

PLANNING MEDIA ADVERTISING OF JOB VACANCIES

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ABSTRACT

The primary task of media advertising planning is based on creating a measurable model that will ensure that an advertising message reaches the target group within the set deadlines and cost-effectively. Necessary activities are seen in the context of a dynamic and changing media environment, an increasingly demanding labor market, strong time pressures and insufficient information, with often unequal and inconsistent terminology. This paper examines the complex relationship between the content and context of media advertising and the positive reflections on the greater visibility of the advertising message and the activities undertaken by potential job candidates. The basic parameters on the basis of which media advertising is created, and after that the assessment of efficiency, are considered through quantitative and qualitative indicators for media planning.

Key words: *media, advertising, labor market, planning*

PLANIRANJE OGLAŠAVANJA RADNIH MJESTA U MEDIJIMA

SAŽETAK

Primarni zadatak planiranja medijskog oglašavanja zasniva se na kreiranju merljivog modela koji će obezbediti da oglasna poruka stigne do ciljne grupe u okvirima zadatih rokova na troškovno prihvatljiv način. Neophodne aktivnosti se sagledavaju u kontekstu dinamičnog i promenljivog medijskog okruženja, sve zahtevnijeg tržišta rada, snažnog vremenskog pritiska i insuficijentnosti informacija, uz često neujednačenu i nedoslednu terminologiju. Ovaj rad sagledava složen odnos između sadržaja i konteksta medijskog oglašavanja i pozitivnih refleksija na veću zapaženost oglasne poruke i aktivnosti koje preduzimaju potencijalni kandidati za upražnjena radna mesta. Temeljni parametri na bazi kojih se kreira medijsko oglašavanje, a nakon toga i procena efikasnosti, sagledava se kroz kvantitativne i kvalitativne indikatore medijskog planiranja.

Ključne reči: *mediji, oglašavanje, tržište rada, planiranje*

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INTRODUCTION

The continuous efforts that organizations invest in the development of human potential begin with attracting as many candidates as possible who possess adequate knowledge, skills, and experience. Although this process requires more and more resources, organizations that strive to achieve and maintain a competitive advantage have no alternative, given that without qualified human potential achieving strategic development goals is not possible (Sančanin, 2021: 110).

One of the most important tasks facing human resource managers is understanding the relative costs of different media for advertising vacancies, as a starting point in assessing the efficient use of available budgets for attracting qualified candidates. If the media or organization that sells advertising space has few advertisers (demand), the price of advertising space will have a downward trend and vice versa.

The supply of advertising space seems more valuable based on certain factors:

- A publisher with a broad audience, listeners or readers will find it harder to sell space or time, given that it has a general audience, which can be a signal to human resource managers (advertisers) to look for the same target audience in other media. Namely, program-profiled television, radio or magazines with a very selective audience are rarer and more valuable for human resource managers. This is the reason why human resource managers are willing to spend more money in order to have more reach, counting on the fact that a qualified audience will get to see the ad.
- An important limiting factor for the media is the number of ads that can be aired at any given time.
- Ad engagement or intrusiveness is relevant, as ads are often located at the bottom or edge of the page, making them less visible. Radio or television ads are significantly more intrusive, making them harder to ignore. However, the problem arises when an ad is broadcast in blocks with several dozen others, which reduces the chance of it being noticed. The Law on Advertising allows for a maximum of 12 minutes of advertising messages to be broadcast during one full hour of programming, *i.e.*, 20% of the total program, while that time is reduced, in programs broadcast through public media service providers (Radio Television of Serbia and Radio Television of Vojvodina), to six minutes, *i.e.*, 10% of the time.

Human resource managers cannot be guided by the absolute cost of advertising space, but must take into account the value of showing ads to a target audience at an optimal time. For the purpose of comparing relative costs, the conventional method of estimating the cost of media for comparison, in different formats, is in use: *The cost of running ads per 1,000 people (CPM - Cost per mille / Cost per thousand)*. The “cost-per-thousand impressions” metric is calculated by dividing your ad space price by the number of impressions (in thousands).

On the other side are digital media, where two other factors dominate: paid searches and social media. The specificity of paid searches is that ads are shown only to a target audience based on keywords or phrases, so that the audience is qualified, engaged and spends a very limited amount of advertising space or time (MESMERO, 2017).

Expanding the use of social networks such as Facebook, Twitter, LinkedIn, Instagram, YouTube, and others, determines many and different aspects of behavior and preferences of job seekers, the unemployed and the employed who want to change jobs, visualized through the frequency of sharing advertising messages, participation in direct communication and mutual proactive research: employers about candidates and active job seekers about employers.

