
161 developments in the industry (0.2) in terms (0.2) of recruitment and things  
162 like that (.)

163 Narita: Gre:at

164 Chris: But- but- but (.) more the odd phone (.) call every month or two

165 Narita: Lovely. Case scenario: (0.2) I've ↓client called (0.2) and I've to:ld you: "Chris  
166 would it be o:ka:y =

167 Chris: = Yes

168 Narita: Whilst in the recruitment process (0.1) ↑so:metimes I merely need a yeah or a  
169 neah"=

170 Chris: = Yes, yes =

171 Narita: In order to speed up the process =

172 Chris: = [Yes

173 Narita: ["Could I then (.) perhaps give you a ↑quick call on your c:ell (.) just to get  
174 that either yeah or neah from you" (0.2) and (0.2) I would sometimes s:ay:  
175 "Chris in order to make it easier for you (.) let me go back to my o:ffice (.) and  
176 I'll send you a ↑blank e-m[ail"

177 Chris: [Yes

178 Narita: So it's easier (.) you can just click (.) and add m:y e-mail address (.) to yo:ur  
179 ↓address book. Would you that in a recruiter?

180 Chris: Yes (.) tha-that's (0.1) ja that's thinking ahead (.) that's ja (0.2) that's added  
181 convenience (0.2)

182 Narita: Great =

183 Chris: = That's good.

184 Narita: Great (.) Great (0.2) A recruiter (0.2) should she be (.) well presented as  
185 opposed to not being well presented = now I'm not talking being ↑slim (0.1) or  
186 pr:etty (0.1) but well presented(.) attentive to h:er (.) [person

187 Chris: [Sure =

188 Narita: = Does that enh:ance (.) your perception [of

189 Chris: [Definitely =

190 Narita: =↑Loyalty?

191 Chris: ↑ Definitely (0.2) I think it's just (.) to just u:m just ↑adds to the professional  
192 image (0.1) you know if you dealing with a person that's well groomed and  
193 well organised and I'm not saying they have to be (.) u:m ↑specially dressed  
194 (.) but (.) you know well dressed (.) well groomed (0.2) u:m (.) punctual (0.1)  
195 all those things adds to the whole professional image (0.1) and if your dealing  
196 with a person like that (0.1) obviously you(.) you (.) you know it-it adds a  
197 positive image to that person (.) it's like a (.) holloo-effect (0.2) ((to be  
198 spurred on)) I think it's important (0.2)

199 Narita: Great (.) go:od (0.2) A recruiters tone of voice (0.1) pitch (0.1) and spe:ed of  
200 speech does that u:m influence (.) your opinion of her? (0.4)

201 Chris: U::m hhhhh (0.4) ( ) talking to somebody that talks too fast (0.1) and is (0.2)  
202 too busy rushing around and (0.1) you know ( ) a person that's c:alm (0.1)  
203 and (.) um hm you(.) know they (.) deliver when they talk (.) not just (0.1) like  
204 I've met people in the past (.) not just consultants but people in general (0.1)  
205 you know they talk too fast (.) they just ↑always talking (0.1) you know (.) it's  
206 nice to have (.) a balanced conversation (0.2) two-way you know have a  
207 ↑balanced conversation (0.1) that you actually listening to each other not that

208 they just talking and telling you things that aren't even related to what you're  
209 asking (0.2) so balanced two-way conversation I think is important  
210 Narita: Excellent (.) excellent (0.2) if I w:ere (.) to tell you: (0.2) "Chris, this is my cell  
211 number (0.1) whenever you need staff, whatever time, please fe:el free (.) to  
212 call me". Would it enh:ance your perception of my loyalty t:o y:ou? =  
213 Chris: = Sure (0.4) ja just (.) in you know (.) in times you know recently when I have  
214 placed people (0.1) it's nice to (0.1) to have that uh (.) you know I like to move  
215 quickly (0.1) so you know obviously you want to make an offer (0.1) and you  
216 like to make it so:on (0.1) so you like to get it done (0.1) you know those little  
217 things if you can't get hold of a person = you can't move forward I think the  
218 contact is important (0.1)  
219 Narita: Excellent (.) and feedback? (.)  
220 Chris: Sure (.) straight away (0.1) straight after the interview I think is best (0.2)  
221 Narita: Gr:eat (.) great (.) my availability towards you, knowing that you may call me  
222 anytime, does it enhance you're being loyal to me?  
223 Chris: ↑Sure (0.1) sure (0.2) definitely (0.2)  
224 Narita: Okay  
225 Chris: Sure  
226 Narita: Now (.) in a nutshell (0.1) Chris (.) and this is to conclude (0.1) in you're  
227 opinion what would ↑you say (.) creates loyalty (0.1) ↑ you being loyal to a  
228 recruiter? (0.2)  
229 Chris: Um hhhh (0.1) I think just (.) you know (0.1) regular contact (.) but not too  
230 regular you don't want somebody phoning you every every week (.) obviously  
231 two-way communication (.) them actually listening to you (0.1) know if you say  
232 that you haven't got any needs (0.1) or if you have got needs they must listen  
233 to you (0.1) u:m (0.2) and just a friendly professional manner I think you  
234 know (.) u:m and obviously you know if you do call upon the person they do  
235 deliver on the service (.) they're prompt (.) they're punctual (0.1) you know  
236 they (.) they they supply quality candidates (0.2) u:m (0.1) because I mean (.)  
237 you know it's obviously part of the service is t:o (0.1) screen the candidates  
238 not just to fluid you CV's and sent people around so I think (0.1) maybe a  
239 short list of two or three candidates (0.1) knowing exactly what your business  
240 is ↑like (.) in terms of coming to visit (.) taking a walk around the building (0.1)  
241 getting a feel for the culture and just regular contact = but not too regular (0.2)  
242 Narita: Go:od, good (0.1)  
243 Chris: That's pretty much it  
244 Narita: Excellent (0.2) thank you so much (0.1) thank you very much indeed =  
245 Chris: = Okay ((laughs)) is that it? =  
246 Narita: =That's it.

## Service

that personal relationship that develops over time (0.1) 1/3  
do (0.1) cold call eventually build up a personal relationship = you do use them 1/7  
↑once you've used them in order to use them again...they need to offer a ↑good service (0.2) 1/8  
a ↑good service (0.2) 1/10  
consultant needs to...have...good knowledge of the of the job = 1/9  
often lacking with the agencies ...it's more on the lower level positions (.) I find = 1/13  
They dunno ...the position 1/17  
the level of...qualification and experience...but for me (.)...certainly (0.2) qualifications (0.4) 1/19  
I often like dealing with people who have ... possibly done the job ↑before 1/21  
I've dealt with agents before (.) that have worked as accountants that have moved into... consultant's roles (0.2) 1/27  
knowledge of the job (0.2) professions 1/29  
to screen the candidates (0.1) 1/31  
they just (.) basically fluid you with uh CV's 1/34  
should (0.4) screen them more ↑carefully 1/35  
screen the candidates (.) properly = 1/39  
See what's happening at the company (.) = 1/48  
to understand the culture (.) 1/49  
making the (0.2) personality of the applicant fit the business = 1/49  
the CV represent the candidate in a certain way 1/115  
to make sure that they sent the ↑right candidate through 1/126  
to make sure that the qualifications they say are (.) on the CV are actually correct 1/128  
not to (.) misrepresent or embellish (.) the qualifications of the candidate 1/129  
the (.) vetting of the candidates (.) doing all the right things 1/137  
I like to move quickly...like to get it done (0.1) you know those little things if you can't get hold of a person = you can't move forward ...1/214  
↑Sure (0.1) sure (0.2) definitely (0.2) 1/232 [availability – recruiter]  
regular contact (.) but not too regular 1/229  
you don't want somebody phoning you every ... week (.) 1/230  
obviously two-way communication (.) them actually listening to you (0.1) 1/231  
if you say that you haven't got any needs (0.1) or if you have got needs they must listen to you 1/232  
do call upon...do deliver on the service (.) 1/234  
just a friendly professional manner 1/233  
they're prompt (.) 1/235  
they're punctual (0.1) 1/235  
they supply quality candidates (0.2) 1/236  
part of the service is t:o (0.1) screen the candidates 1/237  
not just to fluid you CV's and sent people around so I think (0.1) 1/238  
a short list of two or three candidates (0.1) 1/239  
knowing exactly what your business is ↑like 1/239  
in terms of coming to visit (.) taking a walk around the building (0.1) getting a feel for the culture 1/240  
just regular contact = but not too regular (0.2) 1/241  
getting a feel for the culture 1/241

## Efficiency

that personal relationship that develops over time (0.1) 1/3  
do (0.1) cold call eventually build up a personal relationship = you do use them 1/7  
↑once you've used them in order to use them again ... they need to offer a ↑good service (0.2) 1/8  
consultant needs to ...have good ... knowledge of the of the job = 1/10  
often lacking with the agencies ...it's more on the lower level positions 1/13  
I often like dealing with people who have ... possibly done the job ↑before 1/23  
to screen the candidates (0.1) 1/31  
they just (.) basically fluid you with uh CV's 1/34  
send you (0.2) people... to (.) see ...should (0.4) screen them more ↑carefully 1/35  
probably one of the most important functions is to actually screen the candidates (.) properly =1/38  
Give you a short list or best one or two candidates to come through u:m (0.4) 1/41  
See what's happening at the company (.) = 1/48  
to understand the culture (.) 1/49  
making the (0.2) personality of the applicant fit the business = 1/49  
speedy ... just speedy prompt service (.) 1/52  
turn-around time in terms of getting back to you 1/59  
qualifications on the part of the consultant ... understanding of business (0.2) 1/61  
preferably some sort of background in the position where they (0.1) are recruiting or at least ... some sort of understanding of it = 1/63  
just the (.) good service (0.1) 1/66  
the p:erson has (.) u:m built up the relationship over ↑time (0.2) ...you can ↑gauge the caliber of person you dealing with (0.2) 1/93  
CV represent the candidate in a certain way 1/115  
actually vet their candidates 1/125  
to make sure that they sent the ↑right candidate through 1/126  
to make sure that the qualifications they say are (.) on the CV are actually correct 1/128  
not to (.) misrepresent or embellish (.) the qualifications of the candidate 1/129  
I don't think name is that impor:↑tant 1/136  
the (.) vetting of the candidates (.) doing all the right things 1/137  
regular contact (.) but not too regular 1/229  
you don't want somebody phoning you every ... week (.) 1/230  
obviously two-way communication (.) them actually listening to you (0.1) 1/231  
if you say that you haven't got any needs (0.1) or if you have got needs they must listen to you 1/231  
just a friendly professional manner 1/233  
do deliver on the service (.) 1/234  
they're prompt (.) 1/235  
they're punctual (0.1) 1/235  
they supply quality candidates (0.2) 1/236  
part of the service is t:o (0.1) screen the candidates 1/237  
not just to fluid you CV's and sent people around 1/238  
maybe a short list of two or three candidates (0.1) 1/238  
knowing exactly what your business is ↑like 1/239  
in terms of coming to visit (.) taking a walk around the building (0.1) getting a feel for the culture and just regular contact = but not too regular (0.2) 1/240

## Rapport

that personal relationship that develops over time (0.1) 1/3  
do (0.1) cold call...build up a personal relationship = you do use them 1/7  
↑once you've used them in order to use them again ... they need to offer a ↑good service (0.2) 1/8  
consultant needs to (.) to...have a good ... knowledge of the of the job = 1/10  
it depends on the the rapport and the relationship built over a number of years = 1/83  
the p:erson has (.) u:m built up the relationship over ↑time... because you can ↑gauge the caliber of person you dealing with (0.2) 1/93  
a person that's c:alm (0.1) and (.)...deliver when they talk (.) 1/202

## Knowledge

consultant needs ... to have good (.) good knowledge of the of the job = 1/11  
They ... dunno know ... about the position 1/17  
the level of ... qualification ...vary from agency ... but for me (.) ... certainly (0.2) qualifications (0.4) 1/19  
I often like dealing with people who have ... done the job ↑before 1/23  
have worked as accountants that have moved into (.) into consultant's roles 1/26  
knowledge of the job (0.2) professions 1/29  
to screen the candidates (0.1) 1/31  
knowledge of your ((clients)) ↑business = 1/44  
the consultant to have knowledge of the business (.) by coming to visit you (.) ... walk around the bui:lding (0.1) 1/44  
= See what's happening at the company (.) = 1/48  
understand the culture (.) 1/49  
making the (0.2) personality of the applicant fit the business = 1/49  
qualifications on the part of the consultant understanding of business (0.2) 1/61  
preferably some sort of background in the position where they (0.1) are recruiting or at least ... some sort of understanding of it = 1/63  
To make sure that the qualifications they say are (.) on the CV are actually correct 1/128  
not to (.) misrepresent or embellish (.) the qualifications of the candidate u:m (0.2) 1/129  
I don't think name is that impor:↑tant 1/136  
the (.) vetting of the candidates (.) doing all the right things 1/137  
knowing exactly what your business is ↑like 1/239  
coming to visit (.) taking a walk around the building (0.1) getting a feel for the culture and just regular contact = but not too regular (0.2) 1/240

## Brand vs individual

get your pre-established agencies (.) like ... Grey in the past (0.1) 1/73  
Very much a financial type agency = 1/76  
you can end up (.) dealing with a person ↑ there (0.1) that's new on the account or ...is more junior 1/78  
↑also it depends on the the rapport and the relationship built over a number of years = 1/83  
I do not actually place too much (0.1) importance on the ... name (0.2) 1/87  
It doesn't worry me too much ...whether it is Towergroup (.) or Grey (.) or Pinpoint (.) or agencies you (.) you never actually heard of (.) 1/89

the p:erson has (.) u:m built up the relationship over ↑time ...because you can  
↑gauge the caliber of person you dealing with (0.2) 1/93  
I don't think the name of the agency is that important 1/97  
I don't think name is that impor:↑tant 1/136  
the (.) vetting of the candidates (.) doing all the right things 1/137

## Types of contact

I'll opting on the e-mail (0.1) 1/146  
couple of agencies do send ...I don't really look at them (0.2) 1/142  
I prefer the personal contact (0.4) 1/148  
occasional phone call ↑not too often I prefer it every now and again (0.1) 1/149  
less frequent contact (.) maybe every month every couple of months (0.4) 1/153  
I prefer the (.) the personal contact (0.1) the phone call (0.1) 1/154  
maybe the odd ... visit every so often (.) a couple of times a year 1/155  
do send out the odd ... salary survey (.) which is sometimes useful (0.2) 1/157  
any developments in the industry (0.2) in terms (0.2) of recruitment 1/161  
more the odd phone (.) call every month or two 1/164

## Convenience

Yes ... ja that's thinking ahead (.) that's ja (0.2) that's added convenience (0.2) 1/180

## Well Presented

[Definitely = 1/189  
↑ Definitely ... just ↑adds to the professional image (0.1) 1/193  
if you dealing with a person that's well groomed and well organised and I'm not  
saying they have to be(.) u:m ↑specially dressed (.) but (.) you know well dressed (.)  
well groomed (0.2) u:m (.) punctual (0.1) all those things adds to the whole  
professional image (0.1) 1/192  
obviously ...it adds a positive image to that person (.) it's like a (.) holloo-effect (0.2)  
(to be spurred on)) 1/197

## Tone of voice, pitch & speed of speech

talking to somebody that talks too fast 1/201  
talk too fast ... they just ↑always talking (0.1) ... it's nice to have (.) a balanced  
conversation (0.2) 1/1205  
two-way you know have a ↑balanced conversation (0.1) 1/206  
that you actually listening to each other 1/207  
they just talking and telling you things that aren't even related to what you're  
asking (0.2) 1/208  
so balanced two-way conversation 1/209

## Access to service

I like to move quickly ... want to make an offer (0.1) and you like to make it so: on ... those little things if you can't get hold of a person = you can't move forward... contact is important (0.1) 1/214

↑ Sure (0.1) sure (0.2) definitely (0.2) ((availability of recruiter)) 1/232

## Professionalism

↑ Definitely ... it just ↑ adds to the professional image (0.1) 1/191  
dealing with a person that's well groomed and well organised and I'm not saying they have to be(.) u:m ↑ specially dressed (.) but ... well dressed (.) well groomed (0.2) u:m (.) punctual (0.1) all those things adds to the whole professional image (0.1) 1/192  
obviously ... it adds a positive image to that person (.) it's like a (.) holloo-effect (0.2) ((to be spurred on)) 1/197  
just a friendly professional manner 1/233

## Culture

also knowledge of your ((clients)) ↑ business = 1/42  
consultant to have knowledge of the business (.) by coming to visit you ... walk around the building (0.1) 1/44  
= See what's happening at the company (.) = 1/48  
very important to understand the culture (.) 1/48  
making the (0.2) personality of the applicant fit the business = 1/49  
knowing exactly what your business is ↑ like (.) in terms of coming to visit (.) 1/240  
taking a walk around the building (0.1) getting a feel for the culture 1/240

## Communication

that personal relationship that develops over time (0.1) 1/3  
it depends on the rapport and the relationship built over a number of years = 1/83  
built up the relationship over ↑ time ... you can ↑ gauge the caliber of person you dealing with (0.2) 1/93  
I'll opt on the e-mail (0.1) 1/146  
I prefer the personal contact (0.4) 1/148  
occasional phone call ↑ not too often I prefer it every now and again (0.1) 1/149  
frequent contact (.) maybe every month every couple of months (0.4) 1/152  
u:m (0.1) u:m but I prefer the (.) the personal contact (0.1) the phone call (0.1) 1/154  
maybe the odd visit ... every so often (.) a couple of times a year or so (0.2) 1/155  
do send out the odd ... salary survey (.) which is sometimes useful (0.2) 1/157  
any developments in the industry ... of recruitment and things like that (.) 1/147  
more the odd phone (.) call every month or two 1/161  
talking to somebody that talks too fast 1/164  
a person that's calm and ... talk too fast (.) ... they just ↑ always talking (0.1) ... it's nice to have (.) a balanced conversation (0.2) 1/201  
two-way you know have a ↑ balanced conversation (0.1) 1/206  
that you actually listening to each other 1/120  
talking and telling you things that aren't ... related to what you're asking (0.2) 1/208  
so balanced two-way conversation 1/209

