



INCREASING THE MARKET SHARE OF THE COMPANY “*EUROPE LANGUAGE JOBS*” IN PORTUGAL

MASTER IN INTERCULTURAL STUDIES FOR BUSINESS

Internship Report

Master in Intercultural Studies for Business

Porto – 2019

**INSTITUTO SUPERIOR DE CONTABILIDADE E ADMINISTRAÇÃO DO PORTO
INSTITUTO POLITÉCNICO DO PORTO**



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Internship Report

**Presented to” Instituto Superior de Contabilidade e Administração” of Porto
in order graduate from the Master Intercultural Studies for Business, Under
the advisement of Doutora Manuela Veloso**

Porto – 2019

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ABSTRACT:

The following project was conducted during the internship as an account manager at the company Europe Language Jobs. The company manages an international job board, specialized in entry-level positions that need candidates with language skills. It operates in numerous European countries and aims to further expand its market share in many of them.

The main research question of the project is “How can the company Europe Language jobs increase its market share in Portugal?”. For this question to be answered, several sub-topics needed to be examined:

Therefore research on the overall potential of the Portuguese market for jobs that require language skills was carried out. Furthermore, the local competitor job boards were examined.

Subsequently, the business culture in Portugal was examined.

After this, a research into the companies suitable for collaboration with Europe Language Jobs was carried out to give a better outlook on which clients the Account managers should focus on. A hundred and eighty-two companies in Portugal were identified as suitable for collaboration with Europe Language Jobs and were gathered in a list.

Lastly, the different communication styles and sales approach of other account managers at the company with regard to each market’s characteristics, was analysed. Eight out of the account managers at the Europe Language Jobs team were interviewed on the characteristics of the markets they manage and their communication and sales approach. It was established that these approaches are essentially similar in nature and would therefore work well in the Portuguese market. However, a stronger emphasis on relationship-building and authentic communication would be of great importance due to the high-context culture in Portugal.

Overall, the insights uncovered by the research should lead to a better-informed strategy towards growing the market share of Europe Language Jobs in the country. They should help understand the market better, identify the important potential partners and pinpoint a communication approach that should work successfully when working with Portuguese clients

Key words: Portugal, Market, Job Board, Languages

TABLE OF ABBREVIATIONS

PADC: Portuguese Association for the Development of Communication

BPO: Business Process Outsourcing

ELJ: Europe Language Jobs

EU: European Union

GDP: Gross Domestic Product

IT: Information Technology

USP: Unique Selling Point

POA: Portuguese Outsourcing Association

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INTRODUCTION:

The following research was conducted as a graduation project during the work placement of the researcher at an account manager position at Europe Language Jobs. The company manages an international job board, specialized in entry-level positions with languages. It operates in numerous European countries and aims to further expand its market share in many of them.

The main research question of the project is “How can Europe Language jobs increase its market share in Portugal?”. In order to answer this question several sub-topics needed to be examined:

Firstly, a research into the overall potential of the Portuguese market for jobs in need of candidates with language skills was carried out via desk and field research. For this, the external environment in the country, which influences the development of businesses, was analysed using the PESTEL method. It was discovered that the country is an attractive location for the development of businesses, especially for start-up companies and in the thriving outsourcing industry, due to the low labour costs and tax rates it offers.

Then the local competitor job boards were analysed. This was done in order to understand the competitive environment in Portugal for specialized job boards. Many job boards were identified as active and top players in the market. However, these job boards are not focused on the niche market of candidates with language skills willing to relocate, like Europe Language Jobs and some of its main competitors present in other European Countries (for example: Top Language Jobs). Many of the markets the company focus on have national job boards with a larger variety of type of employment as well as types of candidates but that don't specialize in the candidates the clients want. This presents Europe Language Jobs with a significant opportunity to be the solution to the ever more impending problem of skill shortages in the Portuguese labour market.