The media space in Serbia is characterized by a large number of media³, so that it is increasingly more difficult to meet basic communication needs visible through the expectations of the advertising message through the AIDA model: *Attention, Interest, Desire and Action* (Kotler et al., 2007).

The emergence of new information technologies has caused numerous changes, primarily in decision-making and in more comprehensive communication with target groups. In that sense, Brdar and Gajić (2019) point out that today's market is characterized by the presence of strong competition, which forces organizations to adapt to changes and improve their operations. Companies that have recognized the importance of integrating new technologies into traditional business, on time, have a chance to thrive and achieve growth and development, as well as a competitive position.

QUANTITATIVE INDICATORS FOR MEDIA PLANNING

Human resources managers should base their decisions on placing vacancies on realistic indicators not on subjective assessment and intuition. The basic parameters for the creation of media advertising and later the evaluation of efficiency have an irreplaceable role and serve as an experiential platform for each subsequent media advertising campaign.

REACH

Reach or *OTS (opportunity to see)* is an indicator of the number of individuals or households that have been exposed to a particular media, at least once during a given period.

Within the audience, each reader, listener, or viewer appears only once (Shimp, 2003; Vlastelica, 2007). However, this indicator is focused on the percentage of the population that have read print media, listened to and watched a certain show, but not on how many saw a specific advertisement for filling a vacancy. Therefore, there is no equals sign between data on the number of copies of newspapers or magazines sold and the number of those who saw an advertisement. In addition, the number of listeners and viewers, of a certain program in electronic media, is certainly higher than the number of those who heard and saw an ad (Shimp, 2003; Belch, G. E., & Belch, M. A., 2004). Businesses are much more interested in *Effective Reach*, which provides an answer to the question of what percentage of viewers, listeners or readers must be exposed to an advertising message in order to achieve the desired goal.

³ Total number of media registered as active in the media register kept by the Business Registers Agency is 2,504 (May 03, 2022).

TOTAL RATING

The *Gross Rating Points (GRP)* indicator is a parameter that is obtained as a result of the relationship between the range of a particular ad and the frequency during the observed period, usually four weeks. In practical application, this means that a company that has leased 100 GRPs can count on 100% of the population seeing their ad once or 50% of the population twice or 25% of the population four times, *etc.* In order to gain better insight into the relationship between range and frequency, in practice GRP is expressed in the following form (Shimp, 2003; Vlastelica, 2007):

$$GRP = Reach \times Frequency$$

For GRP value = 200, the range is 50 and the average frequency is 4

For companies, it is, above all, necessary to ensure public awareness of existence, given that the goal is to inform all potential candidates about the existence of a company on the market. Achieving awareness of the existence of a company, as well as advertising messages aimed at filling vacancies, requires a high level of reach, *i.e.*, exposing potential candidates for employment to the main message. Difficulties may arise because of a lack of a way to determine the range required to achieve an appropriate level of awareness, changes in attitudes or the intent of potential candidates to apply for a vacancy (Belch, G. E., & Belch, M. A., 2004).

Businesses (advertisers) do not have a sure way of establishing whether exposure to a particular media resulted in exposure to an advertisement as, unequivocally, the reach of the media is only an opportunity to see an advertisement and not actual exposure.

In practice, we come across *Overall Rating*, REACH 1+, which indicates the percentage of the population that has seen an ad at least once, or REACH 2, as the percentage of the population that has seen an ad at least twice, *etc.* Thus, according to this definition, GRP is presented as the sum of each individual ad, *i.e.*, the number of individuals in the target group whom the advertising message will reach, and how many times they are exposed to that advertising message, which can be expressed with a formula (Belch, G. E., & Belch, M. A., 2004; Vlastelica, 2007):

$$GRP = REACH\ 1 + REACH\ 2 + \dots + REACH\ N$$

In case of data for a defined target group, for example the 18 to 65 age group with a university degree, this indicator represents the *Target Rating Points (TRPs)*.

FREQUENCY

Frequency represents an answer to the question of how many times someone has been exposed to a media, but not necessarily an ad. The correct answer cannot be offered, except to claim that the 1: 1 exposure ratio does not exist.