I like to move quickly ... obviously you want to make an offer ... you like to get it done  
... those little things if you can't get hold of a person = you can't move forward ... the  
contact is important (0.1) 1/215  
↑ Sure (0.1) sure (0.2) definitely (0.2) ((availability of recruiter)) 1/232  
regular contact (.) but not too regular 1/229  
you don't want somebody phoning you every every week (.) 1/230  
obviously two-way communication (.) them actually listening to you (0.1) 1/231  
know if you say that you haven't got any needs (0.1) or if you have got needs they  
must listen to you 1/232

## **Feedback**

Sure (.) straight away (0.1) straight after the interview I think is best (0.2) 1/220

## Respondent 2

- 1 Narita:O:k:ay (0.2) off we go ((smiles))  
2 Narita:Karen (.) thr:ough your experience in l:i:aising with recruit:ters (0.3)  
3 what would y:ou say (.) is the m:ain (0.1) characteristics (.) in a  
4 recr:uiter that d:etermine (0.1) you using her sevice?  
5 Karen:I think for me is (0.2) u:m (0.6) if they keep o:n (0.6) coming back and  
6 checking that you (.) that-t whatever your requirements are are met  
7 (0.2) and also that you build up a relationship (0.2) so u:m (0.1) I think  
8 the most frustrating thing is if y:ou have just have recruiters calling the  
9 whole time = you know you (0.1) don't have time for ( ) and thinks  
10 that's based on service (0.4)  
11 Narita:((nods)) ((smiles)) Excellent (0.1) excellent (0.1) w:ould you rather use  
12 the services of a w:ell kn:own (br:and (0.2) as oppo:sed to the service  
13 (.) of a r:ecr:uiter (.) with whom y:ou have build a r:app:ort with ?  
14 Karen:I think it is pr:ob:ably (.) the individual (.) more the individual um  
15 because you get to know the person = and that's what it's about =  
16 Narita:= Right = ((smiles))  
17 Karen:= for example in one company you may get two p:eople (.) but you  
18 prefer the one to the other you know ↑because ↑of ↑service (0.6)  
19 Narita:O::kay (0.6) what beh:aviour influence (0.1) y:ou recommending that  
20 recruiter that y:ou've build a rapport with to y:our colle:agu:es via word  
21 of mouth ? (0.4)  
22 Karen:I think it is professionalism (0.6) u::m I think a recruiter must realize  
23 when they are ↑needed and when they are not needed um so based  
24 on y:our needs you know it's not just u:m for the sake of doing  
25 recruitment they should really focus in on your needs and what ↑y:ou  
26 require that would make me recommending y:ou to somebody else  
27 (0.4)  
28 Narita:R::ight (.) now in y:our opinion how would the recruiter be able to suss  
29 out your needs (0.4)  
30 Karen:They must chat to me (0.6)  
31 Narita:Excellent (0.1) Karen (0.4) w:ould you s:ay the kn:owledge (.) of the  
32 r:ecr:uiter (0.2) her b:eing aux fait with her database (0.4) her  
33 kn:owledge of the current market place (.) is imp:ortant for y:ou to  
34 enhance↑y:our opinion of h:er being loyal to you? (0.4)  
35 Karen:I↑think it would↑h:elp (.) but that to me is not the key thing = I mean I've  
36 used a recruitment agent w:ho don't recruit in that area (0.2) recently  
37 u:m it's how they tackle it = how they actually get to it (0.4)  
38 Narita:Right (.) right (.) right (0.2) what kinds of contacts would you pr:efere  
39 (0.2) for instance e: -mail (0.2) c:ell phone (0.1) l:andline (0.6)  
40 Karen:I↑pr:fer the more personal ( ) we meet = pick it up talk about't = phone  
41 is fine (0.1) once y:ou've established the need you know =  
42 Narita:= The relationship?  
43 Karen:Ja (0.1) but u::m ini::tially I think a lot of face to face contact helps  
44 (0.1)  
45 Narita:Excellent (.) excellent (0.2) say for instance you would call me (0.2)  
46 hav:ing a job spec (0.2) I would client call y:ou and I would then tell you  
47 (0.2) "Karen (.) y:ou do not have my e:-mail a:ddress (0.4) let me go

48 back to my office (.) I'll send you (.) a blank e-mail so that its  
49 e:asier for you to contact [me  
50 Karen: [that↑helps (0.2)  
51 Narita: [It does? (.)  
52 Karen: [Ja (.) ja (.)  
53 Narita: Would you say (.) Karen that (0.4) sending a blank e-mail  
54 enhances your (.) opinion of the recruiter being loyal to (.) you?  
55 (0.4)  
56 Karen: Provided that we had original contact =  
57 Narita: = yes (.) yes ((smiles))  
58 Karen: Then that would enhance my loyalty to her (.)  
59 Narita: Great (.) great (0.4) A recruiter being well presented (0.2) she  
60 doesn't have to be slim (.) but well presented (.) looking after her as a  
61 person (0.4) does it influence your perception of her (0.2) being well  
62 presented?  
63 Karen: I think the first contact ↑yes (.) but once you get to know the person I  
64 think that becomes less important (0.6)  
65 Narita: Great (0.1) great (0.4) the recruiter's tone of voice (.) her ↑pitch and  
66 her speed of speech (.) does it influence your perception of her ↑  
67 ability (0.2) to ↑be committed to you?  
68 Karen: I think it goes with professionalism = obviously the first (0.4) time round  
69 (0.2) the first few interactions is important (0.4)  
70 Narita: ((smiles))  
71 Karen: but when you get to know the person I think that becomes less  
72 important  
73 Narita: Right =  
74 Karen: = 'cause you ↑know each other  
75 Narita: Excellent (0.1) excellent (0.1) okay (0.2) case scenario :: I am leaving  
76 your office (.) off to my office to start recruiting candidates for you  
77 (0.4) how: ↑ever (0.1) prior to that we need to establish some sort of  
78 channel of communication (0.2) you are busy (0.2) I'm busy (0.1)  
79 would it be okay if I'd offer you my cell number so that you (.) may  
80 (.) call (.) me whenever you need me?  
81 Karen: No that's fine (0.1)  
82 Narita: ((smiles)) ((nods)) (0.2) similarly (0.6) myself would from time to time  
83 need a quick yeah (.) or nah (.) from you (0.2) so I would ask you if  
84 I may (0.1) call you? (0.2)  
85 Karen: ↑Ja no that's no problem (.) no problem (1.2)  
86 Narita: Is feedback from the recruiter important to you? (0.2)  
87 Karen: No that ↑is important ↑very important (0.4) you need to know what's  
88 happening in the process (0.4) very important (0.4)  
89 Narita: Great (0.6) should you want to speak to the recruiter immediately (0.6)  
90 is it important for you to reach her on her cell (0.2) either on direct  
91 contact or perhaps (0.1) if she is busy (0.2) on her voice mail ↑knowing  
92 that she would return your call (.)  
93 Karen: No obviously (0.4) ja ↑very important (0.4)  
94 Narita: In your opinion (0.2) what do you expect from a recruiter? (0.6)  
95 Karen: U::m (0.4) I think professionalism (0.4) u::m delivery on promise (0.4)  
96 and you must see that they actually thought through (.) those (.)  
97 C:V's (0.1) that its not just (0.1) giving you a whole bunch of CV's

98 (0.1) for the sake of sending it that it↑ really matches the j:ob (0.2) that's  
99 why y:our p:aying them (0.6)  
100 Narita:((smiles)) great (0.2)  
101 Karen:To me (0.2) delivery on the promise (0.6)  
102 Narita:Lovely (.) lovely (0.2) and now a l:ast ques:tion (0.4) in y:our (.) opinion  
103 (.) what would y:ou s:ay creates loyalty? (0.6)  
104 Karen:I think it's the re:l:at:ionship that you b:uild (0.4) u:m and delivery (0.2)  
105 meeting the deadlines (0.4) that type of thing so↑ good service ↑builds  
106 loyalty (0.2) and then y:ou kn:ow (0.2) things sometimes go wr:ong =  
107 you can for↑ get 't (0.1) because y:ou (.) know (.) it doesn't happen  
108 every time (0.4)  
109 Narita:Great (0.2) great (0.6) ((smiles)) thank y:ou s:o (0.1) much (0.1)  
110 Karen:Only a pleasure

## Service

you prefer the one to the other you know ↑ because ↑ of ↑ service (0.6) 2/17  
it is professionalm (0.6) 2/20  
a recruiter must realize when they are ↑ needed and when they are not needed so  
based on  
y:our needs 2/21  
they should really focus in on your needs and what ↑ y:ou require that would make  
me  
recommending y:ou 2/22  
del:iv:ery on promise 2/83  
delivery on the promise (0.6) 2/88  
↑ good service ↑ builds loyalty 2/92

## Efficiency

and y:ou must s:ee that they actually thought thr:ough (.) those (.) C:V:'s (0.1) that its  
not just  
(0.1) giving 2/83  
a whole bunch of CV"s (0.1) for the sake of sending it that it ↑ really matches the j:ob  
(0.2) 2/85

## Feedback

if they keep o:n (0.6) coming back and checking that you (.) that-t whatever your  
requirements  
are are met (0.2) 2/5  
They must chat to me (0.6) 2/27  
that ↑ is important ↑ very important ... you need to know what's happening in the  
process (0.4)  
very important (0.4) 2/76  
del:iv:ery on promise 2/83  
delivery on the promise (0.6) 2/88

## Rapport

that you build up a relationship (0.2) 2/6  
so based on y:our needs 2/21  
They must chat to me (0.6) 2/27  
it's the re:l:at:ionship that you b:uild (0.4) 2/91

## Brand vs individual

the individual (.) more the individual um because you get to know the person  
2/13  
and that's what it's about = 2/14

## Professionalism

it is professionalm ... a recruiter must realize when they are ↑ needed and when they are not needed 2/20  
based on y:our needs 2/21  
they should really focus in on your needs and what ↑y:ou require that would make me recommending y:ou 2/22  
it goes with professionalism = obviously the first (0.4) time round (0.2) the first few interactions is important (0.4) 2/60  
when you get to know the person ... that becomes less important = 'cause you ↑ now each other 2/63  
professionalism (0.4) 2/83

## Communication

They must chat to me (0.6) 2/27

## Types of contact

I ↑pr:efer the more personal ( ) we meet 2/36  
phone is fine (0.1) once y:ou've established the need you know = 2/36

## Convenience

[that ↑ helps (0.2) 2/44  
[Ja (.) ja (.) 2/46  
Provided that we had original contact = 2/49  
Th:en that would enhance my loyalty t:o her (.) 2/51

## Well presented

the first contact ↑ yes (.) but once you get to know the person ... that becomes less important (0.6) 2/55

## Tone of voice, pitch and speed of speech

it goes with professionalism = obviously the first (0.4) time round (0.2) the first few interactions is important (0.4) 2/60  
when you get to know the person ... that becomes less important = 'cause you ↑ know each other 2/63

## Access to service

that's no problem (.) n::o problem (1.2) 2/74  
obiously (0.4) ja↑very important 2/81

### Respondent 3

- 1 Narita: Russel (0.1) with you liaising with (0.2) recruiters what would you say  
2 is the main characteristics (0.1) in a recruiter that determines you (.)  
3 using her services?
- 4 Russel: Yeah obviously (0.1) one thing efficiency (0.4) um second one  
5 being (.) your understanding of my requirements (0.2) your  
6 understanding of the culture of my company (0.8)
- 7 Narita: ((smiles)) ((nods))
- 8 Russel: Um (0.2) in order that you try and place (0.1) or actually do  
9 eventually place the correct person in the correct job in the correct  
10 environment (0.1)
- 11 Narita: ((smiles)) ((nods))
- 12 Russel: Um (0.4) by that I mean (0.1) for example (0.1) my current  
13 situation (0.1)
- 14 Narita: Yes (0.1)
- 15 Russel: Fidelity is very Afrikaans (0.1)
- 16 Narita: Right ((nods))
- 17 Russel: So (0.2) you cannot send me a Colored (0.1) or someone that  
18 can't speak Afrikaans = because our industry is Afrikaans (.) 'coz our  
19 culture is Afrikaans = so I can't put a (0.1) you can't send me  
20 someone from the UK (0.1) they are not gonna fit into the office (0.2)
- 21 Narita: Yes = ((smiles))
- 22 Russel: = And (.) you cannot send me (0.2) an eighteen year old  
23 because they also not gonna fit into our culture (.) the same with a  
24 sixty year old (.)
- 25 Narita: Off course (.)
- 26 Russel: So (.) you should know what my requirements are (0.1) you  
27 should know what the work environment consists of (0.2)
- 28 Narita: Yes =
- 29 Russel: = And obviously you (.) should be hands-on as far as the job  
30 spec goes (0.1) Um (0.4) secondary (0.2) is your fees (0.4)
- 31 Narita: Okay (0.2)
- 32 Russel: To us (0.1) the other (.) is more important that we get the right  
33 person for the right job =
- 34 Narita: = Right (.)
- 35 Russel: And if that means that we need to pay a little bit more (.) then  
36 (0.2) so be it (1.2)
- 37 Narita: Okay (0.1) Okay (.) good (0.1) thanks.
- 38 Russel: That's how we operate.
- 39 Narita: Um ((nods)) Would you rather use (.) the services of a well known or  
40 established recruitment agency or a specific recruiter whose services  
41 you have been satisfied with?
- 42 Russel: Um (0.6)
- 43 Narita: Well known agency as opposed to the services of a recruiter whose  
44 services you are satisfied with (0.6)
- 45 Russel: Don't deal with the PAG's because they are too big (0.2) and  
46 they don't (0.2) in my experience in the last couple of years (0.2) I

47           haven't used PAG (0.1) yes they come knocking there every now and  
48           again =

49 Narita:= Um hm ((nods)) (0.4)

50 Russel:       But (0.8) there (0.6) they are ↑ not as personal (0.2) they ↑don't  
51           know what we ↑require (0.4) and they tr:y a:nd shove me (0.2) with ten  
52           CV's at once (.) on people that are not what I've put out for the job spec  
53           =

54 Narita:= O:k:ay =

55 Russel:       = As the (0.1) employer (0.2) I ↑do feel it's my right to tell you  
56           what I want (0.1)

57 Narita:ABSO:LUTELY =

58 Russel:       = And you are expected to do what I want

59 Narita:Good

60 Russel:       And don't take chances (0.1) and w:ild cards by sending all sorts  
61           of CV's to me (0.2)

62 Narita:O:k:ay (0.1)

63 Russel:       'Coz it makes sure I'm gonna get upset with you (0.1) and that  
64           make me not want to use you again =

65 Narita:((nods))

66 Russel:       = If you don't kn:ow what I need and you can't make the effort to  
67           come and ↑see me (0.1) and discuss what I need 0.2)

68 Narita:R:ight =

69 Russel:       = Why would I want to deal with you either

70 Narita:R:ight (.) r:ight (0.4)

71 Russel:       Um (.) sometimes the smaller agencies (0.2) u:m are ↑better  
72           (0.4) the only ad:vantage the PAG's have ↑ got (0.1) is their database  
73           (0.2) but these days that's changed 'coz everybody can go on-line to  
74           (0.1) the P-Nex or (0.1) u:m what's the name? (0.2) ↑Look sometimes  
75           the smaller agencies (0.2) deal with you = they are more professional  
76           (0.2)

77 Narita:Yes (0.1) ((nods))

78 Russel:       U:m because (0.2) because it's a once-off (0.2) Um (.) the lady I  
79           deal with most of the times comes from S:andton Personal (0.1)

80 Narita:((nods))

81 Russel:       Not purely because she's placed m:e there (.) but because she's  
82           b:een with the Group for like 12 years (.) she places all the Head Office  
83           staff (0.1) if I phone her and tell her I'm looking for two Credit  
84           Contr:ollers she will send me (.) two CV's and I can employ both those  
85           people (1.2)

86 Narita:Go:od ((smiles))

87 Russel:       I ↑don't want ten CV's that I must now suddenly waist my time  
88           with people that (.) y:ou kn:ow are not gonna meet my requirements  
89           but (.) because you have to do the numbers (.) every day (0.1) as a  
90           PAG consultant (0.1) you have to have done s:o many calls a d:ay and  
91           s:o many visits (0.2) and ja (.) u:m don't sent me CV's that I don't need  
92           to look at =

93 Narita:= Good (.) good =

94 Russel:       = I don't have ↑ time to waist = I really don't.

95 Narita:Abso:lutely =

96 Russel: = I expect you to send what I'm looking for (0.2) if you ↑can't  
97 (0.1) then I'm going to deal with somebody else (0.1)

98 Narita: Great (0.1) great (0.2) What behaviour in a recruiter (0.1) would  
99 influence (.) you recommending (.) her services via word of mouth? =

100 Russel: = Okay if your (.) if your (0.2) obviously your level of  
101 professionalism (.) yes your accuracy (.) your diligence (0.1) your (0.2)  
102 u:m ↑willingness to provide the correct person (0.2) u:m something  
103 that frustrates me as a person if you have an appointment

104 Narita: Yes =

105 Russel: = And not at half past eleven because your stuck in traffic (.) I  
106 want ↑service (0.1) I want (.) the ↑ correct service (0.2) and I want (.)  
107 what I'm asking for (.)

