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A Proposal To Adapt A Social Media Recruitment Service To Fit Local Indian Customer Needs

Helsinki Metropolia University of Applied Sciences

Master's Degree

Industrial Management

Master's Thesis

11 May 2015

PREFACE

The study is written for completion of the Master's degree program in Industrial Management at Helsinki Metropolia University of Applied Sciences. The focus of the study was to adapt Finnish-based online recruitment company to India according to the recruiters' needs of the Indian market. The program has broadened my knowledge in the business management and international services management.

My interaction with the case company goes back to February 2012, where I started working as a Testing Consultant for a contract period. I would like to express my gratitude to the CMO of the company for suggesting a thesis topic, which was interesting, practical and absorbing. His expertise in the headhunting and business development areas were helpful in suggesting ideas and added value to the study.

I am grateful and indebted to the staff of Metropolia for their help and support when I was totally lost and confused, especially Dr Thomas Rohweder, Dr Marjatta Huhta and Zinaida Grabovskaia. Without their help and guidance this thesis would not have been completed. Thank you once again for making my journey in Metropolia UAS most memorable.

Finally, my dear husband Voleti Murthy and my children Kartikeya and Shreya, whose support and understanding kept my spirits going. Thank you so much for being such nice children and sincere apologies if I missed some of your daily activities. My daughter's frequent question, "When will your studies be over" kept me awake through the nights towards the completion of this thesis.

Last but not the least, my dear classmates, I enjoyed every moment in this journey and thank you for making this study worthwhile.

Venu Madhuri Iruvujyula

11 May 2015, Helsinki

Author Title	Venu Madhuri Irukuvajyula Proposal for improving Social Media Job Board Service to launch in India
Number of Pages Date	76 pages + 5 appendices 11 May 2015
Degree	Master's degree
Degree Programme	Industrial Management
Instructors	Thomas Rohweder, DSc (Econ), Principal Lecturer Marjatta Huhta, DSc (Tech), Principal Lecturer
<p>The thesis aims to improve the online recruiting services that are offered by the Finnish based case company to the Indian market by adapting it to the local needs. The Nordic-based case company wants to adapt the service to the Indian market as it wants to grow globally by capturing new markets. Product/service adaptation is a problem that most of the companies are facing presently and an analysis on the challenges and requirements of the local market is the key international marketing strategy that the companies need to adapt in order to establish in the foreign market. Adaptation of the 4 P's of the marketing mix is considered by many Multinational Companies as an important and crucial aspect in winning the confidence and trust of the local markets.</p> <p>The study was conducted as a qualitative case study approach and started with the current state analysis focusing on the service that is offered by the case company and gathering information on the critical needs of the recruiters. The key findings have led to the literature review on the product/service adaptation focusing on different aspects such as the physical appearance, consumer behavior and the service attributes that are influenced by the culture and the case company needs to focus on these issues to be able to adapt to the local Indian Market and service innovation in the online recruitment.</p> <p>The outcome of this thesis is a set of suggestions to improve the service that is offered by the case company including the new tools in the IT services, new features in the service offerings and lastly improvements in the web design and user interface adapting it to the Indian recruiters' preferences. The study proves that a popular phrase "Think globally and act locally" also holds true to this recruiting business in order to grow internationally.</p>	
Keywords	Online recruitment, web-services, market adaptability, international marketing

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1 Introduction

Online recruitment industry is seeing lot of development and progress with every year and the most recent subject is the combination of online recruiting and Social media. Social media is a sharing platform and for an individual it serves as a platform to share ideas, thoughts and start a discussion with peers who share a common thought or who oppose it. Companies are struggling to engage audience and customers through the evolution of Social media. The combination for online recruiting through social media and job boards could be the next promising combination for recruiters.

Job boards are the first and prior important platforms for job seekers. Bases on location, expertise and company centralized, job boards serve the job seeker for a perfect job match. There are a number of job boards that are actively available for a seeker with a huge number of jobs matching their expertise and experience. These job boards face serious competition for attracting relevant job seekers and their visibility through the search engines is of very high importance for their success in the market. As a result, social media has gained prominence for the online recruiting over the job boards. It is a place to post jobs and at the same time the job seekers can have their visibility through their shared ideas and discussions. It engages both the recruiters and the job seekers.

1.1 The Case Company and Its Background

A Nordic-based case company plans to expand its services to Indian customers. It is looking for an opportunity to utilize a social media platform and a professional network for matchmaking the job seekers' offers with the recruiting companies' needs. Among the new features of this services are, for example, the features to protect identity and suggest best jobs to the job seekers that are suitable for a professional.

The case company is part of a bigger group that started its independent journey in the year 2013. The case company aims to ease the recruitment process for both the recruiters and job seekers. The startup company enhances the way people find new jobs and how companies recruit people. It is a platform offered through the virtual market i.e. Internet where job seekers find jobs and companies find talent by combining job

boards, CV databases, career networking, social recruiting and intelligent matchmaking into one genuinely international and active talent pool (The case company website-2015)

The vision of the case company is to be the enhancer of positive experience for people and companies who want to increase their value on the job market, resulting in more success and enjoyment and utilizing the benefits of the traditional headhunting into a new era where job seekers find jobs and are being found by companies easily. Major part of our lives involves work, and enjoying one's work and experiencing the feeling of success should be everyone's right. Therefore, the case company wants to help active dynamic professionals and encourage them to actively expand their professional network with tools for managing their career path and making best out of it. Thus, the case company aims to provide relationships with future or potential employers, whereas employers can build candidate pools for future requirements.

1.2 Business Challenge, Objective and Outcome

The case company is a start-up company in Finland which provides web based services in recruitment. It utilizes a Social media network on the web for job seekers and recruiters. The services offered by the case company include providing job board service, match making events that are available in the local market for job seekers and for potential employers, and providing suitable candidate pool including the psychology tests. The service has been launched in the Nordic region and also in parts of Asia. The case company wants to grow globally and want to expand their wings and launch their services in India. Recruiting in India is at times problematic; among other things, there typically are extensive numbers of applicants for each available job. As such the case company wants to explore the existing climate of the job board market in India and adapt the service to the local market. As a start-up company, it faces the challenge to fine tune its' Finland based service to the local needs of the recruiters (=local Indian companies). The case company also wants to focus on the marketing strategies and service development in Indian market with respect to the consumer preferences and behavior.

Accordingly the objective of this thesis is to identify the critical customer needs of local Indian recruiters and to produce a suggestion on how to improve/adapt the case company's service. The outcome is a proposal on how to modify the case company's cur-

rent service by adapting to local Indian recruiter needs for the soft launch in the Indian market.

1.3 Potential De-limitations

This part of the thesis describes the potential delimitations of the study and also the challenges with the collection of the data. The data interpretation itself is presented with lot of limitations. First, India being a very huge country in terms of geographical area, it becomes really laborious to have an exhaustive research data for the analysis. Second, data was collected from only two major cities and from South part of India. Data collected from the Northern part could expand the insight into different results and research areas. Secondly, Recruiters are not from a single service area but are from different industry and as such the recruitment needs could also be industry biased. Thirdly, India being very rich in language and culture, the case company has shown concern that localization may not include translations into all languages. Another major constraint is the time frame. The research was conducted in a limited time frame and therefore the data is also limited.

India is one of the largest emerging markets in the world and the entry barriers for any new product are quite high. The external risk factors like the political conditions, socio-economic conditions, conflicts both external and internal are not taken into consideration. Also the entry regulations and restrictions are not taken into account that might have implications on the research.

The study is written in seven sections. Section 1 describes the case company background, the business objective and outcome. Section 2 describes the research method and data collection methods to prove the validity and the reliability of the study. Section 3 proceeds in describing the current service of the case company and the services that are offered through the company. Next is the identification and analysis of the local Indian recruiters and their needs and prioritize critical issues that the local recruiters face during the recruitment face. These together are segregated into manageable groups which forms the outcome of the current state analysis. In Section 4, the literature review and the best practice are reviewed around the findings of the current state analysis and conceptual frame work for the study is built which forms the next section. In Section 5, the conceptual framework and the current state analysis findings are then processed to build an initial proposal to make changes to the existing Finnish service

and to soft launch the service in the local Indian Market. The proposal is then validated by the case company and their feedback concludes in the final proposal with recruiters comments in Section 6. The study is summarized and concluded in Section 7. The next section discusses the methods and materials that are used in this study.

2 Method and Material

This section of the research focuses on the research approach, methods and materials used in the complete process to build the desired outcome. Finally, this section also describes the overview and the steps which are planned and carried out to achieve the credibility and reliability in the research plan.

2.1 Research Approach

The research approach is the case study approach. According to Yin (2003), it is an empirical study that investigates a contemporary phenomenon in depth with its real life context completes a case study research approach (Yin 2009:18). Case study approach is not only a rigorous method but also a methodological way of handling a research challenge. The case study approach proceeds from a research question to a conclusion and utilizes a combination of both qualitative and quantitative methods such as interview, surveys and other relevant data for the research. The case study approach moves from a distinct evidence trail through data collection to literature review, and concluding in the outcome. This thesis follows a similar manner.

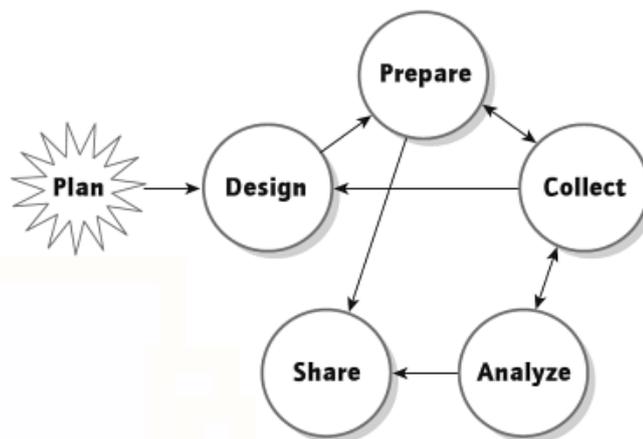


Figure 1. A case study approach by Yin (2003)

Case study approach is simple yet complex method as the researcher answers the ‘How’ and ‘Why’ questions. The logical linking of data to theoretical basis forms an integral part of the research approach as shown in Figure 1 above. The components of

a research design are linked together in a perpetual flow to lead the research to an expected outcome. As Yin (2003) clarifies, a research design is a logic that relates the data and the research question by articulating the theory of what needs to be studied and thus making the research more explicit and qualitative. The design quality should also provide validity and reliability in the logical flow of the research design through exhaustive data collection and investigation. The research design tries to avoid any situations where the evidence collected does not help in solving the research question.

2.2 Research Design

The research design for this thesis applies the Case study methodology logic. The following figure explains the progress of research step by step.

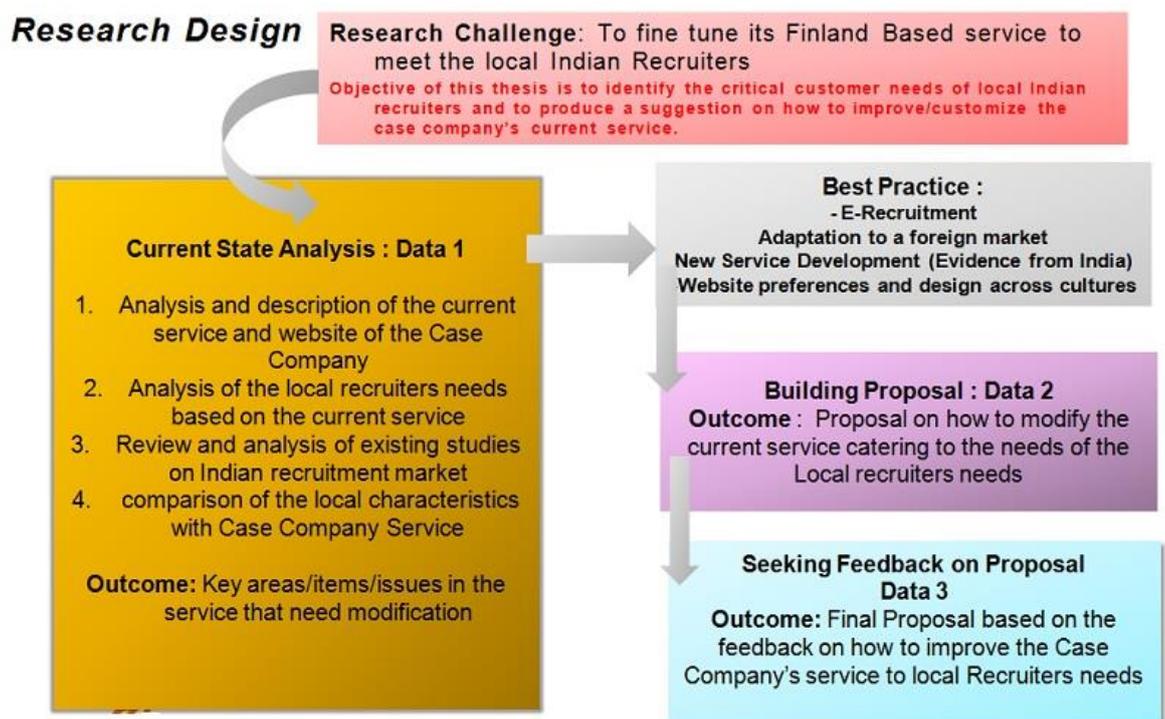


Figure 2. Research design of the study

The research design as depicted in Figure 2 above starts with the business challenge that the case company is facing presently. The second step is the current state analysis which investigates several regions to result in key areas, items or issues in the service that needs modification. Further on, best practice from literature in step 3 of the research is investigated to form conceptual framework. After that, the initial proposal is

built. Initial proposal is then revised and amended to form the final proposal with the feedback that is taken by the case company stakeholders.

2.3 Data Collection and Analysis

In this study, data is collected in three rounds as shown in the Table 1 below.

Table 1. Data collection 1-3.

	Data collection purpose	Data	Source/documented as
Data 1	1.Current state Analysis	<ol style="list-style-type: none"> 1. Stake holders 2. Consultants/recruiters 3. Employee surveys 	<ul style="list-style-type: none"> - Company data - Field notes - Secondary data from the government organizations
Data 2	2.Initial proposal	Company Stake holders-	Field notes
Data 3	3.Final Proposal	<ol style="list-style-type: none"> 1. Company Stakeholders 2. Recruiters/consultants 	<ul style="list-style-type: none"> Field notes Field notes

The first round is for the purpose of the current state analysis (Data 1) to get a bird's eye view of the research challenge. A presentation of the product and its service has been shown to the prospective recruiters and consultants. Based on this presentation the interviews are organized and the questions are inquired so that the intended research goals to improve the services and to adapt the Finnish based service to the Indian market are achieved. The interviews are then documented as field notes for the validity purpose and reliability purpose. Table 2 below shows Data collection 1.

Table 2. Data collection table for Data 1.

Data Source	Participants	Data collected	Date	Duration	Documented as

Existing company data	Presentations and current service.	Notes	January 2015		Documentations and presentations
Recruiters	Pharmaceutical company	4 Interviews	February 2015	30 mins each	Field Notes
Consultants	ASAP Y-Sourcing Solutions	3 Interviews	February 2015	30 mins each	Field notes
Company CEO's	1	Discussion C1	February 2015	45 mins	Field notes

All the respondents are named as R1, R2 and so on for easy referencing and in order to analyse the outcome in a detailed manner.

2.4 Validity and Reliability Plan

Validity need to be established in research methodology. Following a realistic model of study the qualitative and quantitative methods form a meaningful research. Data collection with its reliability and relevancy is imperative for any research to establish the validity and reliability. The ability to accurately measure what they claim to measure is defined as validity (Lee 2004:211). The relevancy of the study and its appropriateness in research sums up to validity.

To establish a desired quality in a research, it is always recommended to have a clear research question and a research design. The research study starting from theory building and constructing a new holistic understanding with regard to an unknown phenomenon creates a case study research methodology. Successful application and usefulness of any research depends on high degree of validity and reliability. This high level of validity creates confidence on the data collected and analysed.

The quality of the empirical study is measured by four tests in order to prove the quality as suggested by Yin (2003). They are as follows,

- I. Construct Validity: Measures are created that are operational to be studies.
- II. Internal Validity: The interlinking and relationship that could lead to other situations
- III. External Validity: The findings from the study that could be generalized.
- IV. Reliability: implying that the procedure of data collection could be repeated and same outcome is realized.

Table 3. Tests and techniques for establishing reliability and validity in case study research (Yin 2003:34).