Subsequently, the Portuguese business culture was inspected through field research done during the six months internship, as well as an interview with the previous account manager for the Portuguese market. This was done in order to better understand how to build and maintain a relationship with Portuguese companies, and consequently bring new

clients, increasing the market share of ELJ (Europe Language Jobs) in the Portuguese market.

After this, a desk research on the companies suitable for collaboration with the job board was carried out. Two hundred and ninety-seven companies were reviewed, based on whether their scope of business is likely to recruit multilingual talent and whether they had language vacancies at the time of the research. Besides this the companies were analysed based on the number of workers, expected budget, sector, and type of company. A hundred and seventy-eight companies in Portugal were identified as suitable for collaboration with Europe Language Jobs and were gathered in a list.

Lastly, the different communication style and sales approaches of other account managers at the company with regard to each market's characteristics, was analysed. Eight of the account managers at the Europe Language Jobs team were interviewed on the characteristics of the markets they manage and their communications and sales approaches. This was done with the purpose of pinpointing a tactic that can be successfully replicated when engaging with clients in Portugal. It was established that these approaches are essentially similar in nature and would therefore work well in the Portuguese market. However, a stronger emphasis on relationship-building and authentic communication would be pivotal due to the high-context culture in Portugal.

Overall, the insights uncovered by the research should lead to a better-informed strategy towards growing the market share of Europe Language Jobs in the country. They should help understand the market better, identify the important potential partners and pinpoint a communication approach that works successfully.

1. BACKGROUND INFORMATION

The company:

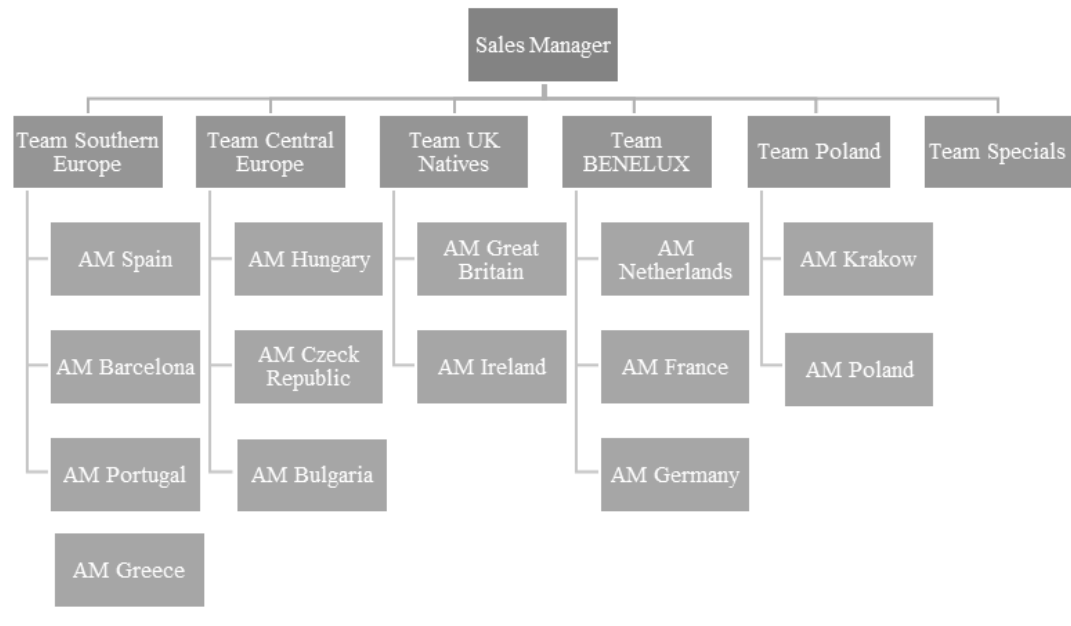
Europe Language Jobs is an online job board focusing on multilinguals in Europe who are willing to relocate. It performs as an online meeting point between candidates who speak multiple languages and companies who are seeking those. Currently, Europe Language Jobs offers job opportunities in 49 countries and in 57 languages.