108 Narita: Okay =

109 Russel: U:m your honesty and your integrity counts (.) as well (0.1) I  
110 ↑want to deal with somebody (0.1) that (.) I can deal with  
111 professionally (0.1)

112 Narita: Yes (0.1)

113 Russel: And that (0.1) should I give you a job ↑requirement (0.1) you  
114 understand what I need (.) you are gonna give me the right ↑  
115 candidate for the right job =

116 Narita: Good (0.1) good (.) perfect =

117 Russel: = I ↑don't want to play games (0.1) don't (.) that's what I say  
118 (0.1) don't send me (0.2) CV's that are ↑unrelated with the position of  
119 somebody that (.) you taking a flyer with (.) because you're hoping to  
120 get a gap (0.1)

121 Narita: Right (.) right (0.1)

122 Russel: If you'r a little bit doubtful (.) I expect you to be honest and say  
123 look let me sent you four or ↑five CV's and (.) go through them (0.2)  
124 u:m (.) that I don't mind (0.1) but don't send me ten or fifteen (.)  
125 because I don't want to go through all of them

126 Narita: Yes (.) Yes (.) Great (.) What contacts would you prefer and when?  
127 (0.2)

128 Russel: ↑ U:m (0.1) Yes (.) drop me an e-mail (0.1) u:m (0.2) but I do  
129 expect you to find the time (.) to (0.1) at least (.) call me telephonically  
130 (.)

131 Narita: Yes =

132 Russel: But ideally I want to see you (0.2) if-if I phone you (.) and I say  
133 to you (.) I have a job spec I want a Credit Controller (0.1) I actually ↑  
134 expect you to make the effort to come and see me to take the job spec  
135 ↑ down (0.1)

136 Narita: Um hm (.)

137 Russel: Don't just let me fax you something and mail me C:V's back,  
138 (0.1) 'coz that's not (0.1) professional = I don't consider it professional I  
139 want to know who I'm dealing with = I want to see who I'm meeting with  
140 (0.1) and I wanna to be able to tell you what I want (0.1) not on the  
141 telephone (0.2)

142 Narita: Good, good (0.1)

143 Russel: I just prefer the (.) the more personal contact =

144 Narita: = Yes, it's important to you (0.2)

145 Russel: For me it's important, ja (0.1) I wanna know who I' dealing with =  
146 I wanna kn:ow (0.2) what kind of character I'm dealing with (.) in y:ou  
147 and like wise I expect you to sum m:e up (.) in the same way (0.2)  
148 Narita: Great (0.2) good (0.1) and that act:ually (.) sh:ows my commitment to  
149 you  
150 Russel: Ja (.) but y:ou must s:e:e m:e (0.2) in the company environment  
151 (0.1)as well(.) you must see ↑how I handle the job (.) and what I  
152 ex:pect (0.2) because (.) you don't know that from a telephone call  
153 (0.2) you need to see my office = you need to see (0.1) the building =  
154 you need to see ↑ what I want and where they gonna sit = how they  
155 gonna fit in = I expect you to know that (0.2) ↑you must kn:ow what ↑I  
156 want (0.1)  
157 Narita: Sure (.)  
158 Russel: That's ↑your job (0.2) in my opinion (0.2)  
159 Narita: Y:eah (0.1)  
160 Russel: It's like it's my job to find out what our clients require from us =  
161 Narita: = Yes =  
162 Russel: = I must be abreast a:ll the t:ime what our client's re↑quirements  
163 are (.)  
164 Narita: Right =  
165 Russel: = I expect you to show the same professionalism (0.4)  
166 Narita: Should a recr:uiter want to make your service to h:er as conve:nient as  
167 possible for instance (.) sending you a blank e:-mail (0.1) in order for  
168 you (0.1) to merely reply on her e-mail and I think I might have done  
169 that t:o y:ou (0.1)  
170 Russel: Ja (.)  
171 Narita: You being able to simply add and click to you're a:ddress book (0.1)  
172 making y:our life easier (.) to communicate with me. Would you  
173 appreciate that? =  
174 Russel: = Ja (.) I do appreciate that (0.1) ja  
175 Narita: Would you say that (0.1) ↑adds to your loy:alt:y perception o:f her (.) or  
176 (.) a recruiter so to speak? =  
177 Russel: = Yes because your willing to do that (.) u:m you willing t:o (0.1)  
178 to d:o what fits into my schedule a:s well  
179 Narita: ((nods))  
180 Russel: So as your own (.) 'coz there's not always ↑time for me to send a  
181 fax (0.1) or whatever (.) it's much easier to reply per e-mail (0.1) but if  
182 that's o:ur understanding that (.) that's what we require at that specific  
183 t:ime (.) then that's fine I appreciate it  
184 Narita: Ok:ay (.) okay great and should I for instance a:sk you: (0.1) "Russel is  
185 it o:kay (.) for me (.) to cell y:ou" a:nd at the s:ame time (0.1) I would  
186 expl:ain to you that (0.1) in order to speed up the whole process (.) I  
187 sometimes only need a ↑yeah (.) or a neah (0.1) from you, but I need it  
188 (.) ↑ now (0.1) so may I pl:ease call you on your cell, is it o:kay? =  
189 Russel: = Ja that's absolutely fine (0.1) me as a person (0.1) I have an  
190 open-door policy, you can actually phone me anytime = if I'm not in the  
191 office = you're more than welcome to phone me on my cell (0.1) ↑if I'm  
192 in a meeting or I'm with a cl:ient or I can't t  
193 Narita: I love it ((smiles))

194 Russel: I'm not gonna beet y:ou around and I don't expect you to do the  
195 same to me (0.2) but if I phone you with a specific and I expect you to  
196 be able to talk to me (0.1) look sometimes it's purely inconvenient (0.1)  
197 but I d expect you to get back to me that s:ame day (0.1) don't leave me  
198 three days that I must leave four or five messages  
199 Narita:Y:e:s =  
200 Russel: = I don't do that to people and I don't expect it done to me (0.2)  
201 Narita:F:or s:ure (0.2) Does the recr:uiter's kn:owledge of the currency in the  
202 marketplace (0.1) and her candidate database (.) a:dds to y:our being  
203 loyal to her (0.1)  
204 Russel: Yes it does (.) obviously because (0.1) idon't n:eed to expl:ain  
205 to you what, Okay in my line (0.2) what a Credit Controller (0.1) should  
206 be doing (.) I shouldn't actually h:ave to give you a job spec = you  
207 should more or less know what it consist of anyway (0.1)  
208 Narita:R:ight (.)  
209 Russel: U:m (0.1) your knowledge of ↑pl:acing (0.1) in that field (0.1) is  
210 important (0.2) and if you'r normally dealing with P::A's or whatever  
211 (0.1) a:nd (0.2) you now suddenly wanna start placing Credit  
212 Controllers = I d:on't believe (.) you know what (.) they should be doing  
213 Narita: ((smiles))((nods))  
214 Russel: Like I said to you earlier (.) in the interview u:m ↑any idiot can sit  
215 there with an age analysis (0.2) it's h:o:w you handle it (0.2) how you  
216 tackle problems and how you solve it (.) that's what important (.) so you  
217 ↑should know the full function of the person (0.2) you'r trying to place  
218 (0.2)  
219 Narita:Perfect (0.2)  
220 Russel: At the end of the day you want to employ somebody that is  
221 g:eing to stay (0.2)  
222 Narita:Absolu:tely  
223 Russel: You want them to be happy in their job and b:e there l:ong term  
224 (0.2) you:r function (.) is to scr:een in (0.1) k:now what I want (.) and  
225 give me x-y-z (.) I w:ant to have confidence in you that I can empl:oy all  
226 the CV's that you sent me  
227 Narita:Right, right =  
228 Russel: I need ↑that confidence in you (0.2)  
229 Narita:O:kay, ex:cellent (0.1) A recruiter being well pre:sented (0.1) now if I  
230 say well presented = she does not have to be pr:etty (0.1) he does not  
231 have to be sl:im (0.1) as l:ong a:s she is looking [after herself  
232 Russel: [Well presented  
233 Narita:Yeah, ((nods)) do:es it a:dd to your perception of h:er quality of service  
234 Russel: It d:oes...(0.2) u:m (0.2) ja because that reflects the k:ind of  
235 person you are = if you are un:tidy on your self (0.1) u:u:m (0.4) what  
236 are your can:didates like? (0.4) and what is the kind of company you  
237 work for (0.4)  
238 Narita:R:ight  
239 Russel: Someone being dressed sloppy = I think is dis↑gusting (0.2) You  
240 know its irrespective whether she sees clients or not (0.2) it do:es'nt  
241 create a good impression (0.1)  
242 Narita:Um hm =

243 Russel: I'm not a:wful s:uit and tie (.) but th:ere's a code of  
244 dressing (.) ja, dress is important and the way you present yourself is  
245 important (.) because that's the image y:ou g:iving o:f the company you  
246 represent (0.1) and it generates a perception of quality service (.)  
247 Narita: Right =  
248 Russel: If you'r ↑ pr:oud of your job you (.) generate that perspective. I  
249 don't wanna deal with somebody that can't dress properly (0.2). your  
250 perception a:nd the w:ay y:ou present yourself is important ↑fo:r m:e  
251 to want to be:lieve in you (0.2)  
252 Narita: Oh ((nods)) ((0.1))  
253 Russel: If ↑I had to deal with someone = it's gonna be someone that is  
254 ↑professional ↑l:ooking (0.2) if not then you must be sin:c:e:re a:nd  
255 you must have a hell-of-a-lot of integrity (.) 'coz I place a lot of value on  
256 integrity (0.2)  
257 Narita: G:ood, good (0.1) Would you say the rec:ruter's t:one (.) or pitch of  
258 voice, and speed of speech en:hance your perception of her quality of  
259 service (0.2)  
260 Russel: Ja it would (.) because you could basically sum (.) somebody up  
261 (0.1) in their mannerism = the way they sit = the way they talk (0.1)  
262 their level of pitch or t:one u:m (.) you can ↑generally judge on a well  
263 spoken person that you want to deal with her(0.1) a well spoken person  
264 actually appeals to me (0.2)  
265 Narita: Great (0.1) almost done, Russel (0.1) In your opinion what would you  
266 say cr:eates (.) loyalty? (0.6)  
267 Russel: A number of things u::m (0.4) what I would look for in loyalty to  
268 y:ou (.) is (0.4) obviously (0.4) that (.) you (.) g:ive me (.) the t:ime of  
269 d:ay (0.2) for what I'm loo:king for (0.2) that you ARE (0.2) in ↑yourself  
270 professional  
271 Narita: Um hm ((nods))  
272 Russel: Besides the company that you represent and we must be able to  
273 understand one another (0.4)  
274 Narita: R:ight  
275 Russel: U:m (0.4) the (.) fre:que:ncy (0.1) of our (0.2) d:ealings u:m your  
276 comeback time (0.2) to me is important(0.2) a:nd like I say (.) the  
277 caliber p:erson that I'm looking for you must be able to supply me with  
278 = I need feedback ↑obviously (0.1) I do expect you to pick up the  
279 ph:one and talk to me regularly.  
280 Narita: Perfect (0.2) Would it a:dd to your loyalty, your perception of m:e being  
281 loyal if I tell you, you being my client: "Russel I am more than ↑happy  
282 to give you my cell number, it's much e:asier and quicker to reach me  
283 on my cell (.) you are m:ore than welcome to cell me, anytime you  
284 wish, I am here for your staffing needs". Would that en:hance you  
285 b:eing loyal to me?  
286 Russel: Off course (.) but that's what I expect (0.2)  
287 Narita: Great! (0.4) In a nutshell (0.1) what do you expect from a recr:uiter?  
288 Russel: I ↑expect personal contact (.) you must get to know me in order  
289 to place someone that would be able to work with me in a team.  
290 Narita: Well done (.) Russel (.) thank you very much indeed  
291 Russel: You'r welcome

## Service

Yeah obviously (0.1) one thing efficien↑cy (0.4) 3/3  
second one b:eing (.) your understanding of my requirements (0.2) 3/  
they are ↑not as personal (0.2) ((PAG's)) 3/44  
they ↑don't know what we ↑require (0.4) and they tr:y a:nd shove me (0.2) with ten  
CV's at once (.) on people that are not what I've put out for the job spec = 3/44  
As the (0.1) employer (0.2) I ↑do feel it's my right to tell you what I want (0.1) 3/48  
And you are expected to do what I want 3/48  
And don't take chances (0.1) and w:ild cards by sending all sorts of CV's to me (0.2)  
3/52  
'Coz it makes sure I'm gonna get upset with you (0.1) and that make me not want to  
use you again = 3/54  
If you don't kn:ow what I need and you can't make the effort to come and ↑see me  
(0.1) and discuss what I need (0.2) 3/57  
Why would I want to deal with you either 3/60  
send me (.) two CV's and I can employ both those people (0.2) 3/73  
I ↑don't want ten CV's that I must now suddenly waist my time with 3/76  
don't sent me CV's that I don't need to look at = 3/79  
I exp:ect you to send what I'm looking for (0.2) 3/84  
obviously your level of professionalism (.) yes your accuracy (.) your diligence (0.1)  
your (0.2) u:m ↑willingness to pro:vi:de the correct person (0.2) 3/88  
I want ↑service (0.1) I want (.) the ↑ correct ser:vice (0.2) 3/93  
and I want (.) what I'm asking for (.) 3/93  
your honesty and your inte:grity counts (.) as well (0.1) I ↑want to deal with  
some:body (0.1) that (.) I can deal with professionally (0.1)3/96  
you under:stand what I need (.) you are gonna give me the right ↑candidate for the  
right job = 3/99  
don't send me (0.2) CV's that are ↑unrelated with the position of somebody that (.)  
y:ou taking a fly:er with (.) 3/102  
I expect you to be honest and say look let me sent you four or ↑five CV's 3/106  
but don't send me ten or fifteen (.) 3/107  
But ideally I want to see you (0.2) 3/113  
I actually ↑ expect you to make the effort to come and see me to take the job spec ↑  
down (0.1) 3/114  
I want to know who I'm dealing with = I want to see who I'm meeting with .... not on  
the telephone (0.2) 3/118  
I just pr:efere the (.) the more personal contact = 3/122  
I wanna know who I' dealing with...what kind of character I'm dealing with...like wise  
I expect you to sum m:e up 3/124  
Ja (.) but y:ou must s:e:e m:e (0.2) in the company environment 1/128  
you must see ↑how I handle the job (.) and what I ex:pect (0.2) because (.) you  
don't know that from a telephone call (0.2) 1/129  
you need to see my office ... the building ... ↑ what I want and where they gonna sit  
= how they gonna fit in = I expect you to know that (0.2) ↑you must kn:ow what ↑I  
want (0.1) 1/130  
That's ↑your job (0.2) in my opinion (0.2)3/134  
I must be abreast a:ll the t:ime what our client's re↑quirements are (.) 3/138  
You want them to...b:e there l:ong term (0.2) you:r function (.) is to...k:now what I  
want 3/190  
I need ↑that confidence in you (0.2) 3/194  
that you ARE (0.2) in ↑yourself professional 3/227  
the (.) fre:que:ncy (0.1) of our (0.2) d:ealings...your comeback time 3/234  
the caliber p:erson that I'm looking for you must be able to supply me with = 3/235

I need feedback ...talk to me regularly 3/235  
I expect personal contact (.) you must get to know me in order to place someone that would be able to work with me in a team 3/245

## Efficiency

Yeah obviously (0.1) one thing efficient 3/3  
second one being (.) your understanding of my requirements (0.2) 3/4  
your understanding of the culture of my company (0.2) 3/4  
that you try and place (0.1) or actually do eventually place the correct person in the correct job in the correct environment (0.1) 3/7  
is more important that we get the right person for the right job = 3/28  
they are not as personal (0.2) they don't know what we require (0.4) and they try and shove me (0.2) with ten CV's at once (.) on people that are not what I've put out for the job spec = 3/44  
I do feel it's my right to tell you what I want (0.1) 3/48  
And you are expected to do what I want 3/50  
don't take chances (0.1) and wild cards by sending all sorts of CV's to me (0.2) 3/52  
'Coz it makes sure I'm gonna get upset with you (0.1) and that make me not want to use you again = 3/54  
If you don't know what I need and you can't make the effort to come and see me (0.1) and discuss what I need (0.2) 3/57  
Why would I want to deal with you either 3/60  
send me (.) two CV's and I can employ both those people (0.2) 3/73  
I don't want ten CV's that I must now suddenly waste my time with...don't send me CV's that I don't need to look at = 3/76  
I expect you to send what I'm looking for 3/84 (0.2)  
if you can't (0.1) then I'm going to deal with somebody else (0.1) 3/84  
obviously your level of professionalism (.) yes your accuracy (.) your diligence (0.1)  
your (0.2) um willingness to provide the correct person (0.2) 3/88  
I want service (0.1) I want (.) the correct service 3/93  
your honesty and your integrity counts (.) as well (0.1) I want to deal with somebody (0.1) that (.) I can deal with professionally (0.1) 3/96  
you understand what I need (.) you are gonna give me the right candidate for the right job = 3/99  
don't send me (0.2) CV's that are unrelated with the position of somebody that (.) you taking a flyer with (.) because you're hoping to get a gap (0.1) 3/102  
I expect you to be honest and say look let me send you four or five CV's and (.) go through them (0.2) 3/106  
but don't send me ten or fifteen (.) because I don't want to go through all of them 3/107  
drop me an e-mail... but I do expect you to find the time (.) to (0.1) at least (.) call me telephonically (.) 3/110  
ideally I want to see you...I actually expect you to make the effort to come and see me 3/113  
don't just let me fax you something and mail me CV's back 3/117  
I want to know who I'm dealing with...see who I'm meeting with (0.1) and I wanna ...tell you what I want (0.1) not on the telephone (0.2) 3/118  
I just prefer the (.) the more personal contact = 3/122  
For me it's important...I wanna know who I'm dealing with...what kind of character... and like wise I expect you to sum me up (.) in the same way (0.2) 3/124  
you must see me (0.2) in the company environment...how I handle the...you need to see my office...the building what I want and where they gonna sit...I expect

you to...kn:ow what ↑I want (0.1) 3/128  
 It's like it's my job to find out what our clients require from us = 3/136  
 I must be abreast a:ll the t:ime what our client's re↑quirements are (.) 3/138  
 I expect you to show the same professionalism (0.4)3/138  
 I must be abreast a:ll the t:ime what our client's re↑quirements are (.) 3/138  
 ↑any idiot can sit there with an age analysis (0.2)... how you tackle problems and  
 how you ...solve it (.) ... (.) so you ↑should know the full function of the person (0.2)  
 you'r trying to place (0.2) 3/183  
 you want to employ somebody that is g:oiing to stay (0.2)3/188  
 You want them to...b:e there l:ong term (0.2) you:r function (.) is to...k:now what I  
 want ... that I can empl:oy all the CV's that you sent me 3/190  
 I need ↑that confidence in you (0.2) 3/194  
 that (.) you (.) g:ive me (.) the t:ime of d:ay (0.2) for what I'm loo:king for (0.2) that  
 you ARE (0.2) in ↑yourself professional 3/228  
 the caliber p:erson that I'm looking for you must be able to supply me with = 3/235  
 I ↑expect personal contact (.) you must get to know me in order to place someone  
 that would be able to work with me in a team 3/245