Case study design tests	Corresponding design tests	Case study techniques	Qualitative techniques	Phase of research in which techniques occur
Construct validity	Objectivity and neutrality of positivism	Using multiple sources of evidence	Examine the data Findings	Data collection for Current state analysis
		Establish chain of evidence	Interpretations Recommendations	-data collection
		Reviewing		draft proposal
Internal Validity	Credibility	Explanation building	-Triangulation -Researcher self-monitoring	Data analysis
		Assure internal coherence of findings and concepts are systematically related	-Assumptions by the researcher	Data collection data analysis data analysis
		use logic models		
		use pattern matching	Researcher's logic	
External validity	Transferability	Defining scope and boundaries of reasonable analytical generalization for the results	Predetermined questions	Research design Research design

Reliability	Dependability	Account of theories and ideas	Clarify researcher's theoretical position and biases	Research design to data analysis
		Assure congruence between research issues and features of study design	Document the process of inquiry	Data Collection Data analysis Building the conceptual framework

Table 3 shows the implications of the validity and reliability that are occurring in different phases of the research. Triangulated evaluation is imperative in establishing the validity of a qualitative research method and this thesis plans to use two types of triangulations, methodological and also data triangulation. Data triangulation is completed using interviews from different recruiters of different industry background and who are at different levels of position in the company. Methodological triangulation will arrive from various data captures, such as internal documents and company stake holder interviews. Internal documents included company product presentations, Lean business plan documents and product layout documents. Data collection and analysis is an important part of any study as the outcome depends on the input.

3 Current State Analysis (DATA 1)

This section discusses the current state analysis of the present scenario of the research challenge and forms the first part of the data collection.

3.1 Analysis and Description of the Current Service of the Case Company

Nordic-based case company is a match-making platform for recruiters and job seekers. The vision of the case company happens to be that privilege and to increase value in the job market. The case company's target is to simplify the recruitment process by bringing the recruiters and jobseekers on the same platform. The company targets to become a one stop for talent management, employee branding, online recruiting and career management. The company is also a job aggregator with match making tools assisting to its solutions.

One of the main services provided by the case company is the cross border recruitment by the aid of Internet and Web. The main value proposition of the case company is *Find and be Found* and also the talent management for the appropriate resources. The case company wishes to have a unique value proposition of talent pools instead of talent graveyards. The case company wants to address the challenges that are faced by the unemployed and also the recruiters in finding the skilled work force. The case company offers different services to both the job seekers and the recruiters.

The case company has a young, start-up team which is a multicultural team with profound experience in headhunting and also high experience in recruitment, entrepreneurship and business development. The case company plans to soft-launch the service in Asia and also develops a direct sales team. The case company has a strategy plan to aggregate 70,000 jobs and 35,000 users and is striving hard to achieve its goal. The figure below shows the business model of the case company.

Lean Business model

Lean Business Model ▾

PROBLEM Unemployment Hard to find job ads Hard to apply for jobs Bad matching of doers and companies CV graveyard HR and Recruiters are struggling with time and resources Cost of Bad Hire	SOLUTION JobGo Matching Engine JobGo Talent Management & Recruitment tool JobGo Marketplace for recruitment Simple "one-stop-shop" for jobseekers JobGo Job Crawler	UNIQUE VALUE PROPOSITION Find and be Found Cross-border recruitment True Talent Management Employer Branding Talent pools instead of cv graveyards HIGH-LEVEL CONCEPT CONTENT – JobGo Crawler – 2.5 million jobs dec 2014 – attract users, VALUE - for both companies and people – JobGo Matching SIMPLIFY – revolutionizing recruitment methods & job search/matching	UNFAIR ADVANTAGE JobGo Tools and Functionality & sourcecode Algorithms Users	CUSTOMER SEGMENTS Doors = workers Large Enterprises by sectors and geographics
EXISTING ALTERNATIVES Stay at job be unhappy Job ad billboards offline and online ERP system National employment agencies	KEY METRICS Numbers of users, doers and how active they are Number of ads Number of companies using it and how active they are Revenue streams		CHANNELS Website Partners Socialmedia- viral marketing Events Lean Marketing Framework	EARLY ADOPTERS Opinion leaders looking for job opportunities

Figure 3. The case company business model.

Services for the Talents

This major service acts as a whole package for the job seeker. The case company has a huge data base of not only white collar jobs but also blue collar jobs that are categorized according to area, skill set and experience. The vision of the case company is to make it a *one stop-box* for job search.

Rich and hidden social profile

Another important feature is the candidate profile that it is content rich. The job seeker updates his profile including his minor details that helps him to match the recruiter's needs in a cent percentile manner, which is another unique feature of the case company. This feature of matching the need of the recruiters to the candidates is identified by the case company as a competitive advantage which is not offers by any other firms. Another remarkable feature of the case company is the anonymous profile which the candidate can choose if he or she wishes not to be visible or wishes to be anonyms.

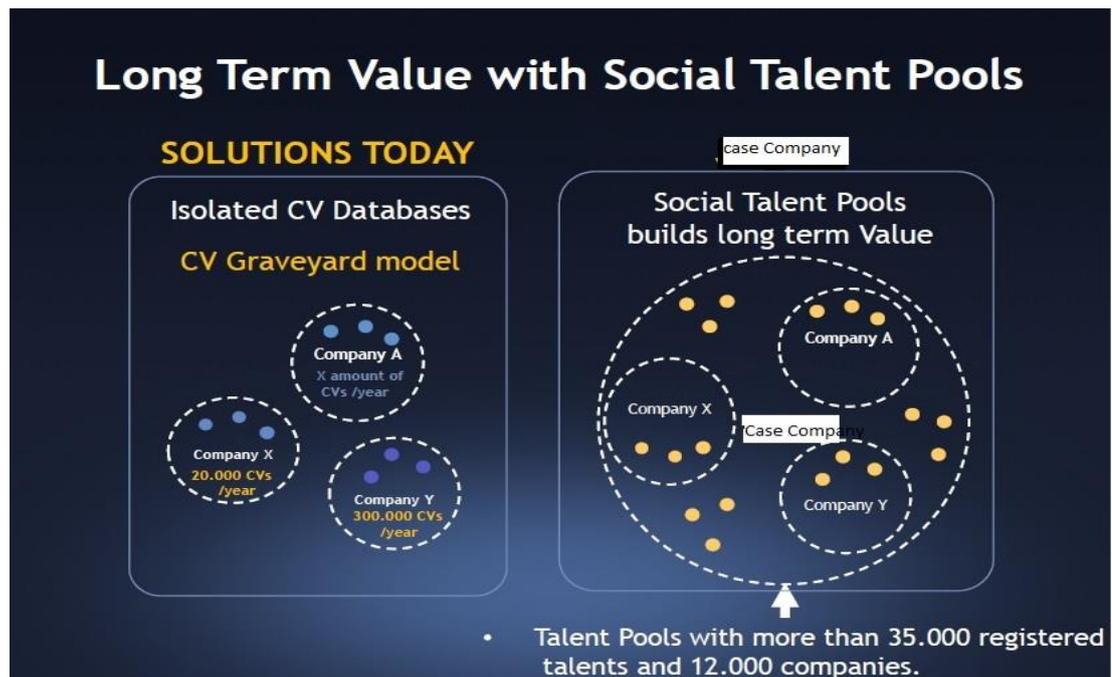


Figure 4. Value creation by the case company.

Resume parsing

Automated filling by the job seekers through importing skills from the LinkedIn profile or Curriculum vitae (CV) is also an important service of the web portal. The Candidates can fill the competence profile automatically when applying for a specific job. The case company offers an exhaustive library of over 9000 skill set.

Solutions Provided for the Companies

Recruiting the right employee and finding the right talent is a priority for any company. The case company is an E-recruiting platform with Applicant tracking system built on rich services that are offered to the recruiters. The services that are offered to the recruiters include expertise rich talent pool which has unique key words to be identified by the recruiters and creating long term value with them as shown in Figure 4 above. Its profiling and matching feature allows the job to be visible to the applicant and highlight the requirement based on the available skill set.

Talent Management

The complete talent search and management are organized and are catered to the recruiters needs. The complete recruitment process is administered with transparency from the time when the job seeker applies to the job until the applicant is accepted or rejected.

Case Company - work behaviour assessment tools

Person Profile include a scientifically valid:
 - Work Behavior Assessment Tool - 54 statements
 - Reference check related to work behavior -19 statements

Measure 6 dimensions:
 1. Interacting 2. Thinking 3. Operating 4. Working 5. Influencing 6. Cooperation

360 Evaluation of Helen Jones

The following 19 statements describe different personality aspects of workplace behaviors.

Please rate each statement in a scale of 1 (disagree) to 5 (agree) and think about how the person behaves or what do they prefer. You do not need to have accurate knowledge, this is about the impression the person has. Remember that there are no right or wrong answers and it is not about how capable or skilled the person is. Different types of work behaviours are required during different times, in different places and in different occupations. Do not think too long about your answers and be as honest as possible.

Statements	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
1. I am idea critic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I like holding for small mistakes and fixing them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I notice that I often come up with a wide range of ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I am good at comforting others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I enjoy carrying out clearly defined work assignments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I enjoy inventing new solutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I strive for perfection in all of my undertakings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Influencing others is easy for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Before I begin a new project, I want to know its exact details.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thinking style

View: My personal profile Evaluation by friends (2)

Thinking style describes a degree to which a person seeks or needs novelty and problem-solving activities.

Your score places you CLOSER TO THE LEFT in this category. Persons with a similar placement are often relatively open to new ideas, novel ideas, they are more likely to prefer hands-on practices already proven useful and efficient. These persons don't necessarily appreciate novelty for novelty's sake, but more for the sake of its possible usefulness. Due to these tendencies, such people are needed for successful implementation of change during organizational transformation and for acting as quality reviewers, especially during middle- and late stages of organizational change.

Interaction style

Interaction style describes a person's networking style and the extent to which a person needs / enjoys work-related social interaction and new social contacts.

Your score places you CLOSER TO THE RIGHT in this category. Persons with a similar placement often enjoy meeting new people, and they are perceived by others as socially confident. In general, they enjoy interacting with other people, occasionally performing in public and extending their social networks, to leadership/supervisory positions. They often feel comfortable being the center of attention and they like to...

Figure 5. Assessment tool by the case company.

Psychometric test

The unique service that is offered by the case company is the Work behaviour assessment tool that is not present in the competitors which could be one of the main strength of the services offered by the case company. The tests assist the recruiters in assessing the working behaviour of the job seeker in 6 dimensions as shown in Figure 5 above.

Event Management

The case company allows a space where events can be organized and potential talents could be invited to the events. For example, a company can organize a brand

event or a launch event and can invite potential job seekers for the event. This type of event creation service could help in building a long term relationship with prospective employees and job seekers.

Reference taking tool

The reference taking tool is validated on scientific research and is a tool that makes it possible to take candidate references based on work behavior. This means that the candidate is asked to send the reference a questionnaire/test to former colleagues and superior to answer 19 statement of the candidates work behavior. This can then be compared with the candidates own profile for work behavior.

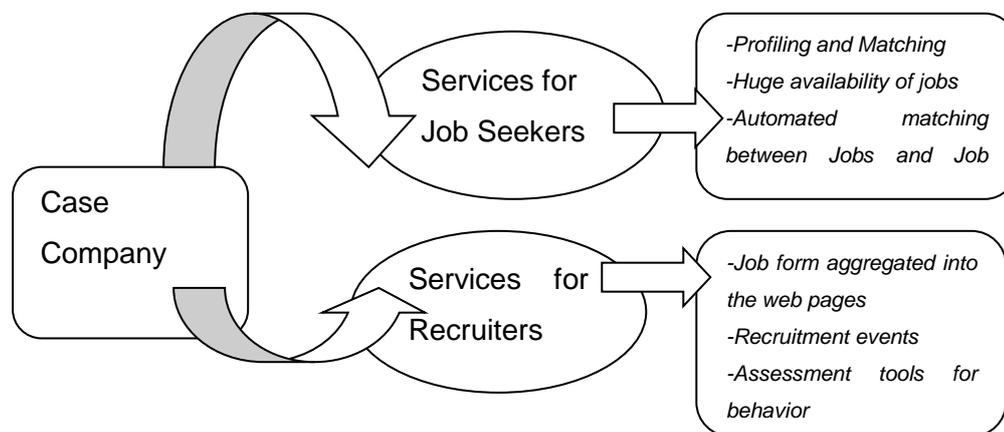


Figure 6. Services of the case company.

Competitors in the market

The main competitors of the case company both at the local and at the international level are the leading job boards and the traditional recruiters like the consultants and the in-house recruiters. In the Indian market Naukri and Monster are the leading job aggregators and occupy a major market share. The case company considers LinkedIn as a major competitor both at the local and at the global level.



Figure 7. Competition and market space for the case company.

Figure 7 above shows the market place of the case company and its competitors. The case company plans to soft launch the service in chosen markets of Europe and Asia. The case company also wants to develop and strengthen the execution team with more emphasis on developing direct multinational sales teams.

3.2 Analysis of the Local Recruiters Needs Based on the Current Services Offered

This section describes the local recruiters needs based on the current services that are offered and in general. For this purpose a small presentation of the product has been showed to the future recruiters and potential employers and their opinion has been marked for the market adaption. To be successful in the competitive world recruiters should focus in realizing not merely a match matching process but a recruitment strategy. It is becoming impending and crucial for the recruiters and staffing agencies to have relationship and communication before the companies actually hire a person. Further the analysis of the interviews is presented below.

Website user interface look and feel

When the service has been presented to the recruiters and questioned about the market adaptability of the website, one of the recruiter (R2) has commented that the User interface and User experience are more Nordic and could have more illustrations and

can have additional colors as colors have impact on the Indian market and the service needs to be adapted. R7 has in a similar manner remarked, “Than having a big font of”-----”, you can use the home page to promote your customers who use your login’s to source”.

Another Respondent (R2) has remarked that the case company has a very big logo and name of the case company on the main page. In his words, “*The Company should give the impression of the services that are offered in the first place*”. It was also remarked that the initial impression is very sober and having a personal impression and make it search friendly to feel more local. The site should show more information that is easily accessible, available and navigated easily at the same time was his clear remark when questioned further.

Quality filter for matching the right candidate

According to the opinion of the recruiters (R3, R4, C1), the process of hiring a person is not only time consuming but also tedious search process where it is extremely important to find the right candidate for the prescribed job. As a recruiter has put in, “*The search we do in some job portals pulls out some vague resumes and hence the aim of posting a job gets defeated*”. Hence the *profile authenticity* is a main concern for the recruiters. *Spamming* is a major concern for the recruiters as it is difficult to select the best talent and searching in mails becomes tiresome and time consuming.

Service provider’s outlook

As R3 has pointed out the service providers often do not respond to the mails in case of need and it takes lot of time for any technical based problems to get fixed. “Not only service that they provide not economical but we end up lot of money in the way of subscriptions”.

Recruiters and job seekers alike are moving to social media websites for more referral based jobs. For this concern there is a critical need for *referrals* according to the majority of the recruiters of India (R6). The genuine interest of the candidate is an important factor that has to be taken care in recruitment and referrals can act as a major source to differentiate between the active candidates and passive candidates. It was also found during the interviews that the organizations recruit through employee refer-

ral, recruitment agencies, company websites, advertising and social Media (mostly LinkedIn). R2 has also stated that *Social Media plays a major role in having a personal interaction with the candidates and makes us to know more about a person and helps us judge in whether he will join the organization with our offer.*

Prescreening questions

A wrong hiring decision could prove to be a grave mistake for any company. It is extremely important to find the most sought after talent. Hence, it is very crucial to have an extremely effective and efficient recruiting strategy. Companies need a fast movement to catch their dream candidate before the best talents walk out. Even with right questions and right tests the probability is always high that you end up with the wrong candidate. Not only this the recruitment process in itself by these social media job boards is time consuming and most of the time are half filled application forms that is de-motivating to the employer to have a look at the application form.

Online video communication

An urgent need for interview is a significant development in the recent years. For this *effective communication* to take place there must be tools where the selected candidates can be made available for an interview and can be communicated through the recruitment service that is offered. All the recruiters acknowledge that the use of technology and embedded *video portals* into the web based service can create a huge difference in the return of investment in the hiring division.

R2 has also pointed out that mails replied with proper context matter rather than mails that are from some vague job boards. The In mail service that is provided by the service providers is not used at all and it must be established as an effective communication tool between the recruiter and the applicant.

Job filter

Another major need of the Indian recruiters when hiring candidates based on experience, education and educational institutes is filtering candidates based on intangibles like culture fit, organization fit and position fit. Job filter must be able to provide access to both active and passive members and be able to identify their social interests. The

recruiters must be able to select the candidates based on the location as immediate talent may not be accessible. This means that the recruiters have to look into the mails that are replied with proper context rather than of people who just mail from job portals.

R2 has said that in order to recruit a perfect match the Job description is of importance as it attracts a number of people to apply. He also added that a data base to talents and job portals are crucial. Also according to him the highest challenge is judging the Applicants interest in joining the job.

3.3 Review of the Local Indian Recruitment Market

India has strived hard to change the image as a land of snake charmer's to a major hub of human resources with the availability of skilled workforce. Global players have entered the Indian market and have moved the market from being unorganized and fragmented to more organized and structured (EY report 2014). India is expected to be one of the three economies by 2020. India is the fourth largest recipient of the Foreign Direct Investment according to the survey by the E&Y and 9% of the world jobs are created by the FDI which is likely to create 100 million jobs in the coming years (India attractiveness survey report).

Indian Human Resource solutions Industry has seen a significant growth in the last decade according to the Manpower survey of 2014. An optimistic climate is expected in the south region of India. The growth is expected in all the seven industry sectors (Finance and insurance, Manufacturing, Mining, Public Administration and education, Services, Transportation and utilities, wholesale and retail industry). Out of which the services sector is expected to see a major increase in the recruitment market.