The target group of Europe Language Jobs can be separated in two groups, candidates and companies.

The first target group is: multilingual candidates looking for a job abroad, in the age category of 20 – 35. These candidates are mostly looking for junior/mid-level jobs in the following sectors: Customer Service, Sales, Marketing, Translation, Finance and Gaming. (Europe Language Jobs, 2019)

The second target group is: companies that have multilingual positions and are open for candidates who are willing to relocate. The targeted company sectors are multinationals, recruitment agencies, BPOs and SSCs. (Europe Language Jobs, 2019)





2. INTERNSHIP DETAILS:

2.1. Internship characterization:

The main purpose of this research assignment was to develop a strategy for the Portuguese market by analysing the current strategy as well as the competitive environment, in order to increase the market share of Europe Language Jobs in Portugal.

To achieve this, I focused on the achievement of three objectives that would ultimately lead to the achievement of the main purpose.

Objectives:

1. Learn how to embrace the “no”: learn to deal with negative response of prospects; learn how to identify the no and determine whether it is meant as a no or not.

Receiving a no during a sales call was something I needed to approach daily. However, due to this internship, I can now answer to “no’s” in a competent way,

showing I am qualified to help them with their needs. Therefore, there's a big possibility the "no" is turned into a "yes" later.

2. Increase knowledge of Sales and Account Management: learn the process of the sales cycle; understanding the different functions of an Account Manager; comprehend the customer journey; and learn the right way to communicate (tone of voice; what to talk about; when to listen)

Handling the clients' accounts in the right way (helping them to understand the platform; and explaining what should be done to maximize results) had a great impact on the success of the cooperation, and consequently a great impact on the success of Europe Language Jobs.

3. Improve Time Management skills: learn how to focus and prioritize; understanding how to structure the day

Between attraction of new clients, reacquisition of old clients and managing the accounts of existing clients, there was a need to plan the days, weeks and even the month beforehand by setting the right priorities.

1. Activities:

The activities carried out during the work placement can be divided into four main categories:

acquisition, account management, sales and business development.

- Acquisition (attraction of potential clients):

The intern mainly focused on building a network on LinkedIn by connecting with employees working at companies that are of interest for ELJ. The activities and services of ELJ were promoted on a daily basis on LinkedIn using mainly groups with members of our target group. An additional part of acquisition was the acquisition of companies over the

phone. The intern had a target of 10 calls per day, of which some were intended for the acquisition of new clients, after researching their recruitment needs and understanding if they would benefit from a cooperation with ELJ.

- Account Management:

The intern was responsible for building good long-term relationships with the clients and continually improving their ELJ experience. Therefore, it was essential to discuss the needs of the clients, to make outbound calls to follow up clients' demands and to encourage the clients to post their job offers. Additionally, the intern had to advise the clients on how to use ELJ in the most efficient way and it was the intern's responsibility to inform the clients about the latest developments within ELJ.

- Sales:

The intern had the responsibility to identify new sales opportunities and close (customized) deals. Additionally, regarding the already acquired companies, the intern was responsible for identifying opportunities for cross-selling and upselling in order to increase revenues.

- Business Development:

The main task of business development was to analyze goals as well as strategies with the team and managers. There were two different types of strategies: firstly, the strategies for each market including a description of the business landscape and an approach strategy. Secondly, the strategies for the most important companies. These companies can be companies already cooperating with Europe Language Jobs as well as companies in acquisition. These strategies include information on the companies themselves as well as on their recruitment needs and a plan of approach.

Quality Assurance:

In order to guarantee the quality and success of the internship, there was a weekly meeting between the intern and the Sales Manager. In these meetings, feedback was given, the results of the past week were discussed as well as the activities and the approach for the upcoming week.