## Knowledge

your understanding of my requirements ...the culture of my company (0.2) 3/4  
 that you ↑ tr:y and place (0.1) or actually do eventually place the correct person in  
 the correct job in the correct environment (0.1) 3/7  
 you cannot send m::e a Colored (0.1) or someone that can't speak Afrikaans =  
 because our Industry is Afrikaans (.) 'coz our ↑culture is Afrikaans = so...you can't  
 send me someone from the U:K (0.1) they are not gonna fit into the office (0.2) 3/14  
 you cannot send m:e (0.2) an ↑eighteen year o:ld because they ↑also not gonna fit  
 into our culture (.) the same with a sixty year old (.) 3/19  
 you should kn:ow what my requirements are (0.1) you should know what the work  
 environment cons:ists ↑of (0.2) 3/22  
 you (.) should be hands-on as far as the ↑job spec goes 3/25  
 If you don't kn:ow what I need and you can't make the effort to come and ↑see me  
 (0.1) and discuss what I need 0.2) 3/57  
 I exp:ect you to send what I'm looking for (0.2) if you ↑can't (0.1) then I'm going to  
 deal with somebody else (0.1) 3/84  
 should I give you a job ↑requirement (0.1) you under:stand what I need (.) 3/99  
 ↑you must kn:ow what ↑I want (0.1) 3/132  
 Yes it does...because (0.1) i don't n:eed to expl:ain to you what... what a Credit  
 Controller (0.1) should be doing (.) I shouldn't actually h:ave to give you a job spec =  
 you should more or less know what it consist of 3/174  
 your knowledge of ↑pl:acing (0.1) in that field (0.1) is important ... if you'r normally  
 dealing with P::A's ... you now suddenly wanna start placing Credit Controllers = I  
 d:on't believe (.) you know what ... should be doing 3/178  
 expect you to know...what ↑I want (0.1) 3/132  
 ↑any idiot can sit there with an age analysis (0.2) it's h:ow you ...tackle problems  
 and how you solve it... so you ↑should know the full function of the person (0.2) you'r  
 trying to place (0.2) 3/183  
 you want to employ somebody that is g:oiing to stay (0.2) 3/188  
 want them to...b:e there l:ong term (0.2) you:r function (.) is to...k:now what I want (.)  
 ...that I can empl:oy all the CV's that you sent me 3/190  
 I need ↑that confidence in you (0.2) 3/190  
 for what I'm loo:king for (0.2) 3/228  
 you must get to know me...to place someone that would be able to work with me in a

team 3/245

## Brand vs individual

Don't deal with the PAG's because they are ↑too big (0.2) 3/40  
they are ↑not as personal (0.2)3/44  
they ↑don't know what we ↑require (0.4) 3/44  
and they tr:y a:nd shove me (0.2) with ten CV's at once (.) on people that are not  
what I've put out for the job spec = 3/45  
the smaller agencies...are ↑better (0.4) 3/62  
smaller agencies (0.2) ... are more professional (0.2) 3/66

## Rapport

your understanding of my requirements (0.2) 3/4  
I ↑do feel it's my right to tell you what I want (0.1) 3/48  
you are expected to do what I want 3/50  
discuss what I need (0.2) 3/57  
I exp:ect you to send what I'm looking for (0.2) 3/84  
you under:stand what I need (.) 3/99

## Types of contact

drop me an e-mail 3/110  
ideally I want to see you (0.2) 3/113  
I...↑ expect you to make the effort to come and see me 3/114  
don't just let me fax you something and mail me C:V's back (0.1) 3/117  
I want to know who I'm dealing with = I want to see who I'm meeting with (0.1) and I  
wanna to be able to tell you what I want 3/118  
I just pr:efere the (.) the more personal contact = 3/122  
For me it's important, ja (0.1) I wanna know who I' dealing with I wanna kn:ow (0.2)  
what kind of character I'm dealing with (.) in y:ou and like wise I expect you to sum  
m:e up (.) in the same way (0.2) 3/124  
but y:ou must s:e:e m:e (0.2) in the company environment (0.1)... ↑how I handle the  
job ...3/128  
you need to see my office...the building ...↑ what I want 3/130

## Convenience

Ja (.) I do appreciate that (0.1) ja 3/147  
you willing t:o ... d:o what fits into my schedule 3/150  
it's much easier to reply per e-mail (0.1) 3/153  
Off course (.) but that's what I expect (0.2) 3/243

## Well presented

It does...that reflects the kind of person you are = 3/200  
if you are untidy on your self ...what are your candidates like? (0.4) 3/201  
Someone being dressed sloppy ... is disgusting (0.2) 3/204  
it doesn't create a good impression (0.1) 3/205  
I'm not a wful suit and tie (.) but there's a code of dressing 3/207  
dress is important and the way you present yourself is important (.) 3/207  
and it generates a perception of quality service 3/209  
I don't wanna deal with somebody that can't dress properly (0.2) 3/212  
the way you present yourself is important ↑for me to want to believe  
in you (0.2) 3/213  
If ↑I had to deal with someone = it's gonna be someone that is ↑professional  
↑looking (0.2) 3/216

## Tone of voice, pitch & speed of speech

you could...sum (.) somebody up ... their level of pitch or tone 3/221  
you can ↑generally judge on a well spoken person that you want to deal with her(0.1)  
3/223  
a well spoken person actually appeals to me (0.2) 3/223

## Access to service

you can actually phone me anytime ...you're ...welcome to phone me  
on my cell (0.1) 3/162  
but if I phone you ... I expect you to be able to talk to me (0.1)3/166  
don't leave me three days that I must leave four or five messages 3/168  
I don't expect it done to me (0.2) 3/170

## Professionalism

the smaller agencies ... are ...more professional (0.2) 3/62  
your level of professionalism (.) yes your accuracy (.) your diligence (0.1) your (0.2)  
um ↑willingness to provide the correct person (0.2) 3/88  
don't just let me fax you something ... I don't consider it professional 3/117  
I expect you to show the same professionalism (0.4) 3/140  
If ↑I had to deal with someone = it's gonna be someone that is ↑professional  
↑looking (0.2) 3/216  
that you ARE (0.2) in ↑yourself professional 3/229

## Culture

your understanding of the culture of my company (0.2) 3/4  
Fidelity is very Afrikaans (0.1) 3/12  
you cannot send me a Colored (0.1) or someone that can't speak Afrikaans = 'coz  
our ↑culture is Afrikaans = 3/14  
you can't send me someone from the U:K (0.1) they are not gonna fit into the office  
(0.2) 3/16

you cannot send me (0.2) an ↑eighteen year old because they ↑also not gonna fit into our culture (.) 3/19  
you should know what my requirements are (0.1) you should know what the work environment consists of (0.2) 3/22  
you must see me (0.2) in the company environment (0.1) 3/128  
you need to see my office = you need to see (0.1) the building = you need to see ↑ what I want and where they gonna sit = how they gonna fit in = 3/129

## Communication

I expect you to be honest and say look let me send you four or ↑five CV's and (.) go through them (0.2) um (.) that I don't mind (0.1) 3/106  
drop me an e-mail (0.1) 3/110  
I do expect you to find the time (.) to (0.1) at least (.) call me telephonically (.) 3/111  
ideally I want to see you (0.2) 3/113  
↑expect you to make the effort to come and see me 3/114  
Don't just let me fax you something and mail me CV's back (0.1) 3/117  
I want to know who I'm dealing with ... see who I'm meeting with 3/118  
I just prefer the (.) the more personal contact = 3/122  
I wanna know who I'm dealing with ... what kind of character I'm dealing with...3/124  
phone me anytime ...you're...welcome to phone me on my cell (0.1) 3/162  
I expect you to ...talk to me (0.1) 3/166  
but I'd expect you to get back to me that same day (0.1) don't leave me three days that I must leave four or five messages 3/167  
we must be able to understand one another (0.4) 3/231  
the (.) frequency (0.1) of our (0.2) dealings um your comeback time (0.2) 3/234  
I need feedback ...I do expect you to ... talk to me regularly 3/236

## Feedback

phone me anytime ...you're...welcome to phone me on my cell (0.1) 3/162  
but I'd expect you to get back to me that same day (0.1) don't leave me three days that I must leave four or five messages 3/167  
we must be able to understand one another (0.4)3/231  
your comeback time (0.2) to me is important(0.2) 3/234  
the (.) frequency (0.1) of our (0.2) dealings um your comeback time (0.2) 3/234  
I need feedback ... talk to me regularly 3/236  
I ↑expect personal contact (.) you must get to know me...to place someone that would be able to work with me in a team 3/245

## Respondent 4

- 1 Narita: Oraait (0.2) Martha (0.1) I would like to know (.) through your  
2 experience in liaising with recruiters, what would you say is the main  
3 characteristics (.) in a recruiter (0.1) that determine you using her  
4 services? (1.2)
- 5 Martha: ((thinking)) Good ↑service =  
6 Narita: = Excellent ((smiles))  
7 Martha: Ja (0.8) good service.  
8 Narita: How would you define (.) what in your opinion (.) is good service?  
9 Martha: U::m (0.6) sending me the caliber I need (.) the caliber of people  
10 that I need (.) we talking specifically people now, hey? Recruit [ment?  
11 Narita: [Yes, yes ((smiles))  
12 Martha: U::m (0.8) also maybe (.) before that (0.2) CV's (.) CV's that (.)  
13 goes with the job (.) don't send me (.) like (0.2) ten CV's and none of  
14 them you actually wanna interview (0.1)  
15 Narita: Great.  
16 Martha: Ja, (0.1) that's very important (0.1) and then (0.2) through the  
17 year (0.2) when they send you people ((candidates)) that's, that's really  
18 u::m reliable (0.1) quality people, people that do the job. (0.1) that's  
19 what I would say in a nutshell (0.1)  
20 Narita: That's fine. (0.1) how do you mean through the year?  
21 Martha: Building a relationship with me (0.1) 'Coz ja (0.1) the first time  
22 you use them (.) it's basically (.) like I say, you see what CV's they've  
23 sent (0.2)  
24 Narita: Yes (.)  
25 Martha: U:m (.) then you might liaise with them a little more and if they  
26 sent you more CV's that you don't like (.) obviously you not gonna ever  
27 use them again (0.2) and that (.) that happened to me (.) there are  
28 companies (.) I ↑refuse (.) I won't even ↑phone them (0.2)  
29 Narita: Why?  
30 Martha: ↑Because they've sent me people (.) or CV's that's (.) not even in  
31 relation to the job (0.1) not accurate CV's  
32 Narita: Not accurate CV's?  
33 Martha: No, yes ((shaking head)) ((continuously))  
34 Narita: Would you then not use them again?  
35 Martha: No ((shaking head)) (0.2), no I ↑won't (0.4) 'coz I tried them, like  
36 second time (.) and then if they still do that (.) and even after you've  
37 ↑asked them please send specific things (.) this is what I need (.) I  
38 need someone with so many experience (0.2) they just don't send you  
39 that (0.1)  
40 Narita: Good. (0.1) Good. ((nods)) ((smiles))  
41 Martha: Ja (0.2) you know (.) if there is no two-way communication I  
42 would not use them again = and also (0.2) honesty = tell me straight (.)  
43 I don't have someone or = this person I'm sending you is maybe not  
44 the right person, but I think (0.2) maybe just see the person (0.1)  
45 maybe (0.2) you know what I'm saying =  
46 Narita: = Yes, right. ((smiles))

47 Martha: And (.) and tell me up front = maybe you won't like the CV (.) but  
48 you think the person's got, um (0.2) potential (.) maybe just see the  
49 person and see what you ↑think  
50 Narita: Alright (0.4) excellent.  
51 Martha: Ja (.) so communication both ways (0.2) and to b:e o:pen with  
52 each other (.) you know I can talk to you (.) I can say to you and you  
53 kn:ow me (.) and also a relationship you start knowing each other but I  
54 can say to you I d:on't want this (.) or I don't want that (.) and you won't  
55 (.) you might say to me look I have to send you this CV =  
56 Narita: = Yes.  
57 Martha: Um please bear with me (.) but at least I can tell you what I want  
58 and you try to help me.  
59 Narita: Ok:ay =  
60 Martha: So communication (.) satisfy my n:eeds basically (0.4)  
61 Narita: Right (0.4) would you rather use the services of a recruiter with whom  
62 you have b:uild a rapport with (0.1) as opposed to (.) a recruiter (0.2)  
63 whose services from a company with a w:ell kn:own n:ame? =  
64 Martha: = Yes, Ja ((nods)) (0.4) I'd rather use the services of a recruiter  
65 that I kn:ow (.) and build a rapport with. Ja ja rather than- than a  
66 company with a well known name (.) yes =  
67 Narita: [Excellent.  
68 Martha: [I'll tr:y them (.) maybe (.) but I won't g:o (.) and use only them  
69 (0.2) I always have like a few people I use = and if I'm not ( ) in one  
70 stage tardy service so I did (0.1) u:m (0.1) I might use them a:gain (0.1)  
71 because they (were) right (.) but I w:on't go and now only use them  
72 (0.1) I always go back to the person I've build the relation with.  
73 Narita: Great (.) great  
74 Martha: Ja (.) so I will tr:y out?  
75 Narita: What behavior (0.2) would influence you (0.1) in recommending that  
76 recruiter via word of mouth to your colleagues? (0.2)  
77 Martha: U:m (0.8) Call me a pub (0.1) you can talk to a person = you can  
78 communicate = you can tell them exactly what you want (.) u:m they're  
79 reliable (0.4)  
80 Narita: R:ight  
81 Martha: Ja (.) u:m (0.2) Ja (0.4)  
82 Narita: That's fine that's fine ((nods)) okay (.) the knowledge of the recruiter (.)  
83 for instance her d:atab:ase (0.1) the current market place (0.1) salary  
84 sur:veys, does that influence your perception of her being loyal t:o you?  
85 Martha: Yes, (0.4) ja it is important = ↑also their ((her)) knowl:edge of  
86 ↑people (0.1) what do you call it?  
87 Narita: Their candidates =  
88 Martha: = Ja the candidates (0.1) knowledge o:f the candidates = if you  
89 can read people (.) sometimes you'll (.) somebody would say to you ja:  
90 (.) the CV looks good but if you see the person (0.1) you might not (.)  
91 think the person is a good candidate (.)  
92 Narita: O:kay ((nods)) =  
93 Martha: = I want to know her expertise because she works daily with  
94 people (0.1) me not (.) she kn:ows people much mo:re (.) than I do and  
95 she knows what skills I'm looking for (.) and with her visiting me ↑and

96 over the years she has come to know the culture of my company (.)  
97 and I need that (.) because it's like a ↑car (.) having my car service I  
98 know nothing about that s:o I need that expert:ise to help me (.) I've got  
99 may be be a little bit of knowledge but not f:ar as much as a recruiter  
100 has (0.2)

101 Narita: You're right (0.4) good (0.4) wh:at types of contacts would you  
102 pr:efere for instance cell, teleph:one, e:-mail?

103 Martha: Yes (.) e-mail (.) I quite like e-mail = e-mail's fine it's very  
104 convenient, it's better than fax. It doesn't matter I don't (.) it doesn't  
105 really matter (.) e-mail = I like telephone = because it's more pers:onal  
106 u:m e-mail is also fine (0.4)

107 Narita:Ex:celent (0.4) should a recr:uiter want to make her services t:o y:ou as  
108 conv:enient as possible (0.1) making y:our life ea:sier (0.1) does that  
109 enh:ance (.) y:our perception of her loyalty t:o you? For instance  
110 sending you a blank e:-mail so that you may simply repl:y on h:er e:-  
111 mail (0.2)

112 Martha: U:m (.) yes that would be convenient (0.8). ja that is highly  
113 convenient (.) what I don't like (.) is the um (.) continuous (0.1) like  
114 ph:oning and continuous e-mail = I don't appreciate that (.) if I need you  
115 I'll phone you (0.1) u:m (0.1) if you haven't heard from me for a ↑ wh:ile  
116 (.) you can send me a m:ail or you know phone me or whatever but I'm  
117 not the person that like you contacting every month (.) or every week (.)  
118 or something like that = that annoys me.

119 Narita:Excellent, excellent (0.2) a recruiter b:eing well-presented (0.1) she  
120 does not have to be pr:etty, she does not have t:o be slim (0.1) does  
121 that enh:ance y:our perception or h:er being loyal to y:oy?

122 Martha: Ye:s it do:es (.) because obviously what you see is what you  
123 think you gonna get(.) oh yes definitely (0.2) what you d:o to yourself  
124 often you would look at people and think (.) you know if they look like  
125 that what does their work look like as opposed to somebody that's neat  
126 (.) and you know neat on themselves (0.2) definitely.

127 Narita:Gr:eat (0.2) a recr:uiter's tone of voice, pitch and sp:eed does that  
128 have any influence of your perception (0.1) of her (0.1)

129 Martha: N:o (.) not at all (.) I think u:m (.) like I said there was (.) a person  
130 I talk to and I had to get use to he-her the w:ay she was saying things  
131 (0.1) u:m (.) 'coz she could be very abrupt (0.2) but then once (.) you-  
132 you see what she g:ive y:ou (.) and then like that's her manner = so  
133 you (.) oh I accept it (.)