Given that advertisers have different goals, and are faced with budget constraints, they must continuously search for the optimal relationship between reach and frequency, which will be in line with the decision on whether they want to see a job advertisement, hear or read from more potential candidates (*range*) or fewer candidates, but more often (*frequen-*

cy) (Belch, G. E., & Belch, M. A., 2004). In practice, the term *Effective Frequency* is often used which should indicate to companies - advertisers how many times a target group should be exposed to an advertising message in order for the advertising to be most effective. It is believed that the basic effective frequency level is “three plus” and this figure is accepted by most media planners (Makienko, 2012).

NUMBER OF HOUSEHOLDS OR INDIVIDUALS WATCHING TELEVISION

HUT (*Homes Using TV*) and PUT (*People Using TV*) illustrates the percentage of households or individuals who watch television during a certain period of the day, in relation to the total number of households or individuals who own a television set. The biggest objection to this indicator refers to the neglect of the part of the population that watches television outside the home during the observed period. The HUT indicator is influenced by the season, geographical location, and specific market segment. It is noticeable that this indicator decreases when the weather is good, and increases when the weather is poor. Analogously, HUT and PUT recorded the lowest values during the summer period, *i.e.*, it can be concluded that television is mostly watched during the winter months. The independently observed PUT indicator behaves similarly to the HUT indicator, taking into account demographic characteristics. There are significant differences among viewers between age categories, gender, employment status, *etc.* (Vlastelica, 2007).

SHARE OF TELEVISION PROGRAMS

The share of television programs (*Share*) is an indicator that provides insight into what percentage of households, out of the total number of households that watch television at a given time and watch a particular television program. Share can be viewed for a specific show, or at the level of television for a specific time of day, and is calculated according to the formula:

$$SHARE(A) = \frac{\text{Number of households that watch television program A}}{\text{Number of households that watch television}} \times 100 (\%)$$

RATING

Rating is an indicator of the percentage of individuals or households that watch a particular television program, during the observed period, in relation to the total number of individuals or households that have a television set. Rating is calculated according to the formula:

$$RATING(A) = \frac{\text{Number of households (individuals) that watch television program A}}{\text{households (individuals) that watch television}} \times 100 (\%)$$

Rating is not a constant category, but is influenced by numerous factors, primarily demographic. There is no direct link between the rating of a television program for the whole household and the rating for individual members of that household.

Rating, as well as the share of viewership, is usually determined by the following factors:

- The time when the show or advertisement is shown, with special attention paid to the habits of viewers - the target public, the time of day (morning program, early afternoon program, later afternoon program, evening program and night program) and season (spring, summer, autumn and winter);
- Competitive television programs, especially taking into account data on the time of broadcasting the same or similar program content;
- The program that precedes, as well as program content after the broadcast of advertising messages. A significant advantage is the broadcasting of ads after programs that have high ratings, which achieves the so-called *lead-in* effect;
- Types of programs in which the advertisement is broadcast (informative, documentary, film, educational or entertainment);
- History of the same or similar programs on the channel on which an ad is broadcast or on other channels (questions: whether the program attracts a lot of public attention, what was the rating of the host or editor in the past, *etc.*).

The first channel of Radio Television of Serbia in 2021 was the most watched program in Serbia, as it had been during previous years. In 2021, RTS was watched, on average, by close to 2.8 million viewers every day, which is about 600,000 more than the second most watched television channel. On the list of the 50 most watched shows, 48 were shown on RTS's First Channel (Nielsen Audience Measurement, 2022).

PRINT MEDIA

Determining the total number of print media readers is a complex process, while the starting parameter is *circulation*, which is the number of printed and distributed copies through free sale and subscription. However, circulation is not a sufficiently reliable parameter for making a decision when choosing a media for placing a job vacancy. The number of physical units of newspapers or periodicals (magazines, journals) is determined by the publisher, who is motivated by the largest possible circulation since this is the basis for forming an offer for advertising space in a particular edition.

The most significant deficiency of circulation, as a relevant indicator, is that it offers only data on the number of printed copies, but not on the number of copies sold, *i.e.*, on the number of unsold and returned copies.

In order to get a true picture of the readership of print media, it is necessary to take into account that one newspaper or magazine is read by more than one person, *i.e.*, that exposure to an advertising message is higher than the number indicating the circulation of print media.

A more objective insight into the readability of print media and exposure to advertising messages is obtained in two ways:

- By multiplying the circulation of print media by the estimated number of readers for each number separately;
- By ordering data, from specialized agencies, on the total audience.