According to the census of 2014 that is carried out by the National Sample Organization of India, Indian unemployment population is around 46.5 million in both organized and unorganized sector. The good news is that the more than 50 % of the Indian demographic population will be in the working age group of 15-29 years. This working age group opportunity is in fact is a great economic opportunity to India to be utilized for its growth. The 12th Planning commission of India concentrates on creating jobs for the youth which is a big challenge in its own.

Newspaper advertisements are the old times of the Indian recruitment market. The trend has moved to job fairs, referral programs, walk-in –interviews and job-boards. The companies are moving from the age old preferences to job boards to help increase their revenue through the ROI. The wave created by the Web 2.0 through the social media is slowly but steadily catching up in India as it is possible to reach huge audience through social media match making platforms.

Investment into India 2009-2014, by sector		
Sector	Number of projects	Investment (\$m*)
Software and IT services	588	654
Business services	498	346
Industrial machinery, equipment and tools	416	4,484
Financial services	347	161
Chemicals	213	3,097
Communications	196	5,363
Automotive components	191	3,135
Transport	170	51
Electric components	129	743
Metals	128	8,651
<i>*includes estimates</i>		
<i>Source: fDi Markets.</i>		

Figure 8. Investment into India Source FDI intelligence.

The Foreign direct Investment into India is likely to have effect on all the sectors of industries and also on the recruitment sector as shown in the Figure 8 above. The HR solution industry comprises mainly of permanent, temporary and other segments. 86% of the total market consists of permanent and temporary recruitment. The prominence of the recruitment industry has grown with the major industries like IT and telecom sectors. From being mere placement agencies the phase has moved to being more value based services to requirement based fulfilment system.

3.4 Comparison of Local Customer Characteristics with the Case Company Service

The results of the current state analysis are derived from the outcome of the analysis of the local recruiters needs in comparison to the services that are offered by the company. Although general improvements in the service offerings have been found, this scope of the thesis is to concentrate only on the market implications of the service offerings and hence the emphasis of the thesis is to focus on the market adaptability features.

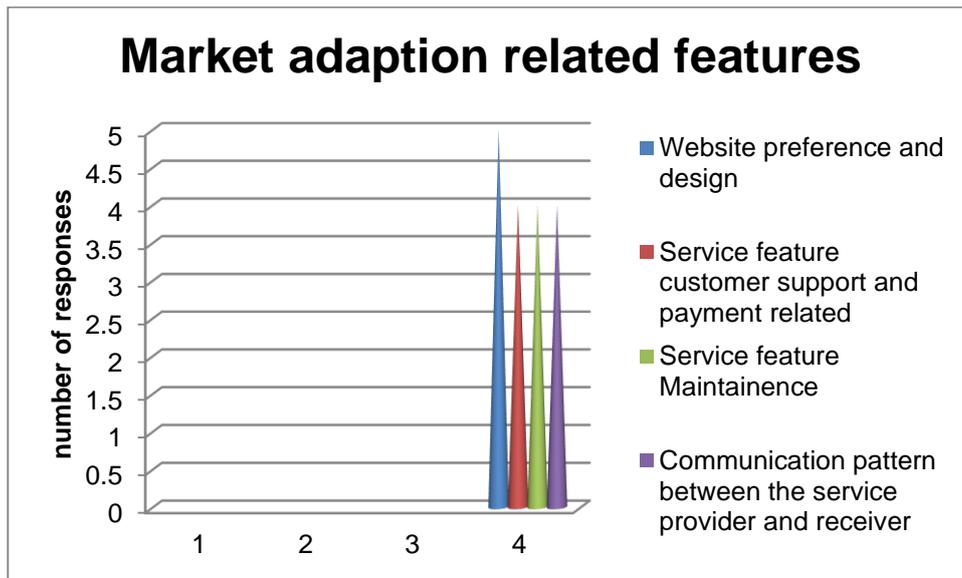


Figure 9. Relevancy of market adaptation related features.

As shown in Figure 9 above, the website design and attractiveness caught the eye of the Indian recruiters. The recruiters have remarked on appeal of the service that is offered and also the usability of the service. It was also noted that there was no Help function available on the web pages. It was questioned if there was continuous customer support and maintenance provided by the B-to-B service provider.

The following table shows the needs and services of the recruiters that are analyzed

Table 4. Analysis of the recruiters needs based on the services offered.

Recruiters needs	Provided by the Case Co	Non existing	Existing but needs improvement
Quality filter			✓

Updated data base for jobs			✓
Video portals for interviews and		✓	
After Sales Support		✓	
Skill graph			✓
Employee track record checker		✓	
Spamming			✓
Resume Parsing	✓		
Just in time recruitment		✓	
Contextual search	✓		
Applicant tracking system			✓

Table 4 above shows that the services that are offered by the case company and the services that are existing in the service and some services that need to be implemented in order to be adapted to the Indian Market, based on the recruiters needs off the local market.

3.5 Key Findings from the Current State Analysis (Data Collection 1)

The results of the current state analysis are categorized into three major groups. *Market related features* like the user interface of the service provider which needs to be adapted to match the preferences and tastes of the Indian recruiters. *Service innovation features* like technical support, maintenance and subscriptions for the recruiters. For example, as the service users have quoted that, in order to meet the demand from the employers it could be useful to have a unique tool to recruit in urgency that can have a perfect available match for a job. Additionally, a clear communication channel between the service provider and the recruiter is always the cliché for any business to be launched and developed successfully.

Another crucial category is the *general service improvements* that need improvements and modification, for instance, the general ease of use and navigation features. Recruiters needs for an exploratory function to match the correct candidate with the right expertise and experience. There could be a space for a trending content to share ideas and it could serve as a platform for new thoughts and marketing space.

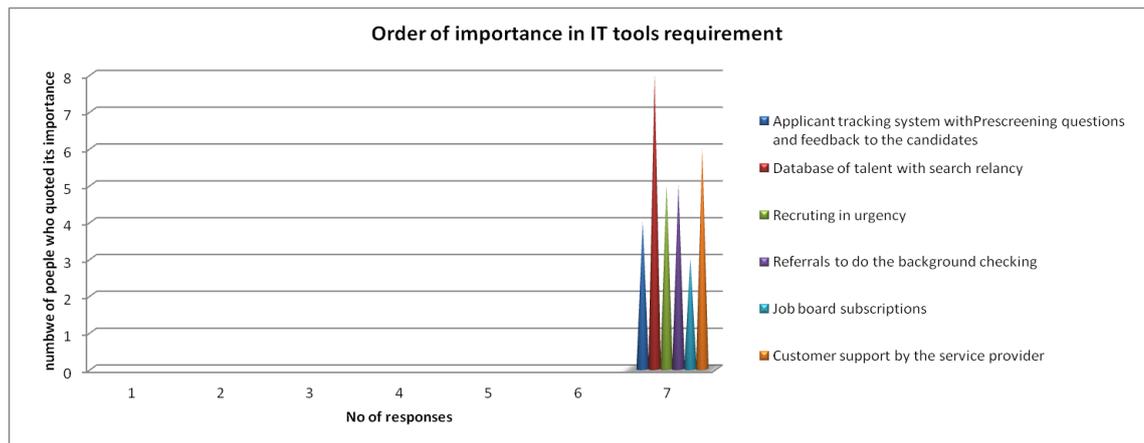


Figure 10. IT tools and services importance.

Figure 10 above shows the order of importance of the IT tools that have surfaced as the critical needs of the Indian recruiters. The recruiters have found that the present service that is used by them is not perfect and a service that is available with efficient features and technology would ease the problems that the recruiters are facing. Last classification could be the IT related improvements in the service that makes the service more attractive and adaptable. The IT service innovations could concentrate on the soft skills evaluation with emphasis on clear communication channels within the recruiter and the job seeker including video portals for online interviews. A major IT tool could be to identify fake resumes and persons that can reduce lot of work for the recruiters. Spam reduction is a major issue in the service that needs to address and quest if the job seeker’s genuine interest.

Table 5. Categorizing the current state analysis results.

Market Related features that need adaptation	General efficiency in the service	IT related improvements

Web design to fit to the Local customers' preferences and tastes.	Exploratory functions To match the right candidate with the right skill to the job	Recruiting in urgency called Just In Time (JIT) hiring in literature
Customer support/After sales support Subscriptions	Ease of use (Main page and service flow	Lacking of effective communication /additional video portals
	Recruiting in urgency called Just In Time (JIT) hiring in literature	Relevancy of search /quality filter/ Soft skills evaluation
Need for Effective Communication requirement	Trending Content –Place for sharing ideas and marketing tools	Spam Reduction

Thus, the current state analysis results are grouped and point to three types of challenges when adapting the service to the India market: *market adaptability features*, *general service improvement* in the service and *service innovation in the field on IT tools*, as shown in Table 5 above.

The next section describes the literature review for adaptation of the market features and assists on building the conceptual framework for this study.

4 Best Practice for Adaptation of a Recruitment Service to the Indian market

This section discusses the best practice for adapting or localizing services to the Indian market. As the objective of the study deals with adapting the Finnish based recruitment service to the Indian market, this section focuses on how adaptation can take place. The second perspective describes the specific features of marketing in the Indian market. Since the service in the study deals with online recruitment, the third section focuses on recruitment needs in general.

4.1 Adaptation and Standardization as International Marketing Approaches

There is a constant conflict regarding the adaptation and the standardization of a product or service when business has to be conducted across cultures. *Standardization* means offering identical products and services with uniform sales strategy and advertising programs whereas *adaptation* means staying close to the local culture and having marketing strategy that fits to the local tastes and preferences. Although standardization has its benefits of higher revenues and marketing economies with a uniform brand image, it was established slowly decades later the importance of adaption to the market. While the needs are universal, motivations, attitudes, and emotional dependence could vary. (Mooij 1998:13).

The concept of *standardization* has been believed to be in use following the concept of uniform tastes in the consumer behaviour and preferences across the globe and it was gradually proved to be wrong and that the culture and its cross-cultural implications are high on the marketing strategies across the globe. The values and emotions that drive the individual depend on the tradition and culture of the upbringing and surroundings marked the beginning for adaptation. To quote some examples here the Chinese and Japanese dress up in western wear but are driven by the ethics of hard work and aspiration. Although Nike brand is a common wear in the Indian youth, the Indian values still persist compelling them to remove their shoes before entering a sacred place.

Adaptation is a global marketing strategy for adjusting the marketing strategy and mix elements to each international target market, keeping in mind the increase in costs but hoping to capture larger market share and return (Armstron & Kotler 2008).

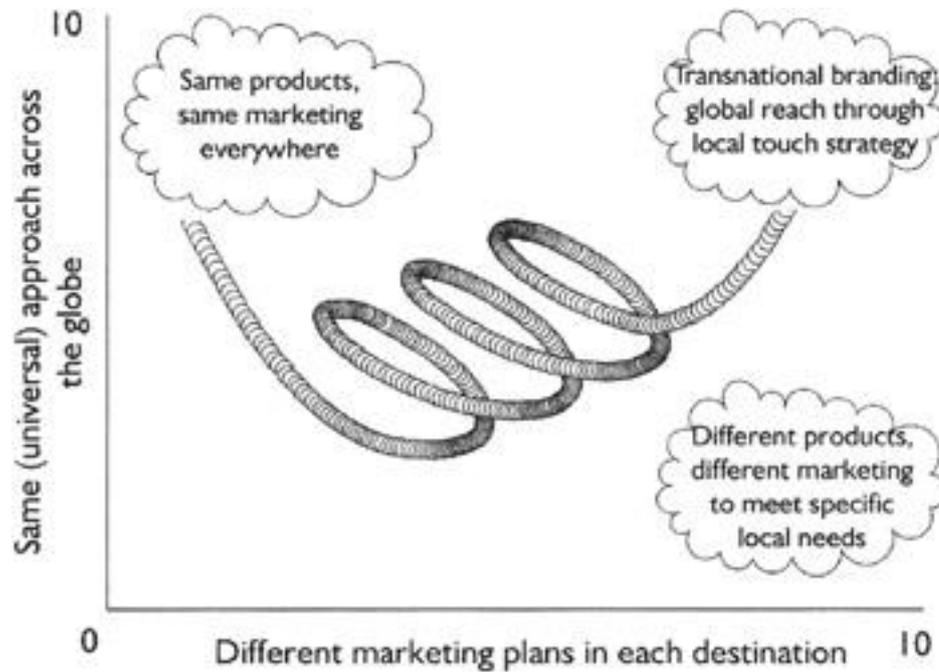


Figure 11. The global-local dilemma adapted from (Trompenaars & Woolliams 2004).

Figure 11 above shows the different global and the local dilemma that the marketers face when adapting a product or a service to a foreign market. Companies are not sure if they should standardize or adapt a product. Accordingly the standardized approach follows the same product with similar marketing strategy throughout the markets or having an adapted product with the adapted marketing policies to the local market. The transnational strategy targets for a strategy that is localized and globally reachable.

Although the concept of *standardization* was appreciated at a time when American products were on the demand and were measured as the major benchmarks, it was much later that adaptation has gained prominence as the competition has increased by and consumers have started developing tastes for their local brands and products and loyalty towards their own products and country.

The factors that affect company's decision to *standardize or adapt* a product, first and the foremost is the product category, which is an important variable to be considered when planning the product adaptation. When marketers identify the market either to be a class market or a niche market, manufacturers then need to identify the product based on the usage otherwise the risk of not being able to reach the target audience is high. Secondly, company's origin and the corporate culture have a major influence on the

product adaption or standardization. Manager's view differs across the world. While Japanese and European managers concentrate on market adaptation, North American managers emphasize on standardization.

Next is the environment for the business which includes local laws and product regulations, infrastructure, media outlook and so on. Different cultures demand the product marketing and advertising campaigns to reflect their culture and in a language that the users can communicate locally. Finally the important variable that affects the standardization or market adaptation is the consumer himself. Consumer preferences, tastes lifestyle, spending power and their thinking pattern affect the business decision to adapt to the local market. The performance of the business has been proved by researchers to improve after the advertising and marketing has been adapted to the local culture (Mooji 2004:19).

Below is *the continuum* proposed by Doole and Lowe (Doole & Lowe 2004) which is a marketing strategy to take into consideration the factors that need first priority when considering adaptation and when targeting a specific segment of a market or targeting to be a leader in the market. Marketing mix elements (Product, price, promotion, and place) should be categorized before actually adapting the elements to a foreign country. Some of the elements are easier to adapt than the rest and product is the element that needs more concentration (Onkvisit & Shaw 2004).

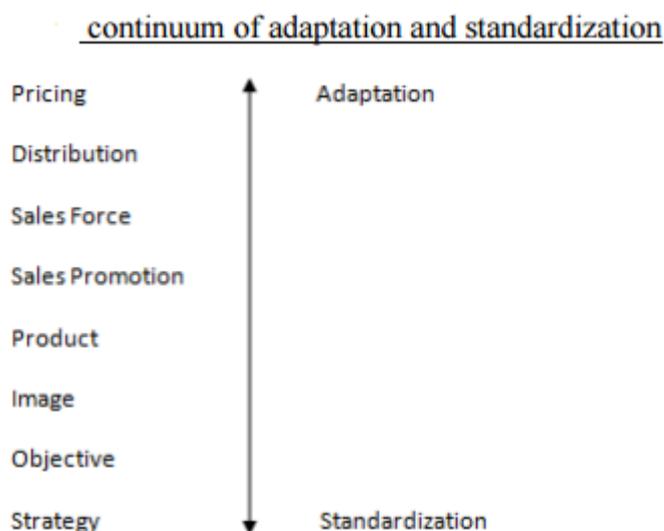


Figure 12. Features of adaptation and standardization (Doole & Lowe 2004).

A lot of factors need to be adapted to the local culture and markets starting with the objective and the image which are the symbolic attributes of any product or service as shown in Figure 12 above. Marketing means the management process responsible for identifying, anticipating and satisfying customer requirements profitably (The Chartered Institute of Marketing). Marketing is a powerful tool for developing or establishing existing and new businesses. The following table shows the focus of different areas of marketing that are affected by culture and local preferences and which need adaptation with respect to the product/service of the company.

Table 6. Impact of cultural differences on selected aspects of marketing (Usunier 1996:13).

Area of Marketing	Cultural differences influence
Consumer behavior	Consumer values attributes and decision making
Product/Service policy	Adaption of product attributes
Marketing strategy	Global vs. locally customized strategies
Communication	World views through language and communication styles
Advertising	Tailoring messages to audience cultural traits

As shown in Table 6 above, consumer behavior is highly volatile and consumers of different markets have different likes and dislikes. The product's success depends on how well it is adapted to the local tastes and catering to the needs of the local market. The communication and the marketing strategy are again dependent on how the market functions and it needs to attune to the local strategy. Finally, the advertising should reflect the local attitudes and styles.