134 Narita:Excellent (.) excellent ((smiles))

135 Martha: I (.) don't have a problem with that (0.2)

136 Narita:For m:e being the recr:uiter (.) for the channel of two way  
137 communication (0.1) I would tell y:ou : "Martha, this is my cell  
138 ((number)) wh:enever you need me (.) please call me on my cell (.) it's  
139 ↑much quicker to communicate and we could speed up the process  
140 (0.1)

141 Martha: Yes (0.1) ja (.) I like to be in contact with you all the time = I  
142 don't like e-mails (.) I must be honest u:m ↑ now and again it's fine or  
143 when you send me e-mail it's conve:nient (.) and it's quick (.) but (.) u:m

144 I like to talk to you (.) and hear what you've got to say (.) so yes (0.1) ja  
145 ((shakes head)) that helps me as well (.) a lot as well (.) ja (0.2)  
146 Narita: R:ight (.) right a recr:uiter providing feedback (.) would that enhance  
147 y:our perception of her being loyal t:o y:ou ↑ for instance (0.1) you have  
148 given her the job spec (.) would you want her to feedback you on her  
149 recr:uiting process (0.1)?  
150 Martha: Yes ((shaking head)) feedback is very important = ja even if you  
151 don't have anybody (.) don't keep me on leash (.) you know tell me = I  
152 don't have anybody = then I kn:ow to go somewhere else = ja that's  
153 very important (0.1)  
154 Narita: Good (.) this question is related to my previous question of access in  
155 comm:unication (0.1) Is it important for you t:o kn:ow (0.1) that  
156 whenever you call (.) she would either return your call as s:oon as she  
157 possibly can (.) or take your call ? =  
158 Martha: Yes ((nods)) that's very important ja =  
159 Narita: Would you say in your opinion it enh:ances your perception of her  
160 loyalty [to you ↑ =  
161 Martha:  
162 [Absolutely (.) because I mean if you actually g:o and you ↑ can't u:m  
163 (.) get hold of a person you not gonna use that person  
164 Narita: [Gr:eat =  
165 Martha: [= 'Coz you'll feel they don't attend to your needs (0.2)  
166 Narita: Lovely ((smiles)) I'm almost ↑ done (0.2). In a nutshell (0.2) what (.) do  
167 you expect from a recr:uiter ?  
168 Martha: U:m I expect her to be ↑ honest with ↑ me (0.2) I expect her to  
169 kind of tr:y and see what I want before they ((she)) sent me C:V's u:m  
170 (.) u:m like I said be o:pen with me = if you don't ↑ have anything tell  
171 me straight = I don't have anything hm (0.4) ja (0.4) but please don't  
172 waist my time (0.4)  
173 Narita: Ex:cellent (0.1) excellent (.) ↑ last question is (0.2)  
174 Martha: U:m (0.2) good ↑ service (0.1) u:m like we say openness = we've  
175 got a relationship we kn:ow each ↑ other (.) um (.) you know what = I  
176 like I know what you like = I know how much info to give y:ou so to  
177 kn:ow ↑ someone (.) u:m (0.2) to know you get a good service (.) u:m  
178 (0.4)  
179 Narita: Lovely (0.1) ((smiles))  
180 Martha: Quick response (0.4) ja (0.4) yes (0.2)  
181 Narita: That's excellent! Thank you s:o much =  
182 Martha: = That's a pleasure

## Service

((thinking)) Good ↑service = 4/4  
good service. 4/6  
sending me the... caliber of people that I need (.) 4/8  
if they sent you more CV's that you don't like (.) obviously you not gonna ever use them again  
(0.2) ... that happened to me ... I↑refuse (.) I won't even ↑phone them  
(0.2) 4/22  
satisfy my n:eeds 4/55  
I expect her to ... see what I want before they ((she)) sent me C:V's 4/148  
be o:pen with me = 4/149  
if you don't ↑have anything tell me straight = I don't have anything 4/150  
good ↑service(0.1) 4/153  
openness = we've got a relationship we know each ↑other 4/153  
you know what = I like I know what you like = I know how much info to give y:ou so to know ↑someone ... to know you get a good service (.) u::m (0.4) 4/154  
Quick response (0.4) Ja (0.4) Yes (0.2) 4/158

## Efficiency

sending me the caliber of people that I need 4/8  
CV's that (.) g:oes with the job. 4/11  
don't send me... ten CV's and none of them you actually wanna interview (0.1) 4/12  
Ja, (0.1) that's very important (0.1) 4/15  
when they send you people ((candidates)) that's... really ...reliable (0.1) quality people, people that do the job. (0.1) 4/15  
if there is n:o two-way communication I would not use them again = 4/37  
honesty = tell me straight (.) I don't have someone or = this person I'm sending you is maybe not the right person (.) but ... just see the person 4/38  
I want to know her expertise because she works daily with people (0.1) me not. 4/85  
she kn:ows people much mo:re (.) than I do and she knows what skills I'm looking for (.) ...  
I need that (.) 4/88  
I know nothing about that s:o I need that expert:ise to help me (.) I've got may be a little bit of knowledge but not f:ar as much as a recruiter has (0.2) 4/86  
I expect her to be ↓honest with ↑me (0.2) 4/146  
I expect her to ... see what I want before they ((she)) sent me C:V's 4/148  
be o:pen with me = if you don't ↑have anything tell me straight = I don't have anything (0.4) 4/149  
openness = we've got a relationship we know each ↑other 4/153  
you know what = I like I know what you like = I know how much info to give y:ou so to know ↑someone ... to know you get a good service (.) u::m (0.4) 4/151  
please don't waist my time 4/151  
Quick response (0.4) Ja (0.4) Yes (0.2) 4/156

## Rapport

building a relationship with me (0.1) 4/19

communication (.) satisfy my needs basically (0.4) 4/53

I always go back to the person I've build the relation with 4/66

a relationship you start knowing each other but I can say to you I don't want this (.)

or I don't want that (.) and ... you might say to me look I have to send you this CV= 4/48

at least I can tell you what I want and you try to help me 4/52

openness = we've got a relationship we know each other ... you know what = I like I know

how much info to give you so to know someone 4/151

## Knowledge

so communication both ways (0.2) and to be open with each other (.) 4/45 I can talk to you (.) I can say to you and you know me 4/47

a relationship you start knowing each other but I can say to you I don't want this (.)

or I don't want that (.) and ... you might say to me look I have to send you this CV= 4/48

at least I can tell you what I want and you try to help me 4/52

yes, (0.4) ja it is important = 4/78

↑also their ((her)) ...knowledge of the candidates 4/78

if you can read people (.) 4/79

I want to know her expertise because she works daily with people (0.1) me not (.)

she knows people much more (.) than I do and she knows what skills I'm looking for (.) 4/85

she has come to know the culture of my company and I need that (.) 4/87

I know nothing about that so I need that expertise to help me (.) I've got maybe a little bit of knowledge but not far as much as a recruiter has (0.2) 4/88

I expect her to ... see what I want 4/148

we know each other ... you know what = I like I know what you like = I know how much info to give you so to know someone ... to know you get a good service 4/154

## Brand vs individual

I always go back to the person I've build the relation with 4/66

## Types of contact

I quite like e-mail = e-mail's fine it's very convenient, it's better than fax. 4/93

I like telephone = because it's more personal 4/94

e-mail is also fine (0.4) 4/95

what I don't like (.) is the ... phoning and continuous e- ((mail)) 4/100

if I need you I'll phone you 4/102  
if you haven't heard from me for a ↑wh:ile (.) you can send me a m:ail or ... phone  
me 4/100  
not ...every month (.) or every week... that annoys me 4/104

## Convenience

yes that would be convenient (0.8). ja that is highly convenient 4/100  
when you send me e-mail it's conve:nient (.) and it's quick (.) 4/126  
I like to talk to you (.) and hear what you've got to say 4/127

## Well presented

Ye:s it do:es (.) because obviously what you see is what you think you gonna get (.)  
oh yes definitely (0.2) 4/109  
you would look at people and think ... if they look like that what does their work look  
like as opposed to somebody that's ... neat on themselves (0.2) definitely 4/111

## Tone of voice, pitch & speed of speech

N:o (.) not at all 4/115  
there was (.) a person ... and I had to get use to ... the w:ay she was saying things  
4/113  
...abrut...I accept it (.) 4/116  
I (.) don't have a problem with that (0.2) 4/120

## Access to service

I like to be in contact with you all the time = 4/125  
I like to talk to you (.) and hear what you've got to say ... ((shakes head)) that helps  
me 4/127  
[Absolutely ...if you ↑can't ... get hold of a person you not gonna use that person  
4/141  
[='Coz you'll feel they don't attend to your needs (0.2) 4/145

## Culture

I expect her to ...tr:y and see what I want before they ((she)) sent me C:V's 4/148

## Communication

if there is n:o two-way communication I would not use them again = 4/37  
honesty = tell me straight (.) I don't have someone 4/38  
or = this person I'm sending you is maybe not the right person... maybe just see the person (0.1) 4/38  
tell me up front = maybe you won't like the CV (.) but you think the person's got... maybe just see the person and see what you ↑think 4/42  
so communication both ways (0.2) 4/46  
and to b:e o:pen with each other 4/44  
you know I can talk to you (.) I can say to you and you kn:ow me (.) 4/47  
a relationship you start knowing each other but I can say to you I d:on't want this (.) or I don't want that ... you might say to me look I have to send you this CV = 4/48  
at least I can tell you what I want and you try to help me 4/52  
so communication (.) satisfy my n:eeds basically (0.4) 4/55  
they're reliable (0.4) 4/72  
you can talk ... you can communicate = you can tell them exactly what you want (.) 4/71  
what I don't like (.) is the ... continuous ... ph:oning and continuous e- ((mail))= 4/101  
I if I need you I'll phone you (0.1) 4/102  
I like to be in contact with you all the time = 4/125  
I like to talk to you (.) and hear what you've got to say ... that helps me ... a lot 4/127  
feedback is very important = ja even if you don't have anybody 4/133  
tell me = I don't have anybody = then I kn:ow to go somewhere else = 4/134  
ja that's very important (0.1) 4/135  
[Absolutely (.) because ... if you ... ↑can't ... get hold of a person you not gonna use that person 4/141  
[=Coz you'll feel they don't attend to your needs (0.2) 4/145  
openness = we've got a relationship we kn:ow each ↑other(.) 4/1453  
you know what = I like I know what you like = I know how much info to give y:ou so to kn:ow ↑someone (.) 4/154

## Feedback

communication both ways (0.2) and to b:e o:pen with each other 4/46  
I can talk to you (.) I can say to you and you kn:ow me (.) 4/47  
a relationship you start knowing each other ... I can say to you I d:on't want this (.) or I don't want that (.) and ... you might say to me look I have to send you this CV = 4/48  
at least I can tell you what I want and you try to help me 4/52  
communication (.) satisfy my n:eeds basically (0.4) 4/55  
Yes ((shaking head)) feedback is very important = 4/133  
even if you don't have anybody ... tell me = I don't have anybody = then I kn:ow to go somewhere else = ja that's very important (0.1) 4/133

## Respondent 5

- 1 Narita: Marieta (.) with you (.) li:aising with recruiters (0.1) what would  
2 you say is the main characteristics in a recruiter (.) that  
3 determine you using her services? (0.4)
- 4 Marieta: Ma::in (0.8) hhhhh my m:ain (0.4) objective would b:e with  
5 someone that (0.6) is going for trouble to understand exactly my  
6 needs (0.4)
- 7 Narita: ((smiles)) ((nods))
- 8 Marieta: I think it's easier in finance to say (0.4) you want a Credit  
9 Controller (0.1) or specific job titles (0.1) that is very generic  
10 (0.2)
- 11 Narita: Um uh ((smiles))
- 12 Marieta: It is not to say I want a generic person (0.2) but (0.4) for a lack of  
13 better t:itle that's what we want (0.1)
- 14 Narita: Ri:ght (.)
- 15 Marieta: So (0.4) usually when you phone an agenc::y if you want a  
16 Credit Controller for example and they'll send you CV's fr:om (.)  
17 different personalities and all that u:m my experience is with ↑  
18 you (0.1) were (0.2) really listening (0.2) and not just looking
- 19 Narita: Yes ((nods)) =
- 20 Marieta: But you just make it easy for me (0.1) to– to do the entry level (.)  
21 and I just (0.1) I ↑know (.) when you sent me an interview  
22 ((candidate)) (.) it's not gonna be a waist of time (.) it's gonna be  
23 somebody that we ↑will recruit
- 24 Narita: ((nods))
- 25 Marieta: U::m these three points is probably the three main points that  
26 (0.1) is keeping me loyal to ↑you (0.1) um and that I (0.4) in ↑all  
27 honesty (0.1) I haven't found in any of the agencies that I had to  
28 deal (0.2) u::m so (0.4) ja (0.1) I think (0.4) I cannot give you  
29 more detail because that entails it all (.)
- 30 Narita: That's ↑fine (.) that's fine (.) Great. Thank you (0.1) Would you  
31 rather use the services of a well kn:own agency as opp:osed to  
32 (.) the services of a recr:uiter with who's services you know are  
33 worthwhile?
- 34 Marieta: Definitely ↑worth while (0.2) I think u::m one initially goes for the  
35 bigger companies (.) well known companies (0.2) but you know  
36 from experience I have realised that- (0.2) that one becomes a  
37 (0.1) number (0.1) you know they've got ↑fifty people in a row
- 38 Narita: ((nods))
- 39 Marieta: ↑You kn:ow what wer'e talking about and I'd have to say it's a  
40 huge ↑win (.) why would I go to the next person that doesn't  
41 know ↑any thing about UUNET(.) Oh (.) and also back to what  
42 make me l:oyal (.) the fact that you did your homework on  
43 UUNET = I remember when I first met you (0.2) you asked  
44 questions and maybe not knowing much about UUNET but you  
45 kept (.) you were very persistent in wanting to know what our  
46 business is a:ll ab:out and where we g:eing and what we want to

47 d:o (0.1) it ↑impressed me (.) I mean (0.2) I'm being honest (.)  
48 it's ((it was)) irritable for me (.) but it's a good ↑sign (.) knowing  
49 that you w:ant to kn:ow about our ↑company (.) so that you can  
50 give me the right person

51 Narita: Um um (0.1) What behavior in a recr:uiter would influence y:ou  
52 (.) recommending her via word of mouth to y:our colleagues?  
53 (0.2)

54 Marieta:U::m actually all of the ↑above (0.2)

55 Narita : ((nods))

56 Marieta:U:m your timeless ↑feedback first of all (.) you know (0.1) don't waist  
57 my time (.) send me proper interviews = you doing the interview before  
58 ↑you send them through to me y:ou kn:ow (0.2) you would run me  
59 down their particular ↑skills (.) ↑personality (.) plus you'd prep m:e  
60 about their strengths (.) and you even told me that he'd be a bit  
61 nervous at first but would relax after a while = that's service (.) It's just  
62 ↑not someone phone in (.) send me CV's (.) and that's it (.) you actually  
63 ↑do the screening (.) s:o (0.2) that's what I want (.) you ↑consulting me.  
64 I'm just to do the final interview (.) kn:owing you have selected the  
65 culture (.) and candidate for me (0.4)

66 Narita:Excellent (0.1) What kinds of contact would y:ou prefer (0.4)

67 Marieta:Um (0.1) I think when w:e're (0.1) in the recruitment pr:ocess (0.1)  
68 probably ph:one calls would be appreciated (.) because you have  
69 ↑acted upon my job spec (.) you kn:ow (0.1) it's not like a m:ail and you  
70 maybe l:ooosing f:ive h:ours (0.1) and have to set up another meeting (.)  
71 go back to the (0.1) the applicant and all that (0.2) u:m ↑afterwards  
72 (0.1) you know I do appreciate mail (.) and even if I don't react  
73 ((laughs)) to them I do read it (.) I will communicate with you (0.2) I just  
74 prefer m:ail in my work environment (0.!) if it's not ↑urgent or not a  
75 crises because I take time at night to go through my mail and I give  
76 them the necessary attention (.) wh:ile (.) during working hours I just  
77 read through it and park it (0.1) you know (0.1) I'll get back to't and I will  
78 deal with it. So (0.1) I ↑like m:ail communication (.) but I mean if it's  
79 u:rg:ent (.) o:r if it's something I need to address right now (.) then give  
80 me a phone call(.

81 Narita:Excellent (.) excellent (0.1) Should a recruiter would want to make y:our  
82 service to her as easy as possible (.) for instance sending you a blank  
83 e:-mail (.) so that you may merely reply on her e-mail and a:dd it to  
84 you're a:ddress book (.) would that enhance y:our loyalty to her?

85 Marieta:Oh y:es (.) yes (.) absolutely (0.1) because ↑again (.) and you did it  
86 (0.1) and I remember that (0.1) you know it just (0.1) I've (.) I've  
87 experienced it (0.1) and I've filed it (0.1) and it definitely made an  
88 impression on m:e (0.1) u::m again (.) you take a business card (0.1)  
89 put it in your desk (0.1) a:nd when you look for 't (0.2) you can't f:ind it  
90 ((laughs)) (0.1) s:o (0.4) by you sending me a mail (0.1) immediately  
91 what I d::id (0.1) is (.) you know I've clicked it onto my contact list (.)  
92 and I've ↑got it (0.1) u::m so definitely (0.1) and ↑that is going the extra  
93 mile (0.4) loyalty (.) back to loyalty (0.4)

94 Narita:Um hm ((0.1) A recruiter b:eing well presented (0.1) and by that it's not  
95 to say that she is pr:etty or sl:im but merely well (.) looked after (.) does  
96 that enh:ance y:our perception of her?