Additionally, a monthly team meeting between the intern's team (Team Southern Europe: Portugal, Spain, Barcelona, Greece and Italy) and the Sales Manager took place to discuss the team's results and to plan the upcoming weeks.

Furthermore, there was a meeting with the whole sales team, as well as the company's director, each month with the main focus of discussing the results and the forecast and exchange information and tips.

In order to monitor the performance at Europe Language Jobs, targets must be reached.

These targets are as following:

- 10 successful calls each day
- At least 35 redirections to the website through posts on LinkedIn and Xing per week
- Sales of 5.000€ per month
- 2.500 LinkedIn connections during the internship

Implementaton:

In order to organize the internship activities and its communication, a communication plan was drawn in order to give an overview over the different meetings, their purpose, medium, frequency and audience:

| | Purpose | Medium | Frequency | Audience |
|----------------|--|---------------|------------------|-------------------|
| Weekly meeting | Receiving feedback, discuss results, discuss activities and approach for next week | In person | Every week | Team Lead, Intern |

| | | | | |
|------------------------------------|---|-----------|-------------|--|
| Team meeting Southern Europe | Receiving feedback, discuss results, discuss activities and | In person | Every month | AM Portugal & Italy, AM Spain, AM Barcelona, AM Greece, Team |
| | approach for next month, information exchange between AMs | | | Lead, Sales Manager |
| Team meeting Sales | Discuss monthly activities, discuss approach for upcoming weeks, discuss forecast | In person | Every week | Whole Sales team, Sales Manager, CEO |

2.2. SWOT ANALYSIS

This SWOT analysis is mainly focused from the position in the Portuguese market and therefore there will be looked at the external environment in Portugal.

Strengths:

One of the strengths of Europe Language Jobs in the Portuguese market is the fact that there is an account manager who is specifically focused on this market, and that already has experience dealing with a market, in comparison to the other markets within the company. This happens because ELJ is a start-up, and many of its employees are new or

interns. Which means that enough time and effort is dedicated to the market. Besides this, the account manager is native and therefore understands the business culture of Portugal. It is important to understand the business culture as it can make or break a deal.

Another strength is the fact that the previous account manager for the Portuguese market (Inês Martins) is still an employee for ELJ. Although she is now in charge of the special accounts, it was quite easy for the intern to ask for her input and feedback when dealing with Portuguese companies.

Furthermore, ELJ already has good connections with many Portuguese companies, even if they are not yet a client.

Another point in ELJ's favour is the fact that we already work with “sister companies” in other markets in Europe, which helps to generate trust.

Moreover, Europe Language Jobs has a strong social media presence, and a user-friendly website when compared to the most active job boards in Portugal.

Finally, ELJ takes pride in being flexible with its client’s needs, and its willing to customise services and prices, in order to deliver the best possible results.

Weaknesses:

A weakness of Europe Language Jobs is that there is little face to face contact with the customers. In the Portuguese market this is an important tool to generate trust and better business relationships. Face to face contact helps in building a better relationship with customers than an e-mail or phone call.

Europe Language Jobs has a small market coverage in the Portuguese market, for that reason they are still unknown among the target group.

Furthermore, ELJ was not analysing the overall results of the clients, during the period of a partnership, taking in consideration how each feature was bringing the bigger number of candidates. This lack of helicopter view could cause disappointment for the customer.

Another problem was the fact that ELJ's collaboration with clients in the Portuguese market was more focussed on the relationship and practical help instead of the overall results and developments within their company.

In the Portuguese companies we can also see a trend of wanting exclusive features. However, Europe Language Jobs was running out of exclusive features when it comes to customized solutions.

Therefore, there was a need to make sure that the company's growth in the Portuguese market was not becoming weakness. Since clients were paying for exclusive features that were no longer exclusive.