When marketing has to take place across regions, it has to be integrated well with the *national culture*. Cultures differ with respect to content and practice and marketing has to be adaptive to the specific culture for the business to be successful. As marketing across cultures is a huge theme by itself, this thesis covers topics that are specifically related to customizing the service and the market related features of the service with respect to adaptability in particular. Defining culture, "The elements of language, manners and customs, technology and material culture, social institutions, education, values and attitudes, aesthetics and religion are usually included in the concept of culture"

(Hollensen 2001). Companies are trying to find strategies and marketing solutions when faced with business challenges across boundaries business.

To be able to successfully run a business in another country, one must be aware of the local rules, values and culture and business laws thus making any business challenging. For example, Nokia has its cell phone division customized and adapted for every market. For Asian market, the ringer volume was adjusted so that the ringing can be heard in noisy places as Asian places are much crowded with people. (Armstrong & Kotler 2008).

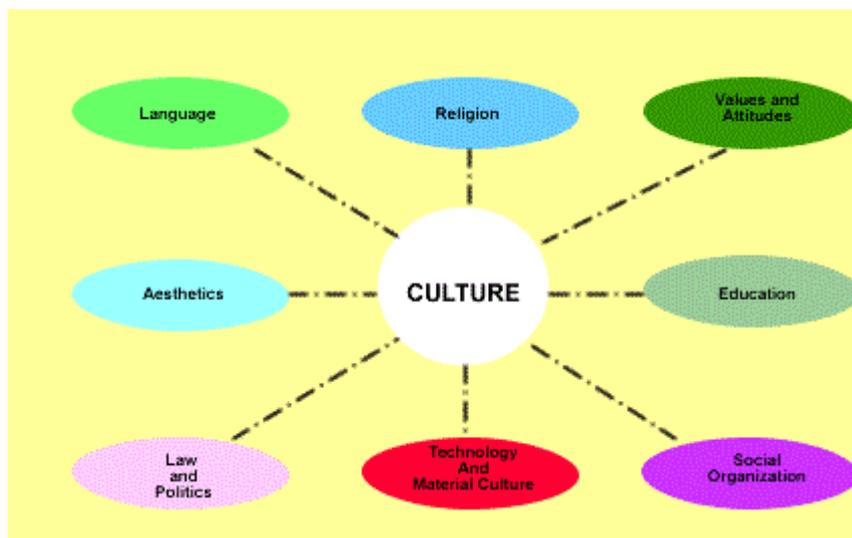


Figure 13. Defining Culture (Doole & Lowe 2001).

Culture of a market is a combination of different factors, as shown in Figure 13 Above. Culture is formulated by the social and the technological factors, education of the individuals, their religious beliefs, language and values and attitudes of the local market. Cultures are different and can be easily differentiated, categorized and identified at the same time. Culture is a combination of visible and invisible factors making it more complex and complicated. The visible cultural traits are always easy to understand and implement whereas the invisible factors make the marketing more challenging and marketers go down the roots and need to learn about them. The behaviour aspects and the consumer behaviour are influenced by the culture to a large extent establishing the fact that the focus has shifted from standardization to adaptation.

Summing up, the globally connected business demands the marketing to acknowledge the cultural differences and to draw an attention to international diversity *adaption*. The need to have a distinct marketing strategy that is adaptable to the local culture is fundamental also for the success of the service business. Therefore, companies strive to innovate into various directions to address this need. Two distinct directions are the IT innovations and the service design innovations. Both are discussed in more detail below.

4.2 Service Innovation in IT and E-recruitment Services

“You need to have a collaborative hiring process”

Steve Jobs (Steve Jobs book 2011)

The recruiting of employees through Internet has captured a growing market since its advent. The growth of e-recruiting services is attributed with the technology growth, both running parallel hand in hand. New web sites are launched and when companies utilize these services in a concrete manner, the service that is offered can assist in recruiting perfect talent matching the requirement. Research is growing on how the online service offerings through these e-recruiting sites could be improved and innovated to meet the recruiter’s needs for talent acquisition. The Association for Internet Recruiting poll results included almost 1,000 organizations disclosing that over 70% of companies are planning to recruit via Internet.

Human interaction has evolved with the social media technologies and information sharing has become easy and useful at the same time. This social media has helped in revolutionizing the recruitment methods with new ICT services. Groups who share a common interest come together and connect to discuss their ideas thereby communicating with each other. These purposes lead to solve business purposes by accessing wider audience and can contact prospective employees. ICT innovative services offer a whole new technology and services to the recruitment through online and open wider scope for business opportunities both for the recruiters and to the job seekers. The online recruitment process not only allows the employer to communicate well with the prospective employees but also experiment with online media and marketing. One of the most crucial factors to succeed in this era of globalization is the investment in the proper talent acquisition and retaining these talented individuals.

The amount of time that is spent on line is vast and it is one of the main reasons that online recruitment has gained so much prominence in the recent decade. There are 65 million active Internet users in India (India online survey 2011). The traditional recruitment has been replaced with the online recruitment process and this has resulted in the reduction of the recruitment costs by 80%. Internet and online recruitment are the main sources of recruitment in the present scenario where E-recruitment handles the entire process of recruitment from placing the job advertisement till finding the right candidate and the right match for the required position. E-recruitment has made the availability of talent just a click away. Pools of candidates are made readily available for recruitment purposes and unhappy employees can also search and apply for jobs with much ease through the process of online recruitment.

The below figure shows the typical stages that are involved in the recruitment process. For this to be efficient and effective the internet can facilitate the entire process with much ease starting from attracting the applicants to on-boarding them with proper behavior assessment and testing with proper background checking through the referral system. A small error in the recruitment process can generate losses to the company and keeping the return on investment the company should focus on error-free recruitment method.



Figure 14. Staffing process (Blogs.edweek/ Staffing-what-it-is-and-isnt).

The entire process of Staffing is explained in Figure 14 above stating from sourcing to job posting, screening, selection and hiring. The E-recruitment system also offers the applicant tracking work flow system to both the talent seekers and job seekers with much transparency. The steps involved in the E-recruitment are identifying the need for recruitment and for this the organizational goals are first analyzed and depending on that the job description and the required job specifications are identified. The next step involves placing a proper job advertisement that attracts number of talent to apply for the required position, so that the best among them could be selected (Thyagi 2012:306). This is where the E-recruitment sources come into picture. Once identified what is the channel that the company desires to pursue the search for the talent is based on the costs that are available to the recruiter.

The candidates can choose to apply via the company website adding themselves to the pool of candidates. The contact point is then decided, it could be via email, personal call or and SMS. The applicants are then sorted and then shorted listed to be called for a personal interview. Basing on which the candidate is selected and hired by the company. The recruiter for this purpose could also select commercial job portals or job boards (Naukri, Monster, Indeed or Timesjobs) or utilize some Recruitment Process Outsourcing (RPO) which is slowly gaining momentum in Indian Market (ValueNotes Research 2007). Slow momentum because the outsourcing is a sensitive issue as most companies are allowing a third party to take recruitment decision for the company. Many recruitment companies are taking advantage of the Indian companies opening up to RPO and are busy setting up offices in India.

The major advantages of E-recruitment are the cost efficiency compared to the traditional methods. Technology plays a major role in this process as candidates can be recruited from remote locations with the availability of data banks (Industry report 2007). The recruiters now are finding ways to recruit faster through the social media. As told by the Yahoo CEO Marissa Mayer, “ With increasing number of qualified applicants chasing a decreasing pools of job, HR professionals need to find ways to sort through applications quickly while accurately selecting the best candidates. Increasingly, they are turning to social networking tools to assist in this process” (HRM International Digest Volume 21).

Figure 15 below shows the different stages in E-Recruiting.

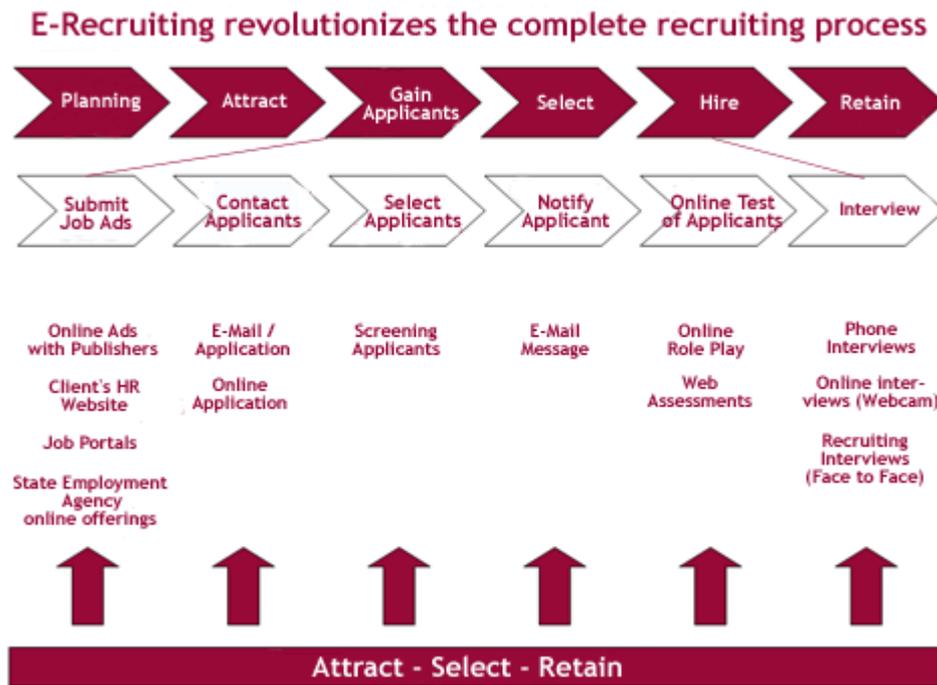


Figure 15. E Recruiting (Swiss recruiting).

The entire process of E-recruitment is shown in Figure 15 above. The online platform helps in the entire process from job posting to hiring the candidates. While the Social Networking Websites (SNWs) were introduced to communicate with the customers, to provide ways to communicate and interact with the users, the employers have started using SNWs as a tool to assist in the recruitment process also. The information and communication with the user helps in creating an impression on the employer regarding his personality traits (Kluemper & Rosen 2009:2).

It has been established through research that with the aid of Internet, an effective recruitment program can be developed by the Human Resources that could be less time consuming and at the same time highly competitive in finding the right personnel for the right job (Sinha & Thaly 2013:143).

The attraction of Indian market is the huge availability of talent with respect to its size and population. In spite of the huge availability it becomes equally challenging to find the right talent. The appropriate channel for recruitment is dependent on the position of the job, the availability of recruiting resources, the allocated budget and the employer brand etc. Automated recruitment process helps in overcoming the drawbacks of the

traditional methods. A constant innovation in these online services has made recruitment easy and standardized.

4.3 Service Innovation in Service Features for Creating New Markets through Service

The new economic shift of the companies from a being product related to service oriented was the main reason for the companies to concentrate on the new service developments to capture new markets and make business profitable in the process (Alam 2007:6). There are two dimensions that are necessary for the service innovation to capture new markets. The first dimension is that the services can be innovated by businesses through a new benefit that can be offered as an add-on for customer's access to the core benefit. The second is in such a way that the production and consumption of service that should be done simultaneously.

The evolution of technology has assisted the service to be indivisible and has created services that can be consumed any time and place. Any service creating new markets should be able to question what the need is for the new service and what factors concern and contribute to the evolution of services to create new markets for the businesses in the process. These factors when put in together in a matrix form by Berry et al (2006: 57).

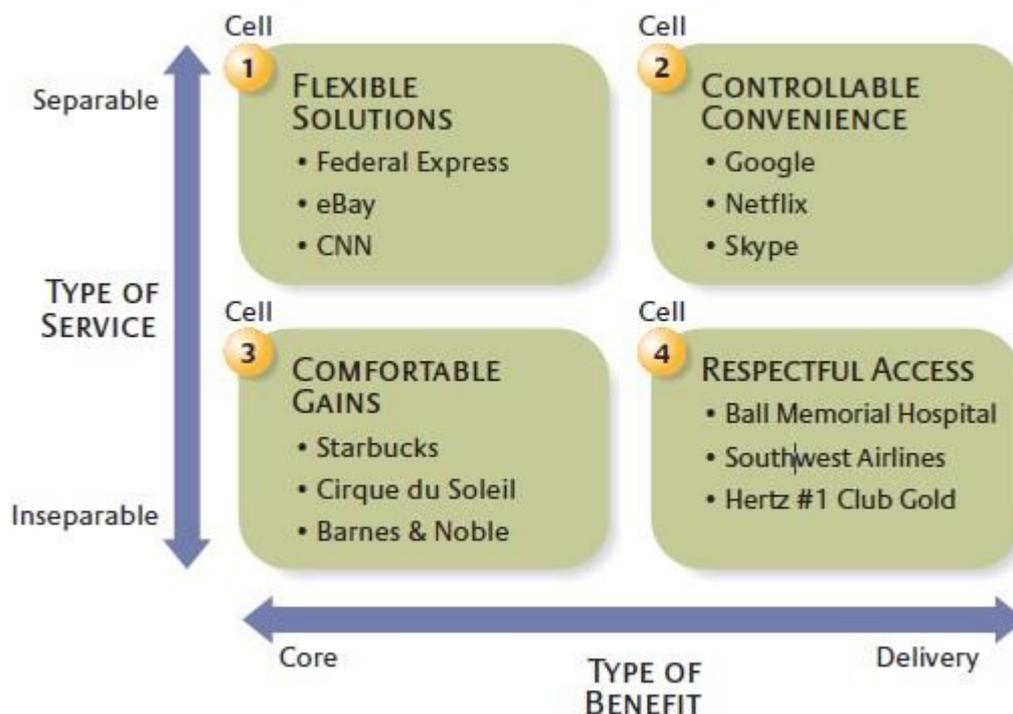


Figure 16. The four-types of market-creating service innovations (Berry et al. 2006).

Figure 16 above offers a way to place the business in one of these cells and facilitates strategic ideas to innovate market-creating services for their business to establish in a new market. The managers should discern the placing in one of these cells and understand the cell's advantages and dynamics to achieve a growth in the targeted market.

The core services that are irrespective of the time and place fall in the first cell and offer a core benefit to the consumers. To quote a company that falls in this category is FedEx that promised a rapid and reliable delivery service called the Dependable just-in-time delivery. This service innovation that was an extendable service from their core service created new markets for the companies. The second is the convenience that was controlled and provided to the users with no dependency on time and place. Google web search falls in this category for its innovation for building new markets. The other dimension of services that is dependable on consumption and placing fall in the next cells which are more physical. These services demand the managers to be more creative in bringing up new ideas to offer to the consumers to make the service memorable and comfortable.

The determinants of success or failure are the tasks that create new markets through service innovation. Berry et al. (2006) proposes the nine drivers of service innovations for careful consideration and contribution for service innovation to create new markets. The nine drivers that are specified are shown in Figure 7 below.

Table 7. The Nine Drivers of successful innovation (Berry 2006).

Market-Creating Innovations	
1. A scalable business model	
2. Comprehensive Customer-experience management	
3. Investment in employee performance	
4. Continuous operational innovation	
5. Brand differentiation →	
6. An innovation champion	
7. A superior customer benefit	
8. Affordability	

9. Continuous strategic innovation

The strategy to build on the business model forms the foremost driver for the service innovation in new markets as shown in the Table 7 above. The service must be adaptable and extendable to the new market. The customer “touch points” or the experience if the service is offered through the technology forms a customer’s assessment towards the business. The service could also include all the three elements of customer experience clues, like the mechanical, functional and the human component. Starbucks Inc is the perfect example for their all around-service strategy (Berry 2006:61). A continuous innovation is always important to stay ahead of competitors and to establish itself as a differentiated brand. The service that is innovated for a new market should create superior value to the customers so that the customers are compelled to try the new service. The customer benefit with affordable prices then creates itself a new market for the service that is offered innovatively. The service should not then be stagnant but at the same time be creative and inculcate new service and benefits to the customers to stay ahead in this competitive world to position their companies and attain profits. Figure 17 below the tasks that need to be implemented in the New Service Development process,

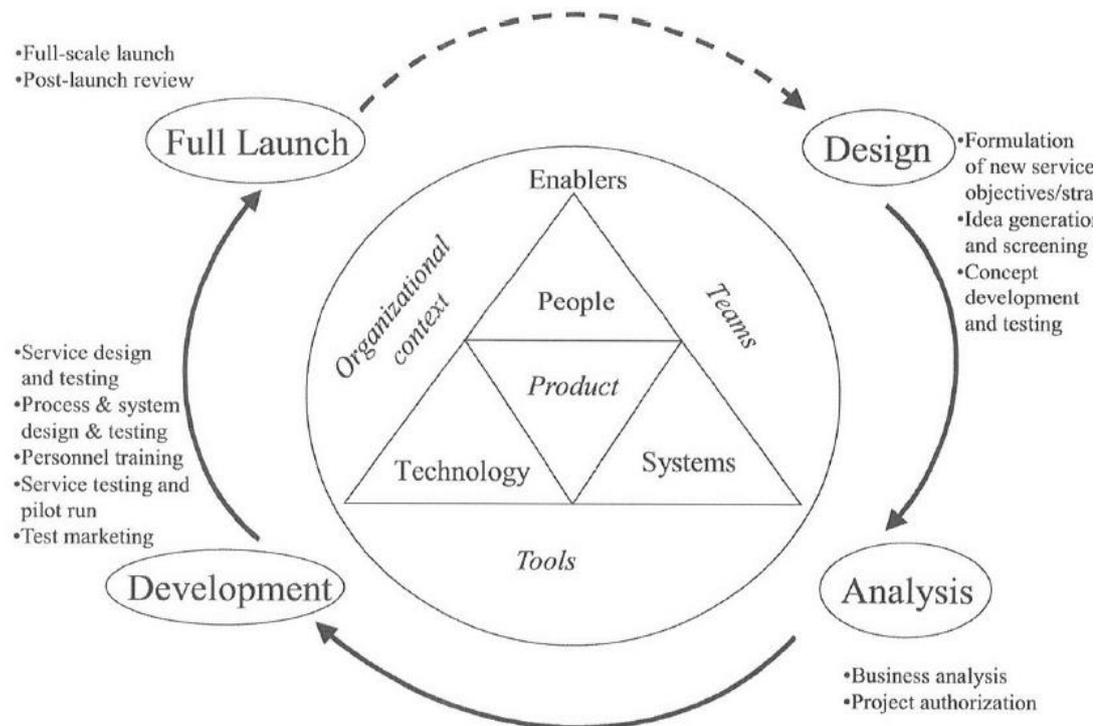


Figure 17. NSD process cycle (Johnson et al 2000).