97 Marieta:Oh ↑definitely (.) I mean (.) th:ere's n:o two ways about it (0.1) it  
98 actually says to m:e th:at the t:ype of people that you will (0.2) u::m  
99 send for interv:iews (.) will be of a high caliber (0.2) sure (0.1) u:m (.)  
100 this wh:ole (.) th:ing (.) a:bout (.) u::m (0.1) we're all selling (0.1)  
101 ↑whatever y:ou do (.) you still selling so you're selling your service (0.2)  
102 it's all to d:o with the w:ay you present yours:elf (.) and t:alk and talk  
103 and ja definitely definitely (0.2)

104 Narita:Excellent (0.6) what would influence y:our perception of loyalty

105 Marieta:Sure (0.1) u:m (.) this wh:ole (.) th:ing (.) a:bout (.) u::m (0.1) we're all  
106 selling (0.1) ↑whatever y:ou do (.) you still selling so you're selling your  
107 service (0.2) It's all to d:o with the w:ay you present yours:elf (.) and  
108 t:alk and talk and ja definitely definitely (0.2)

109 Narita:Gr:eat (0.1) In your opinion (0.1) in a nutshell (0.1) what would y:ou say  
110 create loyalty (0.4)

111 Marieta:Everything that I've said in question one (0.4) um (0.4) you make it  
112 e:as:ier for me (0.4) I hate't ((it)) but you make it easier (0.2) kn:owing  
113 the people (0.1) kn:owing the culture (0.2) and all the little (0.1) small  
114 little things that you do (0.2) it just makes the process less traumatic  
115 (0.1) because it's very traumatic for me ((laughs)) (0.4)

116 Narita:Excellent (0.1) the fact that the recr:uiter is giving you access t:o her  
117 services, does that-that enhance your perception of her b:eing loyal  
118 ?(0.1)

119 Marieta:It does (0.1) definitely it does (0.2)

120 Narita:O:kay (0.1) Feedback? Is it imp:ortant to you (0.2)? Although it's  
121 irritable (0.1) I have to give you feedback (.) reason being should I keep  
122 quiet you will not know that I'm working on your job spec.

123 Marieta:Exactly (0.1) exactly (0.1) but some people will ↑see it as irritable (.) I  
124 actually appreciate it (0.2) u::m you kn:ow and I kn:ow then that it's  
125 been ↑worked on but th:ese days (.) you kn:ow perf:ormance and  
126 people getting back to you (0.1) it's a problem (0.1) so as long as I  
127 know that you are working on it, that's fine no I do appreciate 't (0.1) I  
128 actually expect it (0.2)

129 Narita:Gr:eat (.) Thank you s:o much

130 Marieta:Cool = and I ↑really d:o mean it (0.1) Narita (.) I think we've got a  
131 (0.1) we've got a r:eally good relationship (.) the people that you've  
132 placed at UUNET are really happy and they've been gr:owing (0.2) they  
133 want to do more (0.1) so (0.1) it's gr:eat =

134 Narita:Thank ↑you

## Service

someone that (0.6) is going for trouble to understand exactly my needs (0.4) 5/4  
if you want a Credit Controller...and they'll send you CV's from (.) different personalities 5/13  
really listening 5/16  
But you just make it easy for me (0.1) to... do the entry level (.) 5/18  
I...↑know (.) when you sent me an interview ((candidate)) (.) it's not gonna be a waist of time (.) it's gonna be somebody that we ↑will recruit 5/19  
in ↑all honesty (0.1) I haven't found in any of the agencies that I had to deal (0.2) 5/24  
↑You know what we're talking about and I'd have to say it's a huge ↑win 5/36  
knowing that you want to know about our ↑company (.) so that you can give me the right person 5/42  
your timeless ↑feedback first of all (.) 5/51  
don't waist my time (.) send me proper interviews ((candidates)) 5/51  
you doing the interview before ↑you send them through to me 5/52  
you would run me down their particular ↑skills (.) ↑personality (.) plus you'd prep me about their strengths (.) 5/53  
and you even told me that he'd be a bit nervous at first but would relax after a while = 5/55  
that's service 5/56  
It's just ↑not someone phone in (.) send me CV's 5/56  
↑do the screening (.) 5/57  
that's what I want (.) you ↑consulting me. 5/57  
I'm just to do the final interview 5/58  
knowing you have selected the culture (.) and candidate for me (0.4) 5/58  
because you have ↑acted upon my job spec 5/62  
I do appreciate mail (.) ... 5/65  
I will communicate with you (0.2) 5/67  
I just prefer m:ail in my work environment (0.1) 5/67  
if it's not ↑urgent...I take time at night to go through my mail ... during working hours I just read through it ... I'll get back to't and I will deal with it 5/68  
I ↑like m:ail communication (.) 5/71  
if it's something I need to address right now (.) then give me a phone call (.) 5/72  
this whole (.) thing (.) about ... selling (0.1) ↑whatever you do ...you're selling your service (0.2) it's all to do with the way you present yourself (.)5/91  
(0.4) you make it easier for me (0.4) ... but you make it easier (0.2) 5/102  
knowing the people ((candidates)) 5/103  
knowing the culture 5/104  
and all the little (0.1) small little things that you do 5/104  
it just makes the process less traumatic (0.1) because it's very traumatic for me ((laughs)) 5/105  
It does (0.1) definitely it does (0.2) 5/109  
I ↑really do mean it (0.1) Narita ... got a really good relationship (.) 5/119  
the people that you've placed at UUNET are really happy and they've been growing (0.2) they want to do more (0.1) 5/120

## Efficiency

if you want a Credit Controller...and they'll send you CV's from (.) different personalities 5/13  
really listening (0.2) and not just looking 5/16

But you just make it easy for me (0.1) to– to do the entry level (.) 5/18  
 I...↑know (.) when you sent me an interview ((candidate)) (.) it's not gonna be a waist  
 of time (.) it's gonna be somebody that we ↑will recruit 5/19  
 ↑you (0.1) um and that I (0.4) in ↑all honesty (0.1) I haven't found in any of the  
 agencies that I had to deal (0.2) 5/24  
 ↑You kn:ow what wer'e talking about and I'd have to say it's a huge ↑win 5/36  
 U:m your timeless ↑feedback first of all (.) 5/51  
 don't waist my time (.) send me proper interviews = 5/51  
 you doing the interview before ↑you send them through to me 5/52  
 you would run me down their particular ↑skills (.) ↑personality (.) plus you' prep m:e  
 about their strengths (.) 5/53  
 and you even told me that he'd be a bit nervous at first but would relax after a while =  
 5/55  
 that's service. 5/56  
 It's just ↑not someone phone in (.) send me CV's 5/56  
 ↑do the screening (.) 5/57  
 that's what I want (.) you ↑consulting me. 5/57  
 I'm just to do the final interview 5/58  
 kn:owing you have selected the culture (.) and candidate for me (0.4) 5/58  
 because you have ↑acted upon my job spec 5/62  
 I do appreciate mail (.)5/65  
 I will communicate with you (0.2) 5/67  
 I just prefer m:ail in my work environment (0.1) 5/67  
 if it's not ↑urgent ... I take time at night to go through my mail ... during working hours  
 I just read through it ... I'll get back to't and I will deal with it 5/68  
 I ↑like m:ail communication (.) 5/71  
 if it is u:rg:ent (.) o:r ... I need to address right now (.) then give me a phone call 5/72  
 the people that you've placed at UUNET are really happy and they've been gr:owing  
 (0.2) they want to do more (0.1) 5/120

## Convenience

Oh y:es (.) yes (.) absolutely (0.1) because ↑again (.) and you did it (0.1) and I  
 remember that ... it definitely made an impression on m:e (0.1) 5/78  
 you take a business card (0.1) put it in your desk (0.1) a:nd when you look for 't (0.2)  
 you can't f:ind it ((laughs)) (0.1) 5/81  
 s:o (0.4) by you sending me a mail (0.1) immediately what...I've clicked it onto my  
 contact list (.) and I've ↑got it (0.1) u::m so definitely (0.1) and ↑that is going the extra  
 mile (0.4) loyalty (.) back to loyalty (0.4) 5/82  
 the people that you've placed at UUNET are really happy and they've been gr:owing  
 (0.2) they want to do more (0.1) so (0.1) it's gr:eat = 5/120

## Rapport

I ↑really d:o mean it (0.1) Narita ... we've got a r:eally good relationship (.) 5/119  
 the people that you've placed at UUNET are really happy and they've been gr:owing  
 (0.2) they want to do more (0.1) so(0.1) it's gr:eat = 5/120

## Knowledge

if you want a Credit Controller...and they'll send you CV's fr:om (.) different

personalities 3/13

↑you kn:ow what wer'e talking about and I'd have to say it's a huge ↑win 5/36  
the fact that you did your homework on UUNET ...you asked questions ...you were very persistent in wanting to know what our business is a:ll ab:out...it ↑impressed me ...knowing that you w:ant to kn:ow about our ↑company (.) so that you can give me the right person 5/39

your timeless ↑feedback first of all (.) 5/51

don't waist my time (.) send me proper interviews = 5/51

you doing the interview before ↑you send them through to me 5/52

you would run me down their particular ↑skills (.) ↑personality (.) plus you' prep m:e about their strengths (.) 5/53

and you even told me that he'd be a bit nervous at first but would relax after a while = 5/55

that's service 5/56

It's just ↑not someone phone in (.) send me CV's 5/57

↑do the screening (.) 5/57

that's what I want (.) you ↑consulting me. 5/57

I'm just to do the final interview 5/58

kn:owing you have selected the culture (.) and candidate for me (0.4) 5/58

kn:owing the people (0.1) 5/103

kn:owing the culture (0.2) 5/104

## Brand vs individual

Definitely ↑worth while (0.2) ... one initially goes for the bigger companies (.) well known companies (0.2) but ... from experience I have realised ... that one becomes a (0.1) number (0.1) you know they've got ↑fifty people in a row 5/31

why would I go to the next person that doesn't know ↑anything about UUNET(.) 5/37

the fact that you did your homework on UUNET...you asked questions...about UUNET you were very persistent in wanting to know what our business is a:ll ab:out ...it ↑impressed me (.) 5/39

knowing that you w:ant to kn:ow about our ↑company (.) so that you can give me the right person 5/41

## Types of contact

ph:one calls ... because you have ↑acted upon my job spec 5/62

I do appreciate mail (.) ... I do read it (.) I will communicate with you (0.2) 5/65

I just prefer m:ail in my work environment (0.1) 5/67

if it's not ↑urgent ... I take time at night to go through my mail ... wh:ile (.) during working hours I just read through it and park it (0.1) ... I'll get back ...I will deal with it 5/68

I ↑like m:ail communication (.) 5/71

if it's u:rg:ent (.) ... I need to address right now (.) then give me a phone call 5/69

## Well presented

Oh ↑definitely (.) I mean (.) th:ere's n:o two ways about it (0.1) 5/86

it actually says to m:e th:at the t:ype of people that you will (0.2) u::m send for interv:iews (.) will be of a high caliber (0.2)5/86

this wh:ole (.) th:ing (.) a:bout (.) u::m (0.1) we're all selling (0.1) ↑whatever y:ou do

(.) you still selling so you're selling your service (0.2) it's all to do with the way you present yourself (.) and talk and talk and ja definitely definitely (0.2) 5/88

## **Access to service**

It does (0.1) definitely it does (0.2) 5/106

## **Culture**

knowing the people (0.1) 5/100

knowing the culture (0.2) 5/101

## **Communication**

really listening (0.2) and not just looking 5/15

↑really do mean it (0.1) Narita (.) I think ... we've got a really good relationship (.)5/116

the people that you've placed at UUNET are really happy and they've been growing (0.2) they want to do more (0.1) 5/117

## **Feedback**

Um your timeless ↑feedback 5/48

I actually appreciate it (0.2) ... I know then that it's been ↑worked on but these days (.) you know performance and people getting back to you (0.1) it's a problem (0.1) 5/110

so as long as I know that you are working on it, that's fine no I do appreciate 't (0.1) I actually expect it (0.2) 5/113

## Respondent 6

- 1 Narita: Yvonne (0.1) through yo:ur ex:perience in l:iasing with recrui:ters  
2 (0.1) what would you say (.) is the main characteristics (.) in a  
3 recruiter that determine ↑ you using her services?
- 4 Yvonne: O:ka:y definitely industry knowledge (0.4) and the ability to f:ind  
5 (0.1) the ↑r:ight candidates for the right pos↑ition
- 6 Narita: Right ((whispers))
- 7 Yvonne: That-that's quite a skill
- 8 Narita: Abso:lutely (0.1) great. (0.2) would you rather use the services  
9 of a well kn:own or established recruitment (.) agency or a  
10 specific recruiter whose services y:ou have been satisfied with?  
11 (0.4)
- 12 Yvonne: Okay (0.2) ↑definitely the services of the recruiter (0.4)
- 13 Narita: Great (.) great (0.4) what beh:avior would influence (.) y:ou  
14 recommending (.) a recruiter (.) via word of mouth to your  
15 colleagues
- 16 Yvonne: It' definitely their (0.2) how can I put it (0.4) the way they service  
17 you = so their service (0.1) integrity (0.1) their service qualit:y (.)
- 18 Narita: Excellent ((whispers)) ((nods)) =
- 19 Yvonne: = U:m (.) and v:ery important is the relationship they (.) have  
20 build with you (.)
- 21 Narita: Love[ly
- 22 Yvonne: [S::o (0.4) you kn:ow you attend to a few people who  
23 you've established a good sound relationship with =
- 24 Narita: Good, good, great. ((smiles)) (0.4) the kn:owledge of the  
25 recr:uiter (0.1) her knowledge of her database (0.1) her  
26 knowledge of the current (0.1) marketplace (.) is that important  
27 to y:ou? (.)
- 28 Yvonne: Imp:ort:ant (.) but al:so (.) how well she gets to know the  
29 candidates that she submitted to you =
- 30 Narita: = Great (.) great
- 31 Yvonne: And the fact that she's met with them and she knows what they  
32 want what they don't want (0.1) and a little bit of p:ersonal  
33 information on the candidate (0.2)
- 34 Narita: Absol:utely (0.1) what k:inds of contacts would you prefer with  
35 your recr:uiter (0.1)
- 36 Yvonne: J:a (0.2)
- 37 Narita: Such as e:-mail (.) cell (.) l:andline =
- 38 Yvonne: Okay (.) once the relationship's th:ere (0.1) you don't mind (.)  
39 a:nything g:oes (0.1)
- 40 Narita: Go:od (0.2)
- 41 Yvonne: But when the relationship's not there in the beginning = it's  
42 easier to communicate via e-mail (0.2)
- 43 Narita: ((nods))
- 44 Yvonne: Ph:one (0.2) y:our hardly at your desk
- 45 Narita: Oh y:eah
- 46 Yvonne: And cell phone your usually in a meeting so it's hard to answer  
47 that (0.1)
- 48 Narita: Right =

49 Yvonne: = So, e-mail (0.1)

50 Narita: Good (0.2) the fact that the recr:uiter wants to help you in  
51 speeding up the recruitment pr:ocess, similarly making your life  
52 ea:sier, would that a:dd to y:our perception of her being loyall,  
53 for instance her asking permission to cell you for a quidk yeah or  
54 neah? (0.2)

55 Yvonne: You see to say y:es or n:o is difficult (.) because (.) you (.) you  
56 gonna (.) compare that to a whole bunch of C:V's (0.1)

57 Narita: Right (.)

58 Yvonne: So yes send't (.) but (0.1) that's not the point (.) the point is just  
59 send't a:nyway and I will look at't (0.1)

60 Narita: Al:right (.)

61 Yvonne: Because if I have to go thr:ough (0.1) everybody who phones to  
62 say can they send the candidate I'll be doing more talking on the  
63 ph:one than any other work (.)

64 Narita: Right, right =

65 Yvonne: =So it's a bit irritating

66 Narita: Good. In your opinion (.) what would the recruiter d:o to make  
67 your life ea:sier?

68 Yvonne: They s:end (.) the right candidate thr:ough that all comes down  
69 to get C:V's (0.1)

70 Narita: Okay (.) okay (.) great (.) with a recruiter being well presented  
71 (.) she doesn't have to be ↑slim (.) she doesn't have to be pretty  
72 (.) merely well presented (0.1) attentive to herself. Does that  
73 enh:ance y:our perc:eption of h:er being loyal to you?

74 Yvonne: hhhh I don't think so (.) n:o u::m obviously everybody has a  
75 degree (.) of presenting themselves in their own specific way  
76 (0.2)

77 Narita: ((nods))

78 Yvonne: U:m (0.2) you don't want someone to come into the bank in  
79 shorts and a T-shirt (0.2) but you know I've never really had that  
80 s:o the fact that (0.1) you know that they might not b:e the  
81 cl:assic (0.1) repr:esentative of the business (.) pr:ofile (.) it  
82 really doesn't matter (0.2)

83 Narita: Good, good, great (.) okay (.) the recruiter's tone of voice, her  
84 pitch, perhaps her sp:eed of speech her =

85 Yvonne: Um =

86 Narita: = W:ay of t::alking does that =

87 Yvonne: = Very important ((laughs)) that sometimes make or break  
88 situations because (0.4) the ↑ time you spent sometimes talking  
89 on the phone to this person is v:ery influential and can be  
90 effective or non-effective

91 Narita: ↑ R:right ?

92 Yvonne: And you d:o get some recruiters who all been trained (.) or  
93 prepped (.) or prompted (.) or something in the s:ame w:ay and  
94 they all use the same tone of voice and the minute I get a call  
95 like that I can't listen after the first tone or the first beat or the  
96 first word 'coz I know they've just been cripted and now they're  
97 doing the pitch and that to me is lack of individuality (0.2)

98 Narita: R:ight (.) right (.) right (.) in your opinion (0.1) what would you  
99 say create loyalty to you? (0.4)

100 Yvonne: Definitely the u::m (0.2) understanding of the client's business  
101 (0.2)

102 Narita: Yes =

103 Yvonne: = Understanding of the (.) requirements of the ↑kind of people  
104 that fit (.) i:nto (.) the industry (0.1) into the culture (0.2) because  
105 (.) a:s you build a relation with an agent (0.2) they eventually  
106 kn:ow okay they've ↑got twenty gr:eat people who may fit

107 Narita: Right (.) right =

108 Yvonne: = So (.) it's un:derstanding ↑that (0.1) understanding how (0.2)  
109 fitting i:nto (.) to the client's way of doing business the manner of  
110 doing business because availability is a problem (0.1) especially  
111 if you got a large portfolio or you're on a huge recruitment drive

112 Narita: Right

113 Yvonne: So it's just that common un:derst:and:ing of what's happening  
114 ((laughs))

115 Narita: Great, great. How important is it f:or y:ou to have access to the  
116 services of the recruiter? Let me expl:ain (0.1) "M:e as a  
117 recruiter (0.1) giving you my cell number (.) and inviting y:ou to  
118 use it whenever you need my services (0.1)

119 Yvonne: Ja (.) no that's wonderful (0.1) you wanna get hold of her when  
120 you wanna get hold of her (0.2)

121 Narita: Right (.) right. (0.1) would that a:dd to your per↑ception of that  
122 recruiter being loyal to y:ou being the client?