The number of readers, of each individual edition of print media, was obtained as a quotient of the total audience and circulation. Among the dominant factors that affect the

number of readers of the same issue of print media, including exposure to advertising messages, are: type and format of print media, number of editorial texts and advertisements and their mutual relationship, quality of printing and distribution.

QUALITATIVE INDICATORS FOR MEDIA PLANNING

Although subjectivity dominates in the qualitative criteria of media planning, *i.e.*, indicators for the selection of media for placing advertising messages, they cannot be viewed simply as auxiliary and subtle, but as indispensable complementary factors. Qualitative indicators measure intangible characteristics, properties, and processes, and provide an opportunity to go beyond the expected or pre-determined goals of attracting potential candidates during the selection of media for advertising messages. It is possible to recognize the holistic dimension of qualitative indicators of media planning, given that the complete process of media selection is viewed as a whole from different angles.

Table 1. Five best criteria for selecting media according to frequency of use

| | 1994 Offline | 2008 Offline | 2008 Online |
|----|------------------------|----------------------|---------------------|
| 1. | Reach | Qualitative factors | Click-throughs |
| 2. | CPM to target market | Total schedule cost | Ad impressions |
| 3. | Qualitative factors | Reach | Unique visitors |
| 4. | Total schedule cost | CPM to target market | Page views |
| 5. | Frequency distribution | Effective reach | Qualitative factors |

Source: Cheong et al., 2010

The success of an advertising message depends on three key factors: the quality of the product being advertised, the quality of the advertising message, and the media context within which the advertising message is located (Malthouse et al., 2007: 7). This approach constitutes the obligation of the company - advertiser, in addition to reach and frequency, to pay much more attention to the effects of the media context. Qualitative perception of the media from the point of view of readers, listeners and viewers and their previous experience has a strong influence on the expected reaction to an advertising message. Emphasizing quality, potential candidates give their opinion on media excellence, and in that case there is more talk about perceived media quality, which as a rule does not have to be equal to actual quality, but is in the function of quality recognition.

Table 2. The five best criteria for choosing a media according to the perception of importance

| | 1994 Offline | 2008 Offline | 2008 Online |
|----|------------------------|----------------------|---------------------|
| 1. | Reach | Qualitative factors | Cost per action |
| 2. | Effective reach | Total schedule cost | Qualitative factors |
| 3. | Total schedule cost | Effective reach | Ad impressions |
| 4. | CPM to target market | CPM to target market | Click-throughs |
| 5. | Frequency distribution | Reach | Unique visitors |

Source: Cheong et al., 2010

Advertising messages in radio and television programs are broadcast continuously in blocks between individual shows, and only exceptionally is the broadcasting of individual advertising messages permitted provided that this is necessary due to its duration or the nature of the program content whose broadcasting is being interrupted.

The Law on Advertising (2016) foresees the possibility of one interruption of a news broadcast, feature, and television movie, except for feature and documentary series, for the purpose of broadcasting.

It is not enough to see the relevance of an advertising message in the media only through content as its importance is visualized in full capacity during the decoding of recipients. Despite the fact that many factors affect the reaction of recipients to advertising messages such as gender, ethnicity, education, language competencies, as well as the broader social context, it is important to accept that they do not have the role of passive recipients of advertising messages. On the contrary, active recipients of media messages confirm this by meaningful use of the media in order to achieve set goals, choosing exactly those segments that they need and using the media more so as to confirm their views than to change existing beliefs (Sančanin, B. & Sančanin, S., 2022).

There is no doubt that all of the above shows that organizations are increasingly looking for more innovative ways to advertise vacancies, or to make the entire recruitment process more efficient, effective, engaged and personal. Ladkin and Buchalis (2016) note that in return it is realistic to expect an increase in the quantity and quality of the candidate base and, over the long run, a potential reduction in staff turnover.

CONCLUSION

Understanding and planning media advertising seeks to contribute to the constitution of efficient, stable and sustainable employment growth, with a stronger focus on creating an institutional framework for the employment of hard-to-employ categories. In a turbulent and increasingly picky labor market, human resources are recognized as a strategically important determinant of overall growth and development.

In a networked society based on timely information and applicable knowledge, the significance of intangible assets is highly quoted. In this context, activities related to advertising vacancies in the media should be considered, especially appreciating the comparative advantages of digital media embodied through interactivity, multimedia and hypertextuality, which have the ability to create and manage content in a controlled context.

The scientific and professional public, as well as public policy makers, are expected to offer practically applicable answers to questions in the future, which with great uncertainty accompany quantitative and qualitative changes on the labor market.

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