Johnson et al (2000) suggest a four gate model with 13 tasks that need consideration for the new service development and deployment (Figure 17 above). The model was later modified as the gate model was considered to be time consuming. Further it was investigated that the services which are intangible by nature required transformations in the NSD process. The intangibles are changing the interaction between the service provider and the client, the information systems process alteration and finally a change in the organization work flow for the New Service development (Stevens & Dimitriadis 2005:188). These should be considered before entering new markets and launching a service.

Differentiating on the type of service innovation, the NSD literature confirms that it could depend on internal and external factors that affect the outcome. The factors could influence on the service outcome thereby affecting the profitability and success of the company and its service. Alam and Perry (2002) suggest ten development stages in the new service development to capture new markets. Table 8 below shows the different stages in NSD.

Table 8. New Service Development (Alam and Perry 2002).

1. strategic planning;	Planning for the process
2. idea generation;	Ideas to interact and offer services to the customers
3. idea screening;	Chalk out the possible ideas that could be implemented
4. business analysis;	Market and business analysis including competitors
5. formation of cross-functional team;	Engage a lead for the service
6. service design and process/ system design;	Implement the service rigorously
7. personnel training;	Understanding of the services to be implemented
8. service testing and pilot run;	Test the service

9. test marketing; and	Test marketing
10. Commercialization	Deploy and distribute the service

The service innovation with respect to online recruiting has seen state of art development with the advent of technology. The innovative services to the recruiters include services like Blogs, LinkedIn, Online Social Networks and RSS feeds, Live chat, Identity Management websites, Integration e-HRM systems and so on. The NetOffer model developed by Christian Grönroos describes the products or the services that are offered through the Internet medium (Grönroos et al 2000:250). The user interface acts as a medium to offer the services to the service desires and the communication is established in this process in the virtual market place. The customer participation plays an important role with the aid of the User interface. The technology innovations should be placed above the service innovations so that the service offerings can improve the participants, both the recruiters and the applicants.

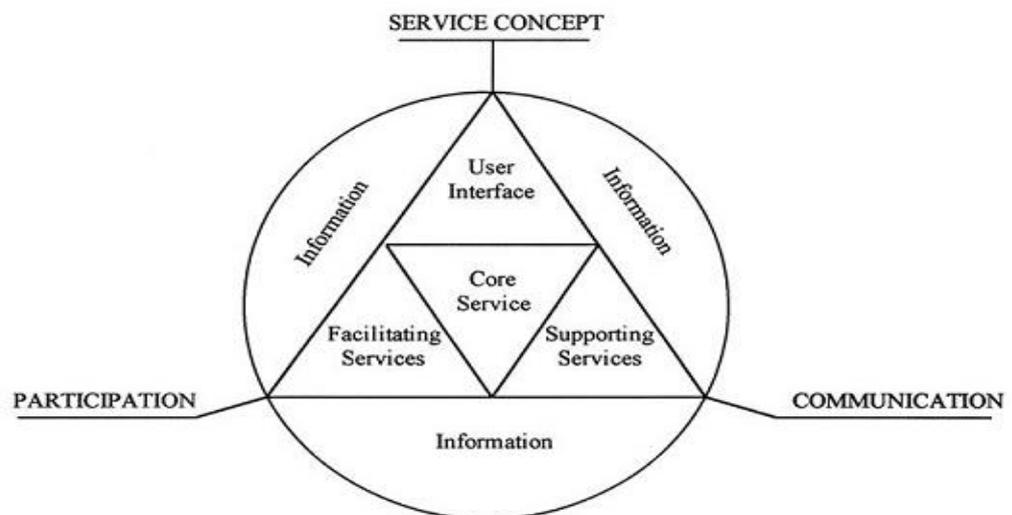


Figure 18. Net Offer model (Grönroos et al 2000).

The model in Figure 18 above contains both the technical and the functional dimensions that are offered through the e-services. The model depicts four perspectives of choices that are available for the company to choose. Product perspective, Service perspective, price and image perspective (Grönroos 2007:5-8).

4.4 Practical Points: Physical and Symbolic Features Relevant for Adaptation

The pattern in which the marketers want to adapt the business in a local market is entirely dependent on the marketing strategy and marketing mix of the company. In order to adapt and survive in the local market the company should consider the local policies, local competition, consumer needs and variations, building local subsidiaries and local adaptive concept. The following are the areas of marketing that are influenced by the culture and have to be carefully analyzed and monitored before and during the product life cycle.

Superior performance can be expected when the product has been adapted and has been accepted by the local market. This demands a high level of marketing competence in product adaptation handling. Hence it has been established that every human being thinks according to their culture bounds and is influenced by the cultural traits and adaptation will yield better results and in turn affect the performance of the company (Mooji 2013: 20).

4.4.1 Culture Influence on Website Design

“A nation’s culture resides in the hearts and in
the soul of its people”

Mahatma Gandhi – Voice of Truth, 1952

The concept to standardize or to adapt a website has been in research since the evolution of globalization and products expanding their services overseas. Consumer preferences towards their adapted local cultural website or global websites have a very little evidence to suggest concretely. With ever growing internet population companies are expanding globally and adapting to local cultural preferences and tastes. The population of non-English speakers in the world is over 4 billion which is one of the main reasons to adapt a website to local culture and to local languages. In spite of this many firms are reluctant to invest in the adaptation of website (Singh and Boughton 2002: 2).

Adaptation of website does not merely mean machine translating services in E-business. The machine based translations do not inculcate the desired trust and interest on the company. The growth and expansion of any business is highly hindered if understanding different cultural backgrounds and languages is not emphasized. The

global companies also need to consider in adapting colors, icons, signs, web page layout, number format, date format, postal codes, measurements, titles, character fonts and most of all cultural values and symbols of their foreign country (Singh et al 2004). The languages differ in syntax, characters, script and so on. It is also important to note that languages also differ in terms of their usage and cultural interpretation. A website that is in compatible with the cultural phenomenon helps the consumers to differentiate and navigate in the website with consistence and ease thereby leading to higher customer usage and trust on the adapted website.

A locally adapted website instigates loyalty and satisfaction among the users. As Shankar et al have noted that firms need to note the dependency of firms on satisfaction and loyalty to drive them back to the website and in order to enhance a similar feeling it is always important to dedicate marketing effort in such programs which will increase loyalty through satisfaction. (Shankar et al 2003). Research has shown that a country-driven website attracts internet consumers to make purchases online (Cyr et al 2008). Elements of website seemed to have different impact on the user experience and culture has a distinct impact on these elements. Further, it was concluded that a single globally adapted site is not acceptable owing to different culturally different consumers and users (Simon 2001).

A consumer who is flexible with the website and controlling the features in it is a loyal consumer and make repeated sales. When the web menus are categorized in a clear manner and the logical flow of the elements is well established, the customers are driven back to the website. The users must be able to locate the desired element without much effort and by navigating back and forth through the website. The different elements of the website relating to Visual communication, images screen design, design layout and presentation both logical and product presentation are influenced by the users cultural background and preferences.

An investigation on the nine design elements of the web site, Menu layout, Access to product information, professional design, logical presentation of the product information, screen design, navigation, sequencing, product attributes and product availability done by Cyr et al has thrown light on Indian users preferring a locally adapted website than a foreign website(Cyr et al. 2008: 785).

4.4.2 Symbolic Attributes

Symbols relate to a discrete meaning in every culture. The symbolic images depend very much on the cultural intervenes. The visual design of the site that is made up of different elements like colors, symbols and animation is ideally suitable to each country group (Cyr et al 2008: 787).

Table 9. Factors influencing the product attribute adaption (Usunier 1998: 243).

Product attributes	Arguments in favor of adaption
Physical attributes	Cost reducing adaption, local standards, consumer behavior, marketing and physical environments.
Service Attributes	Local peculiarities in service, maintenance and support.
Symbolic attributes	Images that are favorable to the national image, meaning conveyed by color, shape etc.

The factors that influence the product attribute are shown in Table 9 above. The local standards, physical environments, consumer behavior make up the physical attributes. Service attributes include customer support and maintenance and lastly the symbolic attributes include the images, colors, shapes etc.

Physical environments

Physical environment is a crucial element for the product or the service launch in another market so that the marketers are not faced with any shocks and challenges after the launch. The essential variables that need proper market research before the product or the services launch are technical knowledge and the literacy rate of the local market. This analysis of the local market is necessary in order to avoid negative consequences of the product launch (Usunier 1998:247).

Consumer behaviour

Keeping the cost factors aside, the consumer experiences weighs in favour of adaption. The marketers should investigate the opportunity to supply an adapted product adhering to the local demand (Usunier: 244). While adapting a service, consumer tastes, frequency of usage and the ability of the consumer should be considered, For

instance products which are highly successful in one country need to be adapted to the local preferences and tastes. McDonalds, which is the leading fast food chain from the United States, has done a research of four years before launching their product in India. India which is a highly multicultural society, where cow is considered sacred by many religious groups, pork is prohibited by the Muslims and meat is not eaten at all by a major chunk of the population.

The attitude and behavior of a consumer are triangulated and begin with the cultural etiquettes and are highly influenced by the daily behavior pattern as shown in Figure 19 below.

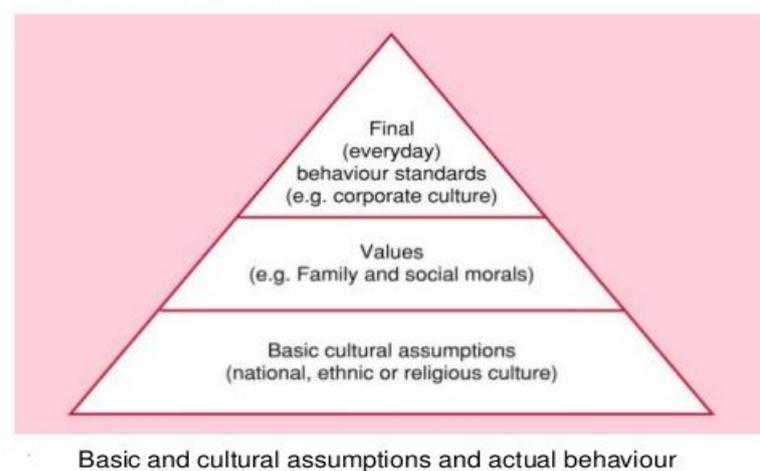


Figure 19. Culture and behavioural aspects on consumer behaviour (Derr and Laurent 1989).

Waiting is one of the consumer preferences that deal with patience, power and time. The cultural speculation regarding the waiting time is differently perceived by different people. Some people consider waiting time as waste of time and it is considered as proportional to power and power as such grants direct access to the consumer with importance and the waiting time is bypassed. Thus the waiting time can be increased or decreased with the availability of the service personnel. (Usunier 1998: 251). Keeping the cost factors aside, the consumer experiences weighs in favour of adaption. The marketers should investigate the opportunity to supply an adapted product adhering to the local demand (Usunier 1998: 244)

Waiting is one of the consumer preferences that deal with patience, power and time. The cultural speculation regarding the waiting time is differently perceived by different people. Some people consider waiting time as waste of time and it is considered as proportional to power and power as such grants direct access to the consumer with importance and the waiting time is bypassed. Thus the waiting time can be increased or decreased with the availability of the service personnel. (Usunier: 251).

Summing up, while adapting a service, consumer tastes, frequency of usage and the ability of the consumer should be considered, For instance, products which are highly successful in one country need to be adapted to the local preferences and tastes. McDonalds, which is the leading fast food chain from the United States, has done a research of four years before launching their product in India. India which is a highly multicultural society, where cow is considered by many religious groups, pork is prohibited by the Muslims and meat is not eaten at all by a major chunk of the population needed a lot of research and adaptation of the product to the local habits of India.

4.4.3 Service Attributes Relevant for Adaptability

Product or service adaptability is the crucial element in the market adaptability for any business in order to gain customer loyalty and to have an advantage over the competitors. It is also the most difficult element as it has to be in accordance with the culture and depicting the local customs and habits. Product management has gained prominence owing to the fact that market is very dynamic and uncertain. The product must be accepted by the local culture, it must be able to be modified and leveraged to the external influences and finally compatible to the competitor products.

The product and services that are associated with it must be ethnocentric and need to be adapted to a large extent to the local market. The symbolic elements like the logo and the packaging materials also decided after careful consideration of the local market. A perfect example here could be a French cheese manufacturer who launched the product in West Germany with a Shepherd picture surrounded by his sheep. The consumer test later disclosed that the meaning conveyed was totally in opposition of what was supposed to convey of natural homemade cheese (Usunier and Julie Lee 1996: 264).

The service attributes that need adaptation could be after sales service, demonstrations, technical assistance, and delivery dates (if any updates). The Service attributes

are dependent on the availability of technical expertise, literacy rate and different ways of offering services. Although the offerings of services and the touch points are decided by the service provider, it is always good to do some market research prior the product launch. The service inculcates a personal encounter within the customers to inculcate trust and belief on the company and its products. The cultural norms that are prevailing in the local market mark the basis for any service and its attributes for the service attribute.

The critical element that needs pondering is whether the automated service is acceptable and adaptable in the local market or would the customers prefer service that is offered by real people. For instance would meetings be organized online through Skype and communication through mails or would the clients prefer to be contacted by phone or by personal meetings is also a cultural factor (Usunier 1998: 253). These could be indirectly affected by the usage of product or the service by the level of education and age of the consumer as older people prefer human touch and consider automated service as hostile and disagreeable.

It has been long believed that *color* has a unique place in marketing and it contributes to the feelings and moods of the buyers and their impact on buying the product. Thus colors occupy a prominent place in marketing and in turn making marketing managers concentrate on colors when marketing has to be launched for a particular product. The tastes in color differ variedly to different individuals and so are their experiences with colors. For example one person's experience with red might be different from other person. There has been a distinct relation with colors and cultures and is also consider colors as a tool to determine and judge personality (Singh 2006:2)

Colors are linked with health and the impact of colors is perceived differently in different cultures since ages. In India the Orange color is considered sacred while many Egyptians believe that red energizes the body and promotes the healing. Black is considered to signal a negative implication in many regions. Colors have different impact on emotions and attitude. Colors are segregated into happy and sad colors. It has been researched long back that the probability of purchase can be elevated by colors, shapes, sizes and scents (Kotler 1973 cited in Singh 2002:3).

Although sufficient research is not available in this field to prove the emphasis on color on marketing, there have been many advances made in the color consultation and its impact on marketing. For instance many restaurants tend to use blue to relax the cus-

tomers compelling them for a longer stay. Longer stay in turn means longer meals and wine and blue is linked with the calm state (Kido 2000). Colors are also linked with brand, for instance Coca-Cola is linked with red color or Shell with yellow while yellow is a color that is offensive to Arabs when used in marketing promotions. This is in accordance with the manufacturer's belief that color has strong emotional bonding with the consumer. It makes it all the more important for the product or services provider to be acquainted with the importance of color and its connotation with respect to the geographical area. Colors should be based on the target audience and a proper research should be carried out prior to the launch of the product as any wrong color may have a negative impact on the product and in turn on the company.

Summing up, marketing should promote country-of-origin product and particulars specific to launch country, thus in turn gaining confidence psychologically and color could act as an immediate identifier with its brand (Singh 2002: 5). Marketing managers should concentrate on the choice of logos, packaging, display colors and advertisements based on the geographical area for the product or the service launch.

4.5 Marketing Preferences of the Indian Market

India is a country that has the old and the new, the modern and the traditional, the local and the international co-exist, sometimes comfortably and sometimes not (O'Barr 2008: 1) India, one of the emerging markets is undergoing lot of transformations and a lot of reasons are attributed to these changes. Globalization, privatization and liberalization have changed the working pattern of any industry. Marketing strategies have changed, market is more complex than it ever was and there are new products in the market faster than imagined. Marketers are in constant search for marketing strategies to ensure product survival and success. Multinational companies are utilizing their sources and strategies to capture the Indian market.