123 Yvonne: YES (.)

124 Narita: Great =

125 Yvonne: = And (.) also small things = a lot of (0.1) and as we know (.) a  
126 lot of candidates can't always make office hours interviews (0.1)

127 Narita: ((nods))

128 Yvonne: So the fact that the agents can also see them (.) in the morning  
129 (.) early morning shifts or late afternoon shifts it's just the nature  
130 of the business unfortunately (.)

131 Narita: Yes (.) yes (0.2)

132 Yvonne: Pr:oviding that extra service to applicants ↑obviously (.) ensures  
133 that the agents also gets the m:ore (0.1) qualified or the better  
134 applicants (.)

135 Narita: Um ((nods)) (0.1) does feedback from the recruiter enhance  
136 your loyalty perception

137 Yvonne: Yes

138 Narita: What kind of feedback do you prefer?

139 Yvonne: O::kay (0.1) just an e:-mail to say it's been two days and I've  
140 f:ound nobody (0.1) because we understand the process (0.1)  
141 takes a while (.) so would it be a week or two it would have been  
142 g:ood to drop a mail to say still looking (.) or whatever the case  
143 may b:e (0.1)

144 Narita: Great (.) and what would y:ou say are you expecting from a  
145 recruiter (0.2)

146 Yvonne: Ok:ay (0.1) I think I've said it bef:ore u::m it's the same answer  
147 that I've said in the beginning =

148 Narita: Um uh ((smiles))  
149 Yvonne: Again (.) a good (.) industry (.) knowledge (0.1) a good  
150 knowledge of the comp:any (0.1) of the w:ay the client works of  
151 the manner (.) the ↑pressures the client is under (.) how it really  
152 works inside u:m because most recruiters think that you only  
153 ↑do recruitment and that's sometimes a very small part [of  
154 your portfolio  
155 Narita: [Absolutely (.) Yvonne (.) I'm  
156 closing with this question (0.1) is it important for you to get hold  
157 of the recr:uiter whenever you need to speak to her? (0.1)  
158 Yvonne: Ja (.) look (0.1) u:m understood (.) I'm busy and you're busy and  
159 ↑often they have admin staff who support them (0.1) s:o if you  
160 ↑can't get hold of a recruiter then (0.1) form a relationship with  
161 her support staff and ↑either way you make communication or  
162 you passing a message through (.) s:o ↑yes availability is  
163 important but if they're not available 'coz they're ↑equally as  
164 b:usy (0.1) someone else is there t:o (.) help y:ou when you  
165 need help (0.2)  
166 Narita: Gr:e:at (.) that's it  
167 Yvonne: ((smiles)) O:kay ↑ th:ank ↑y:ou that's ↑w:onderful  
168 Narita: Thanks ind:eed (.) Yvonne  
169

## Service

definitely industry knowledge (0.4) 6/4  
the ability to find (0.1) the right candidates for the right position 6/4  
↑Definitely the services of the recruiter (0.4) 6/11  
It's definitely...the way they service you = so their service (0.1) integrity (0.1) their  
service quality (.)6/14  
the fact that she's met with them and she knows what they want what they don't want  
(0.1) and a little bit of personal information on the candidate (0.2) 6/28  
you wanna get hold of her when you wanna get hold of her (0.2) 6/112  
YES 6/116  
also small things = 6/118  
a lot of candidates can't always make office hours interviews (0.1) 6/119  
just an e-mail to say it's been two days and I've found nobody 6/132  
a good (.) industry (.) knowledge (0.1) a good knowledge of the company (0.1) of  
the way the client works...the pressures the client is under (.) how  
it really works inside 6/141  
↑often they have admin staff who support them (0.1) so if you can't get hold of a  
recruiter then (0.1) form a relationship with her support staff and either way you make  
communication 6/150  
availability is important but if they're not available 'coz they're equally as busy (0.1)  
someone else is there to (.) help you when you need help (0.2) 6/153

## Efficiency

Okay definitely industry knowledge (0.4) 6/4  
the ability to find (0.1) the right candidates for the right position 6/4  
that-that's quite a skill 6/7  
definitely their...the way they service you = so their  
service (0.1) integrity (0.1) their service quality (.) 6/14  
the point is just send't anyway 6/54  
they send (.) the right candidate through that all comes down to get CV's (0.1) 6/42  
also small things = 6/104  
a lot of candidates can't always make office hours interviews (0.1) 6/118  
so the fact that the agents can also see them (.) in the morning (.) early morning  
shifts or late afternoon shifts it's just the nature of the business unfortunately (.) 6/121  
providing that extra service to applicants...ensures...gets the more (0.1) qualified...  
applicants (.) 6/125  
a good (.) industry (.) knowledge (0.1) a good knowledge of the company...  
the way the client works...the pressures the client is  
(0.1) under (.) how it really works inside 6/141

## Rapport

Very important is the relationship they (.) have build with you (.) 6/17  
you attend to a few...who you've established a good sound relationship with= 6/20  
once the relationship's there (0.1) you don't mind (.) anything goes (0.1) 6/34

But when the relationship's not there...it's easier...via e-mail (0.2)  
6/36  
Ph:one (0.2) y:our hardly at your desk 6/41  
And cell phone your usually in a meeting so it's hard to answer that (0.1) 6/42  
e-mail (0.1) 6/46  
a:s you build a relation...they eventually kn:ow 6/98  
that's wonderful (0.1) you wanna get hold of her when you wanna get hold of her (0.2)  
6/112  
YES 6/116  
if you ↑can't get hold of a recruiter then (0.1) form a relationship with her support staff  
and ↑ either way you make communication 6/150

## Knowledge

O:ka:y definitely industry knowledge (0.4) 6/4  
and the ability to f:ind (0.1) the ↑r:ight candidates for the right pos↑ition 6/4  
Imp:ort:ant (.) but al:so (.) how well she gets to know the candidates that 6/25  
And the fact that she's met with them and she knows what they want what they don't  
want (0.1) and a little bit of p:ersonal information on the candidate (0.2) 6/28  
Definitely...understanding of the client's business (0.2) 6/94  
Understanding of the (.) requirements of the ↑kind of people that fit (.) i:nto (.) the  
industry (0.1) into the culture (0.2) 6/96  
a:s you build a relation...they eventually kn:ow okay they've ↑got twenty gr:eat people  
who may fit 6/98  
it's un:derstanding ↑that (0.1) understanding how (0.2) fitting i:nto (.) to the client's way  
of doing business 6/101  
it's just that common un:derst:and:ing of what's happening ((laughs)) 6/106  
good (.) industry (.) knowledge (0.1) a good knowledge of the comp:any of the w:ay the  
client works ...the pressures the client is under(.) how it really works inside 6/141

## Brand vs individual

Definitely the services of the recruiter (0.4) 6/11

## Types of contact

once the relationship's th:ere (0.1) you don't mind (.) a:nything g:oes (0.1) 6/35  
when the relationship's not there...it's easier to... e-mail (0.2) 6/38  
Ph:one (0.2) y:our hardly at your desk 6/41  
cell phone your usually in a meeting so it's hard to answer that (0.1) 6/43  
e-mail (0.1) 6/46  
if I have to go thr:ough (0.1) everybody who phones...I'll be doing more talking on the  
ph:one than any other work (.) 6/57

## Convenience

that's wonderful (0.1) you wanna get hold of her when you wanna get hold of her (0.2) 6/112

YES ((enhance loyalty)) 6/116

Ja...understood (.) I'm busy and you're busy... if you ↑can't get hold of a recruiter then (0.1) form a relationship with her support staff 6/149

↑yes availability is important but if they're not available...someone else is there t:o (.) help y:ou when you need help (0.2) 6/153

## Well presented

everybody has a degree (.) of presenting themselves in their own...way (0.2) 6/70  
you don't want someone to come into the bank in shorts and a T-shirt (0.2)... they might not b:e the cl:assic (0.1) repr:esentative of the business (.) pr:ofile (.)6/73

## Tone of voice, pitch & speed of speech

= Very important ((laughs)) that sometimes make or break situations because (0.4) the ↑ time you spent sometimes talking on the phone to this person is v:ery influential and can be effective or non-effective 6/82

## Access to service

wonderful (0.1) you wanna get hold of her when you wanna get hold of her (0.2) 6/112  
YES 6/116

I'm busy...who ...if you ↑can't get hold of a recruiter then (0.1) form a relationship with her support staff make communication 6/149

↑yes availability is important but if they're not available 'coz they're ↑equally as b:usy (0.1) someone else is there t:o (.) help y:ou when you need help (0.2) 6/153  
e:-mail to say it's been two days and I've f:ound nobody...drop a mail) 6/132

## Culture

Definitely... understanding of the client's business (0.2) 6/94

Understanding of the...the culture 6/98

un:derstanding ↑that (0.1) understanding how (0.2) fitting i:nto (.) to the client's way of doing business the manner of doing business 6/97

So it's just that common un:derst:and:ing of what's happening ((laughs)) 6/106

a good (.) industry (.) knowledge (0.1) a good knowledge of the comp:any the w:ay the client works ...the ↑pressures the client is under (.) how it really works inside 6/141

## Communication

you attend to a few people who you've established a good sound relationship with 6/20  
once the relationship's there (0.1) you don't mind (.) anything goes (0.1) 6/34  
but when the relationship's not there...it's easier to...e-mail (0.2) 6/38  
Phone (0.2) you're hardly at your desk 6/40  
and cell phone you're usually in a meeting so it's hard to answer that (0.1) 6/43  
e-mail (0.1) 6/46  
if I have to go through (0.1) everybody who phones....I'll be doing more talking on the  
phone than any other work (.) 6/57  
Yes 6/130  
e-mail to say it's been two days and I've found nobody ... drop a mail 6/132

## Feedback

once the relationship's there (0.1) you don't mind (.) anything goes (0.1) 6/35  
when the relationship's not there...it's easier to...e-mail (0.2) 6/37  
Phone (0.2) you're hardly at your desk 6/40  
And cell phone you're usually in a meeting so it's hard to answer that (0.1) 6/42  
e-mail (0.1) 6/44  
Ja (.) no that's wonderful (0.1) you wanna get hold of her when you wanna get hold of  
her (0.2) 6/112  
YES 6/116  
an e-mail to say it's been two days and I've found nobody...drop a mail 6/132

## Availability

understood (.) I'm busy and you're busy and if you can't get hold of a recruiter then  
(0.1) form a relationship with her support staff...make communication 6/149  
↑yes availability is important but if they're not available...someone else is there to (.)  
help you 6/153

## Respondent 7

- 1 Narita: Daphney, through your experience in liaising with recruiters (0.1)  
2 what would you say (0.1) is the main characteristics (.) in a  
3 recruiter that determine (.) you using her services?  
4 Daphney: Good service (0.4) delivering on time (0.2)  
5 Narita: Lovely ((smiles)) (0.4)  
6 Daphney: Uh constant communication ( ) if I give someone a spec (0.2) and  
7 they can't find the candidate (.) I expect them to give me a shout back  
8 and tell me that they can't find a candidate (.) and what they doing  
9 about 't (0.2)  
10 Narita: Okay ((smiles))  
11 Daphney: So it's basically service (0.1) communication and constant  
12 communication with each other (0.4)  
13 Narita: Excellent, excellent. ((nods)) ((smiles)) (0.1) Would you rather use  
14 the services of a well known agency (.) as opposed to the  
15 services of a recruiter (.) that you know whom's services is good?  
16 (.)  
17 Daphney: I would rather use a recruiter whose services is good than uh a big  
18 agency (0.2)  
19 Narita: Good (0.1) what behavior influence (.) you (.) wanting to  
20 recommend the services of a recruiter (.) by word of mouth? =  
21 Daphney: = Professionalism (0.2)  
22 Narita: And what would you say is professionalism?  
23 Daphney: Uh service delivery (0.2)  
24 Narita: Good ((smiles))  
25 Daphney: And uh when it comes to ( ) the type of CV's how they- they-  
26 they- they formulate the CV's (0.2)  
27 Narita: Right (.)  
28 Daphney: And the type of candidates that they send through (.) candidates  
29 that represent the company (0.2)  
30 Narita: Okay (.) do you think it is important for the recruiter to have  
31 know[ledge  
32 Daphney: [ Yes definitely =  
33 Narita: = Both of the marketplace and the (.) level of her candidates =  
34 Daphney: = Yes definitely as well as uh obviously the positions that they  
35 dealing with  
36 Narita: Good  
37 Daphney: [And the company (.) me as a client (0.1) feels it is very  
38 important that they know about me (0.6)  
39 Narita: ↑What about you? (0.1)  
40 Daphney: Uh the type of positions that I would normally um dealing ↑with  
41 (0.1)  
42 Narita: Yes (0.1)  
43 Daphney: Uh the type of people that I would want for those positions (0.1)

44 Narita: R:ight

45 Daphney: And the type of company that I am working for (.) respecting my  
46 company that I am working for (0.2)

47 Narita: Okay (.) great (.) what k:inds of contacts would you prefer with  
48 your recr:uiter (0.1) for instance, e:-mail, landline, cell phone? What  
49 kind of contacts would you prefer with (.) m:e (.) as a recruiter.

50 Daphney: U:h e-mail = cell phone number = office number fax number (.)  
51 which ever means of communication that would help me to get hold  
52 of you as the recruiter (0.1)

53 Narita: Good good = good. Me offering y:ou convenience t:o you (.) does it  
54 a:dd to y:our-your per↑ception (.) of m:e (.) b:eing loyal to you  
55 should I make your life easier, for instance sending you a blank e-  
56 mail (.) s:o that you may merely add my e:-mail address and reply  
57 on my mail ? (0.1)

58 Daphney: U:m uh

59 Narita: It does?

60 Daphney: It ↑does (.) yes it helps (0.6)

61 Narita: B:eing well presented (.) does that a:dd (.) to y:our perception of  
62 anyone being loyal to you? =

63 Daphney: Yes

64 Narita: Or her level of service?

65 Daphney: Her level of service because that would actually indicate her  
66 professionalism to me (.) y:ou (.) present yourself in a professional  
67 manner (.) a:nd even the way you look (.) you look professional  
68 .hhh to m:e it indicates that you are a professional person and that I  
69 would also get professional candidates from you (0.6)

70 Narita: The recruiter's t:one of voice, her pitch and her speed of speech  
71 does that influence y:ou (0.1) wanting to use that particular  
72 recruiter's service?

73 Daphney: I does(.) if s:ome::one (.) speaks (.) sl:owl:y a:nd uh (.) the voice is  
74 very ↓l:ow (.) that indicates of the pers:on either has a ↑low self  
75 esteem or they d:o n:ot uh have enough confidence in themselves  
76 (0.2)

77 Narita: R:ight =

78 Daphney: = Ja some p:eople (0.1) w:ell they don't have to be r:eally loud (0.1)  
79 but you know (0.1) confidence (.) shows in the voice as well (0.1)  
80 and the way ↑you speak (0.4)

81 Narita: True (.) in y:our opinion (0.2) what- what creates loyalty?

82 Daphney: U:::m loy:alt:y t:o m:e m:eans that the p:erson has to concentrate  
83 on m:e (0.4) the person has to be in constant communication with  
84 me a:nd whatever information that I would require = that they would  
85 be o:pen and transparent with me (0.4)

86 Narita: G:ood (.) the fact that y:ou know that the recruiter is avai:lable t:o  
87 y:ou (.) that whenever y:ou call her she would ei:ther (.) take your  
88 call (0.1) or return you call as s:oon as she is [free

89 Daphney: [Very important (.) very very  
90 important (0.1) if I need to get hold of someone A:S:A:P (.) then a:s  
91 a service provider I must be able to get hold of her (0.2)  
92 Narita: Good ((smiles)) (0.1) last two questions (0.1) what (.) in a nutshell  
93 (.) do you expect from a recr:uiter? (0.1)  
94 Daphney: U:::m as I've said professionalism number one u:::h another one  
95 like I said is loyalty .hhhhhh loyalty (.) I guess professionalism  
96 sums up everything (0.4)  
97 Narita: Great (0.2) is f:eedback important to you? (0.2) Case scenario:  
98 (0.2) y:ou have given your job spec to y:our recr:uiter (0.1) now  
99 y:ou want to kn:ow is she is actually working on it (0.2) should she  
100 not make contact with y:ou (.) you would'nt kn:ow whether or not  
101 she is working on y:our job spec (0.1)  
102 Daphney: Feedback like I said (0.1) previously (.) communication (.) open  
103 communication if you can't get hold of a candidate (.) please let me  
104 know (.) let's find another way = I maybe need t:o (0.1) alter the  
105 spec here and there for you so that you get the right candidate (0.2)  
106 Narita: Ex:cellent (.) that's it (.) thank you very much indeed.  
107 Daphney: It's only a pleasure