India is a country which is not only the world's largest democracy but a rich and diverse country in culture. Indian market is attractive to many foreigners because of its consumers who are willing to adapt to new products and services. The market offers huge potential in terms of its business etiquettes and agility in terms of doing business. Contradictory to the Western culture who are not strong believers in God, India is a spiritually driven country. In terms of dressing Indian clothes depict happiness and joy by the use of flamboyant colors. Red color in India is equal to auspicious and relates to mar-

riage and fertility. Black is considered as bad omen and is avoided on all auspicious occasions like marriage and birthday celebrations.

With a view to “global markets and “markets without borders” India provides an immense opportunity for marketing because of its diverse population and its value system. (Merchant 1999 cited in Muthiah 2006: 257). Figure 20 shows the tools and the position of the marketing communication mix that should meet the targeted audience.



The tools and position of the marketing communications mix

Figure 20. Marketing communication mix (Fill 2006).

As shown in Figure 20 above, marketing is a powerful tool and a process which creates satisfaction and value to the consumer. Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (American Marketing Association). Anticipation and meeting the customer needs through advertising and distribution also forms part of marketing. Indian Market is one of the biggest consumer markets and to success in this market marketing management is not only critical but also necessary. To reach different market segments, advertising is a pivotal tool. It is a medium to reach the consumers and convey the details about the product and develop interest in the product or service through curiosity and intuition. Marketers

have recognized the importance of advertising and advertising strategies and stressed on the fact that advertising is not just a tool for selling products and services but a medium to enhance the business, increase the sales and create a brand image for the company.

Advertising was recognized and accepted only 25 years ago and its potential was recognized by the marketers for their product and services sales. Advertising gives the consumer variety of products to choose from depending on his needs and buying power. Advertising makes sure that the consumer spends some time on making decisions on different and amazing products with plenty of attributes and choices for his needs (Singh 2012: 147).

Understanding the internet user and adapting to his complex behavior is the main marketing strategy of the company. This complex behavior of the user in turn is driven by the national culture and values. Global brands have adopted the strategy of global concept coupled with the local specifications (Tixier 2005: 22) Quoting some examples of some products and services that are adapted to the Indian culture and environment,

Differences in the local and adapted websites



Figure 21. Showing the difference in the adapted websites of Pepsi & Co.

The different tastes and culture of the market are needed to be adapted as can be seen from Figure 21 above. The figure shows the different marketing communication strategies that are used to attract the online users. Where the American website is more based on text and depicts the western culture, (the left picture), the Indian look

and feel is endorsed by a celebrity (the right picture). The site also attracts the user by music and dance that are integral part of Indian culture.

Another example is McDonalds which has done in depth research to launch the product in India is shown in Figure X below.



Figure 22. McDonalds adapted to India.

As seen from Figure 22, the product from McDonalds was adapted to India and received some distinguishing local features. It was a challenging launch as there are diverse food habits in India. Majority of the Indian population are vegetarians. Figure 22 above shows the McDonalds poster of India displaying garlands on the top. The adaptation to the Indian market happened in a constructed manner on a number of factors such as adapting the menu to the local tastes, having Indian management team to win the trust and confidence and also participating in social activities (Barr 2008).

4.6 Conceptual Framework for Market Adaption

This section summarizes the best practice and approaches for improving ICT services, e-services and general service features that are required to adapt in a service to adapt to the local customer needs. The conceptual framework is based on the literature review on adapting the service to the local market. The figure below shows the conceptual framework that is built on the literature that is stated above. The conceptual framework that is developed will be used to build the proposal for the case company.



Figure 23. The conceptual framework for market adaption.

The conceptual framework in Figure 23 above shows the critical elements that are necessary for adapting a service to the Indian Market. The three pillars that are critical elements for adapting a service to a new market include:

Firstly, service innovations with respect to *Information technology*. New markets demand the product to be more innovative and effective compared to those that are used by the customers presently. The technology advancement is offering new avenues and channels in the field of online recruitment and hiring trends. The social media is one of them that allow the user to involve with the prospective employer and engage in a discussion. The trend is moving from the traditional ways to more innovative pattern with the IT service management and innovation.

Secondly, service innovation in *the service related features* to the customers and adapting to the new market. New service features are critical to gain customer trust and confidence. The thin line between the customer and the manager can be made strong by the abilities of the manager who understand the customer needs.

Finally, the marketing and cultural adaptation to the local market forms, in terms of service adaptability forms the basis for the conceptual framework. Understanding culture

and influence of culture in creating value to the user is critical in adapting a product or a service to the local market. Next, these findings are applied to building the proposal.

5 Building Proposal for the case company

This section describes the preliminary proposal for adaptation of the Finnish based recruitment service to the Indian market. First, the data collection and basis for the proposal is presented, followed by the description of the steps in the proposal that need to be implemented in order to adapt the service to the recruiters' needs of India.

5.1 Findings from Data Collection 1 and 2

The current state analysis has revealed that in order to adapt the Finnish based service to the Indian market demands a major innovation in the information Technology services and in services in the customer offerings. The recruiters have remarked that when the demand is high for the candidates with certain technology and time is short, it becomes highly difficult to find the candidates in short time (R5, R6, R7 and C1). Recruiting in short period of time is recognized as a major service innovation in developing new IT tool that can enhance the recruiting of a talent in a short period of time. As R1 has pointed out,

"There should be a tool developed that can have prescreening questions to sort the CVs based on our requirements. It should automatically segregate the CV's based on the education related criteria like scores, and institution name. Also on the basis of experience, company name and skill sets". Similar were the opinions of R7 and R3. R3 went a step further and added, *"I wish we could read their mind"*.

In order to decrease the costs that the company incurs in the interview process is compelling the service to include Video calling in their offering. The question in turn asked by R3, "Does the service have ATS and video calling, they are critical to track the process and every time we cannot send feedback manually to all applicants", suggests the inclusion of video portal a major service innovation with respect to IT to adapt the new service to local Indian recruiters needs.

In a similar manner it was suggested by the recruiters that a service that attends to the problems of the recruiters when the need arises and when updates are available at a reasonable price is need for the Indian market. As R1 as pointed that communication is very important between the service provider and user, a new service package is sug-

gested for better communication features. R2 has remarked that keeping the costs in mind it is always beneficial to have reasonable price strategy before launching the service in India for which a new service package with new features and subscriptions with respect to price and postings is initiated.

The company stakeholder has suggested that the service innovation with respect to the offerings to the local Indian recruiters is an important area that needs to be focused and to develop a database of local talents it is important to attract the talents to use the service once the soft launch takes place.

Taking all the suggestions and ideas from the recruiters and stakeholders the initial proposal is formed. The inputs of data collection first round i.e. from the current state analysis and from the best Practice also form an important part for the data collection. Added to data was the discussion with the company stake holders whose comments added to the making of the initial proposal. The recruiter's needs of the Indian market are analyzed in Data 1 collection round and inputs from the literature which lead to the conceptual framework.

Basis for the proposal

The fusion of the results received in Data 1 collection that focused on the recruiter's needs and feedback received on the current service through a presentation shown to the recruiters was combined with the discussion with the company stakeholder (Data 2) to form the basis of the preliminary proposal. In spite of the challenges in the time frame of the thesis and the difficulty in receiving the answers from the recruiter's on time, the initial proposal contains feedback (in Data 1 and 2 collections) enriched with ideas from the best practice. Figure 24 below shows the data that is analyzed and synthesized to form the initial proposal.

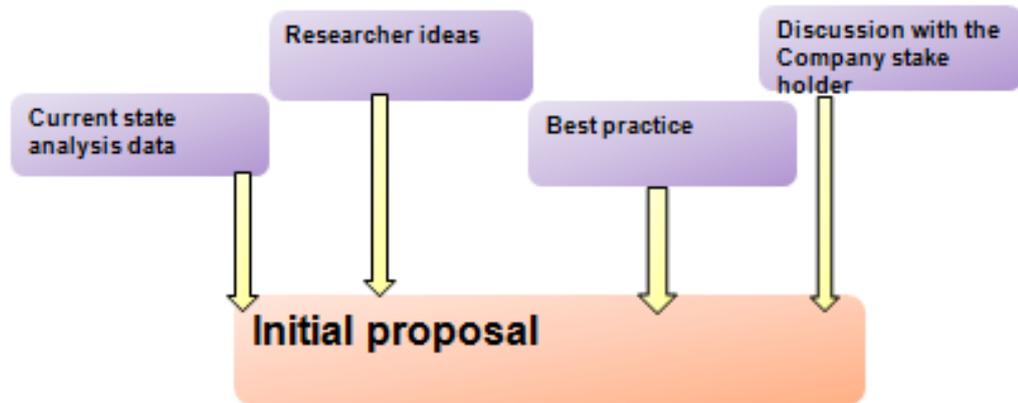


Figure 24. Input sources for building the initial proposal.

As shown from Figure 24 above, the initial proposal is based on combined results from the current state analysis, researcher ideas when going through the literature and talking with the recruiters, best practice and the recruiters themselves who have given valuable suggestions during the current state analysis as how a service must be provided to Indian recruiter's when facing the hiring decisions and finally the company stakeholder who had valuable suggestions that were included in the initial proposal.

The current service has considerable pitfalls with respect to the current state analysis and the expectations of the Indian recruiters. The researcher own ideas, literature review and recruiter's needs together with the company stake holder's discussion are blended to form the initial proposal.

5.2 Initial Proposal

There are three main parts in customizing and adapting the service to the local recruiters' needs, which are derived from the data and information that is gathered and synthesized through analysis. First is to improve the IT tools efficiency of the case company, second is to develop a new service development for the E-recruitment sector in India to capture new markets and finally redesigning of the user interface of the service to improve the visual attraction adapting to the local preferences.

The initial proposal (IP) for adapting the services offered by the case company to the local Indian market that is suggested by this study is categorized into three parts and is shown in the below table,

Table 10. Initial proposal for adapting the case company service to the Indian market.

Number	Initial Proposal	Description
1	Service Innovation in IT and E-recruitment services	Specific IT tools to adapt to the local Indian recruiters which are, <ol style="list-style-type: none"> 1. Recruiting in Urgency 2. Adding video portals for interviews 3. Prescreening questions 4. Quality filter and referral 5. Spam reduction
2	Service Innovation in service features for creating new markets through service	A service package adapting to the Indian e-recruiting sector to capture new markets with new features and benefits Including benefits and features that are attractive to the customers and preparing the service blue print for the company to recognize the customer touch points
3	UI or the service appeal based on cultural factors	Adapting the user interface according to the local culture including the following measures: <i>Colors, content, values and vision</i> In order to be adaptable to the Indian market

Table 10 above shows the initial proposal that has three elements and is described in detail in below sections. The initial proposal consists of three parts. The e-recruiting service users have indicated that efficient tools that serve the overall purpose of e-recruiting would be invincible for the Indian market. The growth in the information communication technology has lead to innovative ideas in all fields including the online recruitment. Not only technology wise but also the services marketing has increased the competition in the market, with the users expecting value for their investment as pointed out by the recruiters. Cultural factors compel the website to be adapted to inculcate trust and loyalty among the service users. Adaptation of the User Interface indicates higher usability and trust from the Indian customers, which is a culture rich country.

These three groups of features are presented in more detail below.

5.2.1 Service Innovations in IT and E-recruitment Services

“If you can measure it, you can prove it”

– Lord Kevin 1883

The effectiveness of the Information Technology can always be proven by its results as the results can be shown through the outcome. As Information technology has evolved over the years and the advent of technology has made our lives much easier and error free. The current state analysis reveals that a high level IT tool is required that meets the recruiters needs. As such on agent based match making platform and improving the search relevancy for active and passive job seekers an increase in IT is expected to meet the local Indian technical needs. The service innovation with respect to the online recruitment that is needed to adapt to the local Indian recruiters needs is analyzed further in the text.

A. Recruiting in Urgency or J-I-T hiring

One of the major need of the Indian recruiter's is to recruit in less time and urgency. As one of the recruiter has informed, “Management wants the candidate on board in less time and candidates want more notice period when joining”, it becomes a necessity to have a just in time recruitment tool for hiring in urgency. Recruitment is a challenging job and it requires patience and in depth knowledge to hire a person for a particular job. When the demand arises the recruiters hire a person for a particular job so fast that the skills of the applicants are not analyzed. The JIT hiring tool should have the power to hire the right talent in a short period of time.

The JIT tool should follow the strategy of having a pipeline of candidates matching the demand. To achieve this, a network of active professionals and sufficient contacts for the talent pool needs to be maintained. A function to quickly check the talents by a set of keywords selection should work efficiently. Some models that are available from the literature revolve around dynamic recruiting and decision making environment. A further extension to these models could result in a tool that makes the demand of recruitment in urgency. The unknown demand for hiring by the recruiters needed a lot of research and a model to manage supply should be developed.

Markov models provide a methodology for supply and demand of work force and Guerry and De Feyter(2009) provided a holistic view on work force planning. Adapting the logic of Supply chain management of Manufacturing Resource and Planning, demand of a certain item calculates the net availability and finally opens orders depending on some safety parameters and sizing factors. The similar logic could be applied here, based on the hypothesis that a database of talented personnel is available and once the JIT tool is evoked then the ATS will search for an appropriate candidate based on some key word parameters and it shall skip steps and arrange for an interview after the prescreening questions. A second suggestion is to improve the communication within the recruiters and job seekers by adding video portals.

B. Adding video portals for video interviewing

Technology is playing an important and crucial role in recruiting and hiring talents to match the job requirements on the Internet. Serving these purposes is the interactive media, video portals and Podcasts. Catching up with the technologies companies are posting web videos to attract number of applicants to apply for the posted job. Such videos are popping up everywhere on the YouTube, job boards, and on company career web sites. In a similar manner even the talents should be able to utilize the privilege of the technology and Internet and be able to post video pitches that could act as a prescreening method to judge the communication skills of the candidate and his suitability.

This multimedia approach should result in enormous saving of time and at the same time reduction in the recruitment costs. As told by an irked recruiter, "E-recruitment with the help of social media should result in saving time and cost and it should integrate lot of HR practices, we are expecting lot of changes soon, when still depends". He further implies that the major cost the company incurs is in arranging the travelling costs to arrange for an interview.



Figure 25. Adding online video portals for interviewing purposes.

For this online interviewing to be embedded in the e-recruiting platform it should actually create a reciprocal platform supporting high quality video streaming online (Figure 25 above). The service could also include archiving the interview details for further investigation regarding the candidate's behavior aspect and mannerism for instance the talents gestures, eye contact etc., for credibility purposes in the future if needed. This video interviewing could be selected automatically on demand as soon as the Applicant tracking system selects that the candidate is apt with regarding to experience and education for the specified job. This Live video enables the interviewer to interact with the selected candidates. Although this has been in the developing phase with Skype and Face time, video interviewing has its own setbacks as it is difficult to hook up to the internet with the specified time and date. This calls for a superior quality of both the sound and the video quality which could be achieved through the plug-in cam in the laptops and in the mobile devices both for the employers and for the employee.

The major benefits if the company were to implement the video tool are saving hours on scheduling and telephone screening could be avoided. Furthermore first round interviews could be avoided and additionally direct screening through video interviews could be customized. This could also result in high return on Investment in recruiting.

C. Pre-screening questions to check the profile authenticity

Data analysis has revealed that a tool that has a set of prescreening questions in its tailored service in addition to the behavior test that is offered by the company would be effective in E-recruitment. Prescreening questions should help the organization to judge the candidate's competency and fitness with the organization and with the job. The key mantra of the HR is to hire the right person with the right attitude to fit the job. Consider prescreening questions should be designed in such a way that the applicants' curiosity and interest is intrigued. The talents answer these questions depending on the interest and his urge to look for an apt job.

The prescreening questions should be divided into two divisions. One related to the job and the other to the organizations. Although many companies take refuge in Psychometric tests and behavior tests that are imbibed in the service that is offered by the case company. The main reason to have this type of screening questions is to reduce the number of interviews, effective time management, what type of work the candidate is interested in and assist in having the best talent to aboard. The talent could be asked to quote an example of how he effectively managed to overcome a crisis in his previous job would be the best type of question to ask when looking for a candidate with abilities in crisis management.

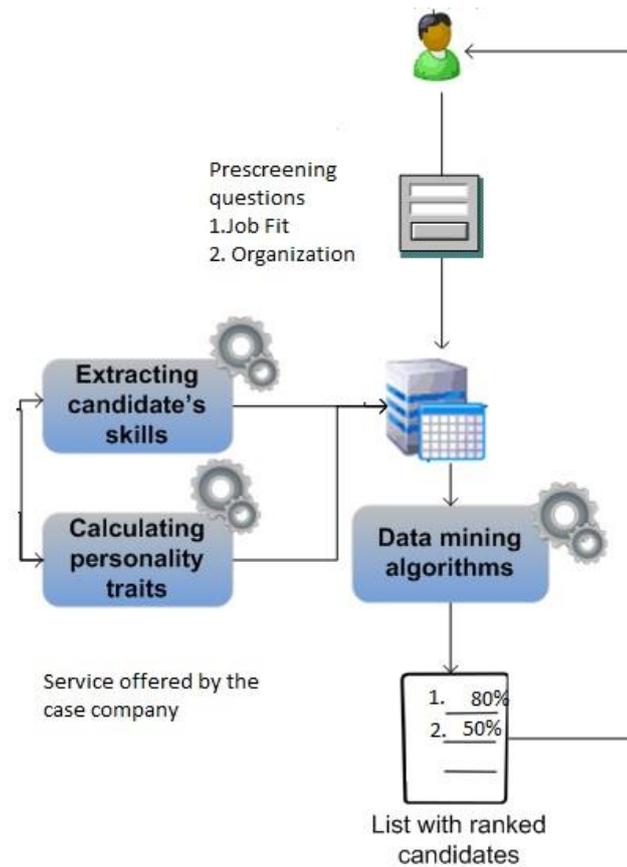


Figure 26. Adding pre-screening questions for the case company service.

Prescreening automated questions should be useful to the recruiter and create value in the process when framed in a correct and simple way as shown in Figure 26. Eliminate questions added by the recruiter which make the candidate answer in a “Yes” or a “No”. These answers are not useful in analyzing the fitness of the candidate.

The major benefits that could be resulted by implemented the prescreening questions could be costs that incur in the initial phase, time saving , effective results with respect to the talent acquisition and finally customization of the tests depending on the job requirements and organization needs.

D. Quality filter and employment through employee referrals:

Although the Automatic Tracking System (ATS) is very useful in searching for the right talent with a set of keywords, the chances that the applicant’s resume does not highlight such keywords are high and as such the organization may miss on the chance that the perfect match would not be available for the job. To overcome this issue a fur-

ther quality filter that can have near applicable keywords and synonyms for the same would serve the purpose in tracing the right talent that meets the requirements of the job. The major benefits by this sort of recruitment could be a decrease in cost per hire though effective hiring and right acquisition.

E. Spam reduction

With the abundance in the information that is available online, spamming has become one of the major stumbling blocks in arriving at the genuine documents for the recruiters. As India is a highly populated country with quite different individuals, it is necessary to chalk out the relevant and non-relevant applications. It is crucial to know which applicants are genuine in search of job and non-relevant applications. This again chalks out the fact that the key word function should be further enhanced to calculate the matching of the candidate in an effective manner. Figure 11 shows the service innovation in the IT tools and methodologies.

Table 11. New IT tools for adapting the service to the local Indian market.

IT tools for the service to be adapted	Explanation
Recruiting in Urgency	The Indian market demands that the recruitment process is shortened with the right candidate in short period.
Adding Video portals for interviews	To result in a cost effective and beneficial tool and for fast communication
Prescreening questions to screen applicants	To filter candidates in minimum time and to get the best candidate on board
Quality filter and referral	To find the right active candidate with the right attitude
Spam reduction	Filtering out the spam applications in the first phase of recruitment and arriving at the relevant applications

Table 11 above sums up the service innovation in the IT tools can launch the product in the Indian market with much competitive edge than the competitors. These tools are the critical needs of the Indian recruiters and a service with these IT tools online can help the company to capture the market.

5.2.2 Service Innovation in Service Features for Creating New Markets through Service

Emerging countries occupy a pioneer place in research for New Service Development and among them India is recognized as a country with high industrial power and capacity (Ramamurti and Kapur 2001). With emerging power lot of MNCs are targeting to set up subsidiaries, branches and adapt their services to the local Indian market.

For this purpose, the online recruiting services demands radical innovations to trigger commitment and loyalty from the customers.

Service development when build on trust and loyalty will create new markets for businesses. The need for a new service in this study was derived from the fact that respondents were not happy with the usage of the current service that is offered to them. The current state analysis has thrown light on the critical service issues that needed address in the proposal. For instance, reasonable prices for job postings, after sales support, help during the job application process, technical assistance and proper communication channels. Offering services through the virtual market place especially in India demands traffic handling, software and hardware requirements and systems to function. This calls for a balance of speed and technology mixture for the service to be offered through the Internet.

F. Developing a service Package for the local recruiters

For a service to be adapted in India, implement a new service package, a new customer value proposition that is unique the local Indian recruiters. Highlight the advantages and benefits of using the service and how the service is delivered. Highlight the prices that are in local currency and how the prices are comparable to the competitors.

Capturing new markets

▪ New Service development

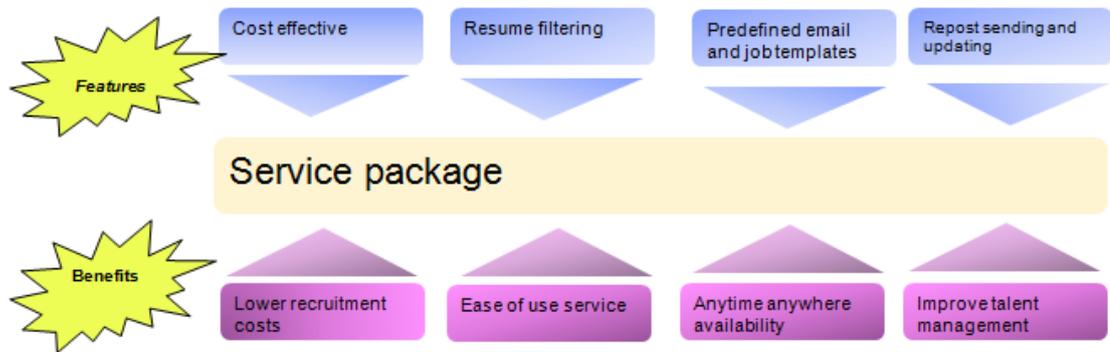


Figure 27. An example to produce a service package to attract new markets.

The service package that is unique to the Indian recruiters with new features as shown in Figure 27 as an important service innovation for the Indian market.

To attract the customers, membership discounts and offers such as free for the initial year could be implemented. Highlight the core benefits that the company can offer and stressing on the fact that the service is beneficial for the recruiters in a way that is comparable to that of the competitors.

Database of talents: A new business model in which a recruiter selects the relevant candidate is the purpose of having a talent pool with exhaustive talent pool database.

Transparency in recruitment: The recruitment process is done in order to meet the organization goals and to assure that the company's goals are met the right candidate with the right kind of attitude is hired. The whole process of recruitment is done with transparency and in alignment with the company's goals.

Efficient ICT tools to assist in online recruitment: The service package should include the service features that are offered and depict the efficiency of the work in analyzing and recruiting the right candidates.

Prepare the service blue print: A service blueprint to find the defects in the operational efficiency of the company needs to be developed. The different processes in the company should be documented and framed from the customers' point of view. Adapting

the service blue print phenomenon (developed by Lynn Shostack 1982) to case organization for the adaptation to the Indian market, the below table shows the different components of the service blue print,

Table 12. Service blueprint for new service development in the Indian Market.

Step 1	Process identification
Step 2	Customer segment identification
Step 3	Process mapping with customers view(here recruiters)
Step 4	Recognize the onstage and back stage contact points
Step 5	Support function links between customer and contact person
Step 6	Establish evidence of contact

The service blueprint to recognize the customer at all phases of service is shown in the Table 12 above. The communication between the provider and user and establishing contact points results in positive customer experience from the Indian recruiters.

Service development through user involvement: For the online recruiting to be successful in India, it is very crucial to involve users in service that results in multiple benefits for the company and the business. The user intention to utilize the service and reuse the same depends on the customer satisfaction and commitment.

5.2.3 UI or the service appeal based on cultural factors

As Web is a main channel for communication in business context in the virtual market, cultural adaptability forms the integral part of redesigning the website for the targeted country. The user interface has to be redesigned by a color expert from India. A proper analysis and understanding of the colors and their impact on the local Indian culture needs to be understood and addressed. Concentrating on the appearance of the web service, the more cultural look it portrays the better it would attract the Indian audience. In order to attract more local Indian talent to register to the service and to increase the talent pool a proper search engine must be embedded into the service that can actually translate most of the jobs into the languages that are spoken by majority in India. The purpose of any web site is to serve a purpose and in this case it is to attract job seekers to apply for a job. For this purpose to be achieved and in order to users to attract

the service that is offered by the case company needs to make amendments to adapt to the local market.

Visual communication through web service

Colorful websites are more close to the Indian culture. Colors especially should indicate more green and orange and it depicts greenery, peace and harmony. Red is associated with purity in India. The choice of colors should be adapted to the local preferences in a way that display more color and happiness. Although blue is considered neutral, a splash of colors could definitely contribute to the cultural connotations of Indian market. Flamboyant colors and catchy images which depict mostly local culture are close to Indian individuals.

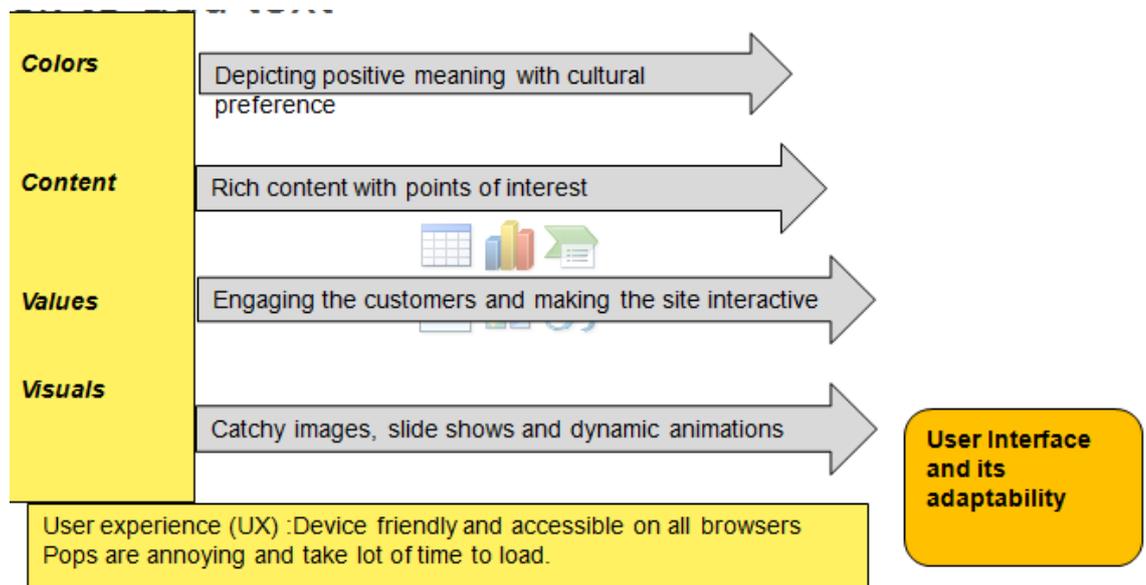


Figure 28. Service User Interface adaptability based on cultural factors.

Figure 28 above shows the Website elements that need to be customized to Indian tastes and preferences. The color, content, values and visuals that are shown through the websites attract the users to make him close to his culture and gain confidence in turn.

Language selector

India is a country which has Hindi in Devanagari script and English as its official languages. Indian constitution has recognized 22 languages, some of which are scheduled languages and some are classical languages. However, English is the major working language that is used, making it much easier for the case company to launch the service in India.

Unique design preferences

Formatting attractiveness and usability for the website forms an important adaptation aspect to the Indian climate and market. A site tour would work wonders with new users of the service and can attract new users to the service. Emotion related Images and visuals are a reflection to the Indian culture. As India belongs to the High context culture group, messages and layout should be appealing to the Indian market.

Navigation modes

Indian adapted web sites should portray ease of navigational use and shall be perceived positive by the local recruiters. The next sections describes the validation of the proposal and based on the comments the final proposal is suggested.

6 Validation of the Proposal

Validation of the initial proposal was discussed in a personal meeting with the Company stakeholder and evaluated. The proposal which included three parts for the service to be adapted to the local recruiter's needs of India was presented and explained in detail. The logic was discussed and it was decided that outcome of the thesis matched the need of the company with some suggestions to the service package.

The IT tools and efficiency improvement was discussed and it was concluded that the inclusion of new tools and logic into the service would require a further meetings with the IT professionals and a implementation plan should be initiated to collect the requirements. The project needs to kick off depending on the limited time that is available to adapt and launch the service in the Indian market.

As the current state analysis reveals that the Social Media platform is very important and is the future of the e-recruiting services, the case company has a lot of scope to establish in its business as it is a social media match making platform. Recruiting services that are offered through the virtual market place i.e. the Internet need to be catered to the needs of the recruiters needs demand lot of communication channels, and it was acknowledged that introducing the Just-In-time tool through the ICT should occupy the paramount importance.

The market related issues concerning India were discussed and *the service package* which should act like a customer value proposition with features and benefits was discussed. Services that are offered by the competitors are reviewed. The general market scenario of India was discussed. The after sales support and starting a local sales team was proposed. On the issue, the CMO has responded saying, "Initially we plan to start a virtual online help but later on local sales team and an office would be set up". For that it was proposed that in order to gain the trust of the recruiters to use the service that is offered by the case company it is always beneficial to form a local sales team.

In order to improvise the service package it was suggested that we add "the pay as we post jobs" feature for the recruiters and the recruiters would pay as many as applications are received by them. It was also decided that there job posts would be highlighted on display pages of the postings.

He has further added that “ *An add on service before you send out invites, we could like have a middle face to ensure that the profiles are up-to-date and ensure that they are accessed recently and make calls to the references ...calling them, some sort of quality assurance to going from thousand applications to relevant applications*”. By this it was suggested that the feature should be included into the service package as an add-on service. These suggestions are taken further in building the final proposal.

6.1 Findings of Data Collection 3

The feedback for initial proposal forms the data for the final proposal. The initial proposal has been shown to the company stake holders and the recruiters. The company stakeholders and the recruiters were asked to comment and give feedback on the three parts that make up the proposal for adapting the service to the local Indian market. The final proposal is built on Company stake holder’s comments and feedback from the recruiters who have responded with valuable comments that needed consideration to make up the final proposal. Their comments are presented in the following section.

6.2 Final Proposal

The final proposal for adapting the case company service to Indian market was modified with the inputs from the company stakeholders and recruiters. The final proposal will include additional add on feature of referral checking for the recruiter services. The reference checking would include calling to the references that are specified by the job seekers and investigating the credentials of the prospective employee.



Figure 29. Final proposal for adapting the service to the local Indian market.

This study proposes that service innovation in IT and E-recruitment services and in Service offerings need some more additions to cater to the needs of the Indian recruiters'. The Figure 29 above shows the final proposal for the study that includes the feedback that is given by the company stakeholder and recruiters.

As one of the recruiter has pointed out that, “*what we are aiming is a proper contact and communication with the users of the service, most of the users do not use the In-mail service that is offered by provider*”, it is included as an IT service tool that needs improvement and the case company should bring it to focus as it is a major communication channel between the recruiters and the job seekers.

As suggested it was also added in the IT feature that as the Smartphone users are increasing it is an intelligent growth move to include mobile adaptable applications for the anytime anywhere usage of the service. The service providers must be able to provide the service also through the mobile platform. The mobile application will be useful to both the recruiters and job seekers.

The company stake holder has thrown light on some important things to consider before adapting a service to the Indian Market, called the A/B tests. In his words," *These tests could be from tens to hundreds and should in return result in an optimal way to enter the market with considerably different culture. Then it is possible to calibrate and find the optimal solution for entering a market which are considered different from the average service*".

It was also suggested that the study should also include lean marketing for growth and revenue increase and Content marketing for launch of the product in the Indian Market. Throwing some light on these topics,

A. Lean Marketing

As adapting to a new market needs service innovations in attracting customers to the new product launch and is combined with lot of costs, Lean marketing technique can assist for this. Lean marketing is oriented towards customer and marketing is built with limited resources. The marketing pattern of the lean marketing is based on the needs of the customers and their perspectives. The revenue of the company is dependent on the customers, targeting that revenue the customer's research is mandatory and interpreting the product from the customer's perspective is important to make the customers buy the product. The four guiding principles of the lean marketing are market mapping, short term goals and objectives of the company, marketing plan and regular monitoring and measuring against the set objectives and goals.

The growth hacking phenomenon in marketing helps the start ups to venture in to new markets with ease and confidence. The Lean Marketing Funnel framework helps a company survive in a new market and generate revenues. This can be achieved through the Dave Pirate Metrics called AARRR (Acquisition, Activation, Retention, Revenue and Referral). The Metrics assist the company to create a scalable model for the start up in a new market.

B. Multivariate testing

Multivariate testing is a useful tool in launching a web service in a new country or location. Content testing optimizes the performance of the web site by testing the elements

of the website. A process by which the elements of a web site are measure on live environment is called Multivariate testing. The performance is measure by the user's service calls to the website. For instance in a particular environment a button which is red in color might suit and in another environment a green button. These are the A/B testing that can test different cultural environments and depending on their outcome the interface can be modified.