## Service

Good service (0.4) delivering on t:ime 7/4  
constant communication ( ) 7/6  
if I give someone a spec (0.2) and they can't find the candidate (.) I expect them to ...tell me that they can't find a candidate (.) and what they doing about 't (0.2) 7/6  
So it's basically service (0.1) 7/10  
communication and constant communication with each other (0.4) 7/10  
service delivery (0.2) 7/21  
how the:y...formulate the CV's (0.2) 7/23  
the type of candidates that they send through (.) candidates that represent the (0.2) agency 7/26  
her level of service because that would actually indicate her professionalism to me. 7/68  
loy:alt:y t:o m:e m:means that the p:erson has to concentrate on m:e (0.4) 7/75  
the person has to be in constant communication with me 7/76  
whatever information ...I would require = that they would be o:pen and transparent with me (0.4) 7/77  
[Very important (.) very very important (0.1) if I need to get hold of someone A:S:A:P (.) then a:s a service provider I must be able to get hold of her (0.2) 7/782  
professionalism number one 7/87  
another one ... is loyalty 7/88  
loyalty 7/89  
I guess professionalism sums up everything (0.4) 7/89

## Efficiency

delivering on t:ime 7/4  
constant communication ( ) 7/6  
if I give someone a spec (0.2) and they can't find the candidate (.) I expect them ... tell me that they can't find a candidate (.) and what they doing about 't (0.2) 7/6  
how ... the:y formulate the CV's (0.2) 7/23  
the type of candidates that they send through (.) candidates that represent the company (0.2) 7/26  
respecting my company that I am working for (0.2) 7/42  
the p:erson has to concentrate on m:e (0.4) 7/75  
the person has to be in constant communication with me 7/76  
whatever information ... I would require that they would be o:pen and transparent with me (0.4) 7/72  
[Very important (.) very very important (0.1) if I need to get hold of someone A:S:A:P (.) then a:s a service provider I must be able to get hold of her (0.2) 7/82  
professionalism number one 7/87  
loyalty 7/88  
loyalty 7/89  
I guess professionalism sums up everything (0.4) 7/89  
if you can't get hold of a candidate (.) please let me know (.) let's find another way = 7/96

## Rapport

Good service (0.4) delivering on time 7/4  
constant communication ( ) 7/6  
So it's basically service (0.1) 7/10  
communication and constant communication with each other (0.4) 7/10  
service delivery (0.2) 7/20  
it is very important that they kn:ow  
about me (0.6) 7/35  
the person has to be in constant communication with me 7/76

## Knowledge

the positions that they dealing with 7/31  
it is very important that they kn:ow about me (0.6) 7/35  
the type of positions that I ...normally ... dealing ↑with (0.1) 7/35  
the type of people that I would want for those positions (0.1) 7/39  
the type of company that I am working for 7/41  
respecting my company that I am working for (0.2) 7/39  
has to concentrate on m:e (0.4) 7/75  
the person has to be in constant communication with me 7/76  
whatever information... I would require = that they would be open and transparent with  
me (0.4) 7/77

## Brand vs individual

I would rather use a recruiter whose services is good than uh a big agency (0.2) 7/15

## Types of contact

e-mail = cell phone number = office number fax number (.)7/46  
which ever means of communication that would help me to get hold of you as the  
recruiter (0.1) 7/46

## Convenience

U:m uh 7/53  
It ↑does (.) yes it helps (0.6) 7/55

## Well presented

You (.) present yourself in a professional manner (.) and even the way you look (.) 7/61  
you look professional .hhh to m:e it indicates that you are a professional person and that  
I would also get professional candidates from you (0.6) 7/62

## Tone of voice, pitch & speed of speech

It does (.) 7/67

if s:ome::one (.) speaks (.) sl:owl:y a::nd uh (.) the voice is very ↓l:ow (.) that indicates of the pers:on either has a ↓low self esteem or they d:o n:ot uh have enough confidence in themselves (0.2) 7/67

confidence (.) shows in the voice ... and the way ↑you speak (0.4) 7/72

## Access to service

[Very important (.) very very important (0.1) if I need to get hold of someone A:S:A:P (.) then a:s a service provider I must be able to get hold of her (0.2) 7/82

## Professionalism

Her level of service...that would actually indicate her professionalism to me (.) 7/60  
y:ou (.) present yourself in a professional manner (.) a:nd even the way you look (.) 7/61  
you look professional...to m:e it indicates that you are a professional person and that I would also get professional candidates from you (0.6) 7/62

professionalism number one 7/81

loyalty 7/88

loyalty 7/88

I guess professionalism sums up everything (0.4) 7/88

## Culture

the type of candidates that they send through (.) 7/26

(.) candidates that represent the (0.2) agency 7/26

the type of people that I would want for those positions (0.1) 7/37

the type of company that I am working for (.) respecting my company 7/41

## Communication

constant communication 7/6

if I give someone a spec (0.2) and they can't find the candidate (.) I expect them to...tell me that they can't find a candidate (.) and what they doing about 't (0.2) 7/6

communication and constant communication with each other (0.4) 7/10

the p:erson has to concentrate on m:e (0.4) 7/75

the person has to be in constant communication with me 7/76

whatever information...I would require = that they would be o:pen and transparent with me (0.4) 7/77

communication (.) open communication 7/95

if you can't get hold of a candidate (.) please let me know 7/96

let's find another way = 7/97

I maybe need t:o (0.1) alter the spec here and there for you so that you get the right candidate (0.2) 7/98

## Feedback

constant communication ( )7/6

if I give someone a spec (0.2)... I expect them to...tell me that they can't find a candidate (.) and what they doing about 't (0.2) 7/6

person has to be in constant communication with me 7/76

a:nd whatever information...I would require = that they would be o:pen and transparent with me (0.4) 7/77

communication (.) open communication 7/95

if you can't get hold of a candidate (.) please let me know 7/96

let's find another way = 7/97

I maybe need t:o (0.1) alter the spec here and there for you so that you get the right candidate (0.2) 7/98

## Word of mouth

Professionalism (0.2) 7/19

Service delivery (0.2) 7/21

## Loyalty

that the p:erson has to concentrate on m:e (0.4) 7/75

the person has to be in constant communication with me 7/76

whatever information ...I would require = that they would be o:pen and transparent with me (0.4) /72

loyalty 7/88

loyalty 7/89

## Respondent 8

- 1 Narita: Sipho (0.1) in y:our opinion (.) th:r:ough your ex:preinece (.) in li:aising  
2 with recr:uiters (0.2) what would you say (.) is the main character<sup>istics</sup>  
3 (.) that de:termine y:ou (.) using her services? (0.2)
- 4 Sipho: I think (.) I think above everything else I think (.) u:m (.) u:: (0.1)↑how  
5 to be↑trusting that u:m (.) they possess the necessary skills to be able  
6 to u:m execute whatever u::m(.) ha: f:avor (0.1) a job or work that may  
7 have actually given them to do (0.2)
- 8 Narita: O::kay (.) o:kay ((smiles)) yea:h that's in terms of skills = good (0.2)
- 9 Sipho: Then I need to have trust in them (0.2)
- 10 Narita: Y:e:ah ((smiles)) ((nods)) (0.2)
- 11 Sipho: That u::m they will be able to actually um meet my requirements (.) in  
12 terms of if I give u;m ha my employee (.) a particular task to do =
- 13 Narita: O::ra:ait =
- 14 Sipho: = I should be trusting in them that they will be able to see that task  
15 through to the end (0.4)
- 16 Narita: Gr::eat (0.6)
- 17 Sipho: J:a =
- 18 Narita: = G reat (0.1) gr:eat (.)
- 19 Sipho: And I think take them through right to the end (0.6)
- 20 Narita: Excellent (.) ex:cellent (0.4) o:kay (.) now Sipho (0.2) h:ow would you  
21 kn:ow (.) you said you:re first one is above all the trust that he (.)  
22 would be able to do the sk:ills that you want him to do=
- 23 Sipho: = ja =
- 24 Narita: H:ow would you kn:ow that (0.2) by try-and-test (0.2) or would you rely  
25 on your gut feeling (0.2) or (.) via ex:pe:rience (.) this employee  
26 having experience?
- 27 Sipho: U::m (0.2) I think firstly (0.1) in-in talking to the individual h:a (.) I'll see  
28 how they come across (0.6)
- 29 Narita: Great ((smiles)) (0.2)
- 30 Sipho: I think from there (0.2) I think I can (0.2) pick up a lot (0.4)
- 31 Narita: R:i:ght ((smiles)) ((nods)) (0.4)
- 32 Sipho: And then to (0.1) it could be thats h::m they probably build themselves  
33 (0.2) um a reputation (0.2)
- 34 Narita: O:k:ay ((nods))
- 35 Sipho: I think I'd also be able to (.) I think u::m wanting to give everybody an  
36 opportunity (0.2)
- 37 Narita: Y:es ((nods)) ((smiles)) (0.4)
- 38 Sipho: J:a (0.2) to-to obviously u::m ha prove themselves (0.1)
- 39 Narita: R:right (.) r:right (0.2) okay (.) n:ow we are be:yond that point of  
40 everybody has proven themselves =
- 41 Sipho: = okay
- 42 Narita: There is one or two that is fallen off (0.1)
- 43 Sipho: Ja =
- 44 Narita: = Let's say six for that matter (0.1) you've found does n:ot have the  
45 trust (0.1)

46 Sipho: Ja =

47 Narita: = then would you show them the ropes? =

48 Sipho: =Yes definitely =

49 Narita: = Definitely? =

50 Sipho: = Definitely (0.2) yes (0.1)

51 Narita: O::kay (.) subsequently (.) h:ow would you kn:ow (.) you have s:aid  
52 your second option (0.4) is you would want the trust (.) plus they  
53 should be able t:o (0.2) m:e:et their requirements (0.2) o:kay?

54 Sipho: The requirements (.) yes (0.1)

55 Narita: How would y::ou a:ssess th:eir requirements (0.1) ?

56 Sipho: U::m (0.1) again I think that actually I think can only be assessed in  
57 terms of prior assignments that would have been given that person  
58 (0.1) j:a (0.1) if they (0.2) did that particular assignments thr:ough to  
59 the end (0.2) then obviously (0.2) u::m granted I will carry on (0.2) u:m  
60 ha given those particular individually further assignments (0.4)

61 Narita Excellent (0.1) ex:cellent ((smiles)) o:kay (.) n:ow I would like t:o  
62 kn:ow (0.2) Sipho (0.2) the f:eedback (0.1) deceptive feedback (0.2)  
63 not credible at all?

64 Sipho: H:a (0.1) I think that break trust =

65 Narita: = it does [break trust?

66 Sipho: it [break trust (0.2) yes (0.1) ja (0.1) ((nods)) it does break  
67 the trust (0.6)

68 Narita: Do you pr:efere f:e:edback at all (0.2) wh::ilst u:sing your employ:ees's  
69 service (0.2)?

70 Sipho: Definitely (0.1) yes = I would want u:m feedback in terms of u:m (0.2) I  
71 think feedback is good just to keep the relationship going (0.2)

72 Narita: Yes (0.2)

73 Sipho: It's n:o good working on a project and then (0.2) u:m (0.2) leafing it off  
74 there =

75 Narita: = y:eah (0.2) you're right (0.10)

76 Sipho: We nee- we need a lot of feedback

77 Narita: Y:es (0.1) off course = S:ipho (0.1) this m:ight be a tricky question  
78 (0.4) but I n::eed t:o k:now (0.2) a recr:uiter's app:earance (0.2)  
79 pl:ease do not get me wr:ong (0.2) th:ey do not have to be pr::etty  
80 (0.2) they d:o not have to b:e (0.1) slim (0.2) but th:eir p:ersonal  
81 app:earance (0.1) well presented (0.1) does that affect y:our your  
82 [perception

83 Sipho: [perception of them? =

84 Narita: = yip (.)

85 Sipho: I think it-it does (0.1) it does (.) I mean I don"t want to work with  
86 someone that is u:m (.) scruffily dressed (0.1) if you can put it that  
87 way =

88 Narita: = oh ((smiles)) =

89 Sipho: That obviously (.) again (.) u:h you tend to want to deal with a person  
90 that (0.1)uh is-is w:ell presented in terms of the w:ay they dress (0.1)  
91 compared to a clumsy person (0.2) reason being (0.2) u::m the w:ay

92 somebody is dressed actually tells you about the ↑w:ay (0.1) u:m (0.4)  
93 the amount of knowledge that they ↑possessing (.) because (0.1) u::m  
94 how can I put it (0.2)  
95 Narita: ((smiles)) y:eah (.) tell me (0.2)  
96 Sipho: U::m I would have ass::umed (.) that wh:o-ever is well dressed (0.1)  
97 is going to :: handle m::y my requirements in a much better or rather  
98 professional way (.) in fact (.) it's p:urely ↑professionalism (.) on the  
99 one hand comp:ared to somebody that is u:h scruffily dressed and not  
100 well pre:sented (0.2)  
101 Narita: Interesting ((smiles)) (0.1)  
102 Sipho: They basically (0.1) n-not necessarily their ph:ysical appearance but  
103 (.) somebody may not b:e (.) the best of looking (.) people but u::m (.)  
104 the fact that they present themselves well in terms of (.) the way they  
105 dress and the way they sp:eak (0.2) is more ↑encouraged to work with  
106 (0.2) ja (0.2) not that I'm (.) being u:h judgmental again (.) I think (0.2)  
107 it's just↑natural that u::m (0.2) I tend to pr:efere (.) working with those  
108 kinds of people (.) ja (0.4)  
109 Narita: o:k:ay (0.4) quite interesting =  
110 Sipho: = ja (0.1) ja (0.2) you know (0.1) as an agent (0.2) y::ou come t::o m::e  
111 (0.1) and y::ou 'r well presented (.) in terms of the way you dress and  
112 in terms of the way you speak (0.4) I think it tells me a-a-about u::m  
113 the caliber of p:eoople that y:ou actually u:h are going to um pr:esent  
114 f:or (.) possible employment (.) c:ompared to somebody that (.) u::m  
115 firstly doesn't↑speak w:ell um um is (.) not dressed in a presentable ↑  
116 way (0.2) I'd actually be↑doubting the kind of people they'll be  
117 bringing into-into the organisation (0.1) ja (0.2) ja (0.2)  
118 Narita: U:h um (0.4) S:ipho (.) what in y:our opinion cr:eates loyalty?  
119 Sipho: ((whispers)) trust (0.2) trust (0.6)  
120 Narita: Go:od (.) g:o:od (0.1)  
121 Sipho: Trust creates loyalty (0.6) I think if I trust somebody (.) and they trust  
122 m:e (0.2) u::m (0.2) I can guarantee y:ou (0.2) there is going to be  
123 loyalty in a case like that (0.6)  
124 Narita: Ex:cellent (0.1) ex:cellent (0.2) second last q:uestion (1.2) what kinds  
125 of contacts (0.4) w:ould y:ou prefer?  
126 Sipho: Contacts (0.4) c:ell (.) l:andl:ine (.) e:-m:ail (0.4) I think (.) we're in the  
127 electronic age (.) I think (0.6) u::m (0.4) although (0.2) I prefer  
128 personal contact  
129 Narita: Oh y:eah (0.2)  
130 Sipho: I pr:efere p:ersonal contact (0.2) ja (0.4)  
131 Narita: ((smiles)) ((nods))  
132 Sipho: e:-m:ail is better for back-ups (0.2) statements (0.2) internal stuff (0.6)  
133 Narita: Gr::eat (0.2) great (0.2) l:ast qu:estion (0.6)↑what do you expect from  
134 an individual? In y:our opinion (0.4) or perhaps what maintains a l:ong  
135 term relationship? (0.1)

136 Siphon: I think (0.2) just (0.1) lots of trust (0.2) feedback (0.2) feedback is  
137 very important too (0.4) I think always be open with each other  
138 (0.2) then I am loyal to any one (0.6)  
139 Narita: Excuse me (.) Siphon (.) thanks a million (0.1)  
140 Siphon: Only a pleasure

## Trust

Trust creates loyalty (0.6)... if I trust somebody (.) and they trust me ... I can guarantee you (0.2) there is going to be loyalty 8/108  
lots of trust (0.2) feedback (0.2) 8/120  
feedback is very important always be open with each other 8/120

## Service

they will be able to actually meet my requirements 8/10

## Communication

In talking ... 8/25

## Feedback

Definitely (0.1) yes = I would want your feedback 8/64  
feedback is good just to keep the relationship going (0.2) 8/65  
we need a lot of feedback 8/69

## Well presented

it does (0.1) it does ... I don't want to work with someone that is your (.) scruffily dressed you tend to want to deal with a person that ... well presented 8/77  
the way somebody is dressed actually tells you about the amount of knowledge that they ↑ possessing 8/83  
not necessarily their physical appearance but (.) somebody may not be (.) the best of looking ... the fact that they present themselves well in terms of (.) the way they dress and the way they speak (0.2) is more ↑ encouraged to work with 8/81  
not that I'm (.) being judgmental ... it's just ↑ natural 8/94  
as an agent ... well presented (.) ... the way you dress ... the way you speak ... it tells me... the caliber of people that you .. are going to present for... employment 8/98  
compared to somebody that ... doesn't ↑ speak well ... is (.) not dressed in a presentable ↑ way (0.2) I'd actually be ↑ doubting the kind of people they'll be bringing... into the organisation 8/101

## Professionalism

I would have assumed (.) that whoever is well dressed (0.1) is going to :: handle my ... requirements in a professional way 8/86  
in fact (.) it's purely ↑ professionalism ... compared to somebody that is uh scruffily dressed and not well presented (0.2) 8/87

## Contacts

Contacts (0.4) c:ell (.) l:andl:ine (.) e:-m:ail ... we're in the electronic age 8/112  
although (0.2) I prefer personal contact 8/113  
I pr:efere p:ersonal contact 8/115  
e::-m:ail is better for back-ups (0.2) statements (0.2) internal stuff 8/117

## APPENDIX 1

klindber@hanken.fi

Sent: Friday, September 09, 2005 2:22 PM

To: Narita du Toit

Subject: Re: FW: "A New communication process model for building holisticrelationships communication programs in an interactive marketplace"

Citerar Narita du Toit <Narita.duToit@arm.co.za>:

> Hello Narita,  
> it is ESOMAR Conference, September 2002, Conference Publications.

This paper was nomintaed as one of the four Best Paper Nominees in the conference.

>

> BEst regrds,

Kirsti

PS: I would be very happy to read the research plan of your masters study.

>