Although some web designs are standard in the world, the audiences are not standard especially in the emerging countries. Lot of factors are attached to these, culture, colors and social environments. The major elements that can be tested under the Multivariate testing are the Navigation order, page header , call-to –action buttons, text-and appearance, images, pricing structures etc.,. Trust in another factor that can be measure if the foreign brand is trying to establish in a local market. MVT (Multivariate Testing) assures the users about the brand through the design suggestions catering to the local market. Businesses can avail huge benefits through MVT testing as its outcomes and understanding of the web presence relates to the audience of the specific geographical location.

6.3 Recommendations

The following recommendations have surfaced during this study when adapting a new product or a service to the new market. This is in accordance to the international marketing strategy so that the product or the service is more flexible and adaptable to the local culture, preferences and business etiquettes. The study has gathered the recruitment needs of the local recruiter needs and service innovations that are needed for the market adaptation are analyzed. However, the management needs to plan and act accordingly to implement the following recommendations which are not considered in the study and they need to be kept in mind before adapting to the Indian market,

Marketing plan and strategy

The marketing plan and strategy for entry into a foreign country needs to drawn and the risks, advantages and disadvantages need to be chalked out. Partnering with a local service provider or an agent is always recommended to handle the local operations. Even franchising could be thought of as an alternative when entering a foreign market.

It is always recommended that you understand the culture when planning to launch the service in a different market. The marketing strategy of the local Indian market could be extremely different than yours and it needs to be implemented in order to gain confidence and trust from the customers. The external factors like the age and gender are the surface factors and understanding the consumer behavior of the local market and connecting with them marks a complete marketing strategy for the company. Therefore the following actions need to be performed.

Pricing strategy

When setting the prices for the targeted markets it is always recommended to consider the local standard of living and income levels. The organizations needs to understand how much the people are willing to spend to utilize the services that the company is offering. Promotional strategy and public relations so that the product is positioned in the foreign market are needed to establish the brand in the local market and it is always recommended to follow some campaigns, tie-ups with similar businesses and product demonstrations.

Sales Management

Effective sales management is needed when the business spreads in the foreign market. Hiring local persons having considerable knowledge in staffing business can be beneficial to the case company.

Effective online relationship management

Based on the feedback that is received from the recruiters, this study also proposes an effective communication strategy with the recruiters when most of the business is done online. It is always beneficial to connect to the customers' needs, the more you adapt to the customer's needs the more you gain their loyalty and trust.

Analyse the Social, economic and legal factors

Last but not the least the analysis of the social, economic and legal factors of the Indian market prior to the market launch. The consumer behaviour to a notable extent is also dependent on these factors on a new product usage.

Making the service more enjoyable and enhances the customer experience and encourages the Indian users to develop trust and confidence will customize the service to the local Indian market.

Finally an action plan for the practical application is suggested to the company. Depending on the time frame and budget related issues the company can follow the following suggestions,

Table 13. Action plan for practical application of the proposal.

Area	Tasks	Key persons to be involved
Service innovation in IT and E-recruitment services	-Requirements analysis -Design the service -Implement -Testing -maintenance	-Information communication and technology personnel -Management
Web site design	-Creating the Indian experience in the website design	-IT personnel with support from a color, design and marketing expert -Management
Service innovation in the service offerings to the customers	-Formation of a team to implement the new service development -Implementing the service -test marketing of the service	-Sales team -Management



Table 13 above portrays an action plan for the case company. The service innovation in the IT and E-Recruitment services the SDLC (System development Life Cycle) to be followed and it involves information communication technology personnel and management people. The website design also requires implementation by the IT people and marketing experts with market knowledge about adaptation marketing strategy and color experts. The next stage is the NSD stage where the sales management team should involve in creating new markets for the service launch. Notable however here, is that the management support and investment is needed at all phases of the proposal investment.

7 Discussion and Conclusions

7.1 Summary

Adapting to a new market demands not only product adaptation but also service innovations, not only in its products but also to the product users. The case company strategy to launch the service in India and to do prior market research before adapting to the local market and to the recruiters needs initiated the idea for this study. The case company is a social media match making platform for the talents and the recruiters. The management team of the case company is a talented group with in depth knowledge and experience in talent acquisition, finding the right candidates and start up business. The case company is faced with the challenge to fine tune its service to adapt to the local Indian recruiters needs. To achieve this, the Indian recruiter's challenges when recruiting are identified and case study research design was implemented.

The study initiated with the data collection and analysis research methods. The case company services are described and the recruiter's challenges in India are collected through semi structured interviews. The recruiter's needs are also identified in the process and in comparison to the services that are offered by the case company, key market adaptability findings are segregated. Adapting the Finnish based service to Indian market was achieved through the literature review based on the categorizing the data collected and suggestions from the Indian recruiters through qualitative methods.

The current state analysis was followed by the building of the conceptual framework through search in the best practice in market and service adaptability and web site adaptability. To achieve that the best practice and literature review revolved around the IT development in the areas of recruitment and the latest trends in online recruiting. Market adaptability and the adaptability features and service development in the Indian market and finally the marketing scenario of the India market was analysed. The conceptual framework then together with the feedback from the company stakeholder formed the preliminary proposal. Based on the feedback the preliminary proposal was modified and the study proposes three areas that require consideration when adapting to the local Indian market reflecting Indian recruiters needs.

Social Media and Internet technologies have a long standing future in this globalized and ever shrinking world. The study has identified the service innovation that is required in the online recruitment area and also service offerings to the local Indian customers. Businesses should take advantage of these technology tools in order to survive in the industry and integrate effective communication tools into their recruiting trends to capture markets. In order to survive in the new markets the companies should adapt to the local market culture, tastes, preferences and trends.

India is one of the emerging countries which are attracting Foreign Trade investments from major MNCs. It is a global economy with lot of cultural variations and generations and in order to start a new business in India it becomes necessary to adapt the product or the service to the local market to achieve the targeted growth and success. Service innovation is a continuous process that makes a product or a service more attractive to the customers. The service innovation that are suggested in the study although restricted to the case company can be extended to other products and services that are planning to adapt a product to a new market. The study also demonstrates the necessity in service innovation that are needed to adapt to a new market.

7.2 Managerial Implications

In spite of having a lot said about marketing and adaptation across culture in the literature, businesses entering new markets have to cope with lot of differences with respect to culture and demographic differences in handling international marketing. The company should in fact chalk out a detailed marketing adaption strategy in order to enter new markets. Based on these actualities, the case company in order to enter the Indian market and to appeal to the local customers and users' needs to consider the following managerial implications.

Implication 1: New IT tools and features are needed to be implemented to make the online service to function more efficiently and attractive to the local recruiters. The numbers of applications that are needed for a job are usually high in India keeping the high population in mind. The case company should design the tools in such a way in order to attract the right talent and the right candidate for the recruiters.

The IT tool should be as such that it inculcates right communication channels not only between the service provider and the service user but also between the recruiter and the applicant. The recruiters and the job seekers should be encouraged to use the In Mail service that is provided by the case company.

Implication 2: Service blueprint needs to be drafted that focuses on the complete communication channels with the customers. The touch points where the service provider and the service user meet need to be recognized. The service package that includes the features and benefits that are offered to the Indian recruiters need to be highlighted. The recruiters are looking for decreased recruitment costs and that should be shown as the service benefit by the case company.

Lean marketing framework is a new strategy that needs to be implemented in order to increase the revenues of the case company. Understanding and analyzing the leaks in the lean marketing framework shall help the case company to identify the pitfalls and work towards market capturing techniques.

Implication 3: The case company should redesign the user interface and the usability of the web site in order to attract more customers from India through culture adaption. Product/service adaption is very crucial in order to inculcate satisfaction and loyalty among the users. In order to maximize the usability of the website by the Indian recruiters, the case company should be able to reflect the local Indian values and customs through the “look and feel” of the online service. Understanding the user behavior and the local Indian audience is the key in designing the website for the service to be offered through the virtual market.

7.3 Evaluation of the Thesis

This subsection evaluates the study with respect to its match between the outcome and the objective specified. It also evaluates the study by how valid and reliable it is.

7.3.1 Outcome vs Objective

Where objective is intentional and planned sequence of activities or instructions, outcome is achieved results after a set of activities are performed. The objective of this study is to identify critical needs of the Indian recruiters and produce suggestions to improve the case company service to be adapted to Indian Market. The outcome was to produce a proposal on how to modify the case company service catering to the local recruiters needs of the Indian Market, was produced which included a set of three

parts, hence the objective met. The proposal when implemented thoroughly could very well adapt the service to the Indian market.

The proposal is a valuable contribution to the case company and helps to improve the service with respect to the adaption to the Indian market. The best practice sections offer a panoramic view to understand the service/product adaption concepts and related strategies of the adaptive elements. This was necessary to understand that the markets around the globe are not similar and certain refinement in the product /service is necessary to adjust to the local markets and their preferences. It is always good to have some elements of the product standardized but being able to adapt to a market and its tastes and preferences ensures success and growth.

The case company stakeholder has expressed that the outcome of the study, i.e. the proposal to suggest improvements to the case company and fine tune its service to adapt in the Indian Market matches the objective. Based also on these remarks it can be established that the outcome matches the objective of the study. The study also has provided some suggestions for further scope and adaption to improvise and launch the service in the Indian market.

7.3.2 Reliability and Validity

To establish qualitative research outcome and to measure how well the research outcome is reached, the qualitative research methodology was precisely applied in this study. The research outcome was to suggest a proposal to customize the service offered by the case company to the local Indian recruiters needs based on market adaptability factors of India, which was achieved therefore the validity of the study was successfully proven. The proposal which consisted of a road map stating efficient IT tools, service development features in new markets and guidelines to redesign the website layout and design adapting to local Indian market is validated and fits the outcome of the proposal.

The internal validity is established in this study by pattern matching and analysis during the current state analysis. The respondents for the data collection in the current state analysis are recruiters from India and have specified their concern over the present recruitment methods that the recruiters are following (Section 2.4). The recruiters are from different companies that are in different industries of India like Pharmaceutical,

Information communication systems, and consultancy firms. External validity is assured by the usage of best practice of market adaptation concepts and service innovation concepts from literature. This best practise is used to build the conceptual framework and building the proposal with results of the current state analysis. The recruiters are in the recruiting decision making department and understand the focus are very well. The author of this study is from India and understands the local cultural factors and has considerable knowledge and understanding about beliefs and values of the Indian market. Interviews that were conducted provided valuable information on the current scenario of the recruitment challenges and needs of the local Indian Market which served as the initial data collection in the current state analysis. The services that are offered by the company are analysed through the Company data which was also the first data collection part of the current state analysis. Collecting data from different sources confirms the reliability of the study. The initial proposal was commented by the stakeholders and recruiters from India whose valuable feedback was taken into consideration. The remarks and comments are stated in quotes wherever needed and only well-grounded references are taken into consideration.

The proposed ideas have some limitations and the case company and the researcher is aware of these limitations. The data collection itself is presented a lot of limitations. First, India being a very huge country in terms of geographical area, it becomes almost impossible to have an exhaustive research data for the analysis. Second, data was collected from only two major cities and from South part of India. Data collected from the Northern part could expand the insight into different results and research areas. Next, recruiters are not from a single service area but are from different industry and as such the recruitment needs could also be industry biased. Thirdly, India being very rich in language and culture, the case company has shown concern that localization may not include translations into all languages.

Next, India being one of the largest emerging markets in the world and the entry barriers for any new product being quite high, the external risk factors like the political conditions, socio-economic conditions, conflicts both external and internal are not taken into consideration. Also the entry regulations and restrictions are not taken into account that might have implications on the research.

Finally, the study considered only the recruiters who are the revenue generators and customers of the service for the study and further research and job seekers inputs

could improve the service overall adaptability. Here the major constraint was the time frame. The research was conducted in a limited time frame and therefore the data is also limited. The researcher insights in the study are unbiased that adds to the reliability of the study.

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Appendix 1.

List of questions in the semi structured interview for the current state Analysis (Data 1)

The following are the questions that are asked to analyze the current state of the recruiters of Indian Market

TOPIC: __Current challenges and recruitment needs of India__

Details	
Name (code) of the informant	Interview
Position in the case company	HR Hiring
Date of the interview	15.2.2015
Duration of the interview	30 minutes
Document	Field notes

	Topic(s) of the interview	QUESTIONS	FIELD NOTES
1	Starting point: Local recruiters needs based on current web site description	What according to you are the main challenges that you as recruiter face when posting a job?	The search that we do in some portals pull out vague resumes and hence the aim of posting a job gets defeated. Some resumes are incomplete and some have weird phone numbers and address. Finding right persons is indeed very difficult.
2	Challenges	<i>How to handle a job posting when you receive thousands of applications?</i>	Always look into mails that are replied with proper context rather than of people who have just applied directly from Portals.
3	Key concerns	What according to you are the main challenges that you face as a recruiter	Judging the candidates level of interest in joining an organization is very difficult and after the entire interview is done and selected the candidates don't show up.
3	Analysis	<i>Can you please have a</i>	Than having a big font of "xxxx". You can use the

		<i>look at Jobgo.com. what further improvements do you think that you can make in it to be able to adapt to local recruiters needs ?</i>	home page to promote ur customers who use your login's to source. <i>The Company should give the impression of the services that are offered in the first place</i>
4	Best practice	<i>Have you used any social media service for job posting and recruiting? What do you think is the future of the social media in online recruitment?</i>	SM plays a major role in having a personal interaction with the candidates and makes us to know more about a person and helps us judge in whether he will join the organization we have offered for.
5	Development needs	What do you think are the critical needs of the recruitment?	<i>JD, Portal / Database of candidates that come to my mind</i>

Appendix 2.

Semi structured interview for the feedback of the proposal (Data 2)

Details	
Name (code) of the informant	Company stakeholder
Position in the case company	CMO (Chief Marketing Officer)
Document	Filed notes

Feedback of the Preliminary Proposal by the company stake holder

New service	Feedback
IT tools efficiency	Agree
Service development	Add on features like calling the references of the job seeker
Web site design	Agree
Additional comments	Content marketing and lean marketing techniques should be re-searched for the growth plan for generating revenues

Feedback of the preliminary proposal by a recruiter

Details	
Name (code) of the informant	Feedback purpose (Anirudh)
Position in the case company	Recruiter
Document	Filed notes

New service	Feedback
IT tools efficiency	Mobile friendly as Smartphone is the future of recruiting through social Media
Service development	Agree
Web site design	Agree
Additional comments	No

Appendix 3.

Feedback from the recruiters (Data 3)

Details	
Name (code) of the informant	Feedback purpose (Meena)
Position in the case company	Recruiter
Document	Filed notes

Feedback from the recruiter

New service	Feedback
IT tools efficiency	Agree
Service development	In mail service usage should be encouraged
Web site design	Agree
Additional comments	No

Appendix 4.

Presentation of the services offered by the case company to the recruiters and the work assessment tool description

The main page for the recruiter's and job seeker's to login



 A screenshot of the login interface. At the top is the 'FIND & BE FOUND' logo. Below it are two tabs: 'For Job Seeker' (selected) and 'For Recruiter'. The form includes a 'Job' dropdown menu, a 'Title or position' text input field, a 'Country or location' text input field, and a yellow 'Go' button with a right-pointing arrow.

Describing the main page and about the product (The case company has a big logo in the front page which was shown to the instructors during the class presentation)

Work assessment tools

 A screenshot of a presentation slide with a dark blue background. The title is '- work behaviour assessment tools'. The text on the slide reads:

- Person Profile include a scientifically valid:
 - Work Behavior Assessment Tool - 54 statements
 - Reference check related to work behavior -19 statements
- Measure 6 dimensions:
 - 1.Interacting
 - 2.Thinking
 - 3.Operating
 - 4.Working
 - 5.Influencing
 - 6.Cooperation

 Below the text are two smaller screenshots of the assessment tool interface, one showing a list of statements and the other showing a scoring or results screen.

This tool analyzes the candidates behavior and checks if the candidate is suitable for the working environment that measures how the candidate working style is, thinking pattern, team work skills, interaction with co-workers and how influential the person can be

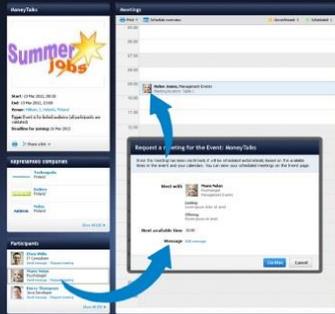
Appendix 5.

Presentation of the services offered by the case company to the recruiters and the event management and social platform tool description

Event management

Arrange a Recruitment Event on [Platform]

1. Invite talents to events e.g. trainee program, Employer Branding events
2. Invite talents to One-on-One meetings (recruit)
3. Build long term relationships with relevant talents



This service allows the company to organize events and send the invitations to the job seekers and recruiters. This tool also allows the job seekers to have one-on-one meetings with the recruiters and can promote themselves.

Social platform

Go Social with Talents on [Platform]

1. Integrate [Platform] into company web pages
2. Build talent pool with "Follow banner" in different marketing channels
3. Communicate and build relationships with talent pool



The recruiters can have social talk with the job seekers thereby establishing an online relationship with the prospective employee. The job seekers can on the other hand see the posts of the recruiters and follow the companies.