Opportunities:

Thanks to new tax regulations, among other things, many multinationals are opening branches in Portugal. These are companies such as Microsoft, Huawei, Adidas, HCL, Fujitsu, etc. Since multinationals are the target group of Europe Language Jobs, there is a lot of new potential in the Portuguese market.

Although Portugal having a monopolized market by 5 big competitors could be a threat, it can also be an opportunity. Many times, it is difficult to get through the right person to contact in Portuguese companies. However, many former contact people of ELJ, are being hired in this multinational, what facilitates communication a lot.

Additionally, Europe Language Jobs is active on a niche market and thus is one of few job boards that is specialised in multilingual candidates. (Europe Language Jobs, 2019).

Nowadays, with companies like Teleperformance or Webhelp (massive contact centres with a big need for multilingual candidates) opening offices in Portugal, the market is looking for new solutions like the one ELJ offers.

Besides, now there is a lot of more language awareness, and companies need multilingual candidates to have a competitive advantage.

Moreover, the start-up culture is developing surprisingly quickly, which creates a lot of new positions available, and consequently generates a considerable need for job boards like Europe Language Jobs.

Threats

One of the threats Europe Language Jobs faces is the fact that the market is monopolized by 5 big players for now. This leads to a great dependency of those companies.

Another threat in Portugal is the scepticism about niche job boards, since the demand of them is quite recent. ELJ needs to show companies the added value of a niche solution.

Furthermore, 90% of our clients and 51% of the companies with potential for a future partnership are located in Lisbon.

2.3. COMPETITION IN A NICHE MARKET

As Europe Language Jobs is active in a niche market, there are not many direct competitors.

Nevertheless, there are 'regular' job boards who are also competitors and some of them already have a big market share in Portugal. Some are native job boards like NetEmpregos and Sapo Empregos, others are international like Indeed, Glassdoor and LinkedIn.

Portugal is quite a particular case because all the native job boards are for free, from CV search to job posting, everything is for free. Therefore, we need to prepare for a more difficult type of acquisition, since there's an adaptation for companies from completely free websites or websites that charge very little for visibility. However, one of my tasks was explaining to companies that ELJ is focused on a niche market, and we can help them attract the exact type of candidates they are looking for (multilingual candidates willing to relocate and expats already living in Portugal) with relative ease.

Besides this, our website is also quite new and easy to use while the native job boards are rather old. This helps attract candidates on the client's target group: young people, looking for junior to mid positions abroad.

The main direct competitor of Europe Language Jobs is Top Language Jobs. This company is active in this market for a longer time than Europe Language Jobs. They are also active in European countries. Top Language Jobs uses Facebook and LinkedIn: their Facebook page has around 22.000 followers and LinkedIn profile has 14.000 followers. The variation between the companies that are sharing their vacancy on Top Language Jobs is little. They offer their website in 25 languages. (Top Language Jobs, 2019)

Workwide Group is another big competitor of Europe Language Jobs. This company recently entered this market. Their focus lays on Europe, especially Nordic countries. Workwide Group is active on two social media platforms, LinkedIn (674 followers) and Instagram (166 followers). They have a greater variety in companies sharing vacancies on their website.

Workwide Group has their website offered in 5 languages. (Workwide Group, 2019)

PRECONDITIONS

At Europe Language Jobs there is one Account Manager for each market. The Account Managers are usually native speakers with market knowledge in order to facilitate the communication process as well as to create a personal approach.

So far, there has been an Account Manager from Portugal for the Portuguese market but due to the lack of transparency in the Portuguese market, there is rather few market knowledge available.

However, there is already an existing market with companies cooperating with Europe Language Jobs that compared to other markets Europe Language Jobs is active in, the market share is rather high.

2.4. OBJECTIVES

In this chapter, the objective of Europe Language Jobs will be described. Also, the main research question will be set, followed by sub-questions.

The main objective of Europe Language Jobs is to increase their market share in Portugal. This leads to my objective with this research assignment, which is to figure out how the company can increase its market share on the Portuguese market.

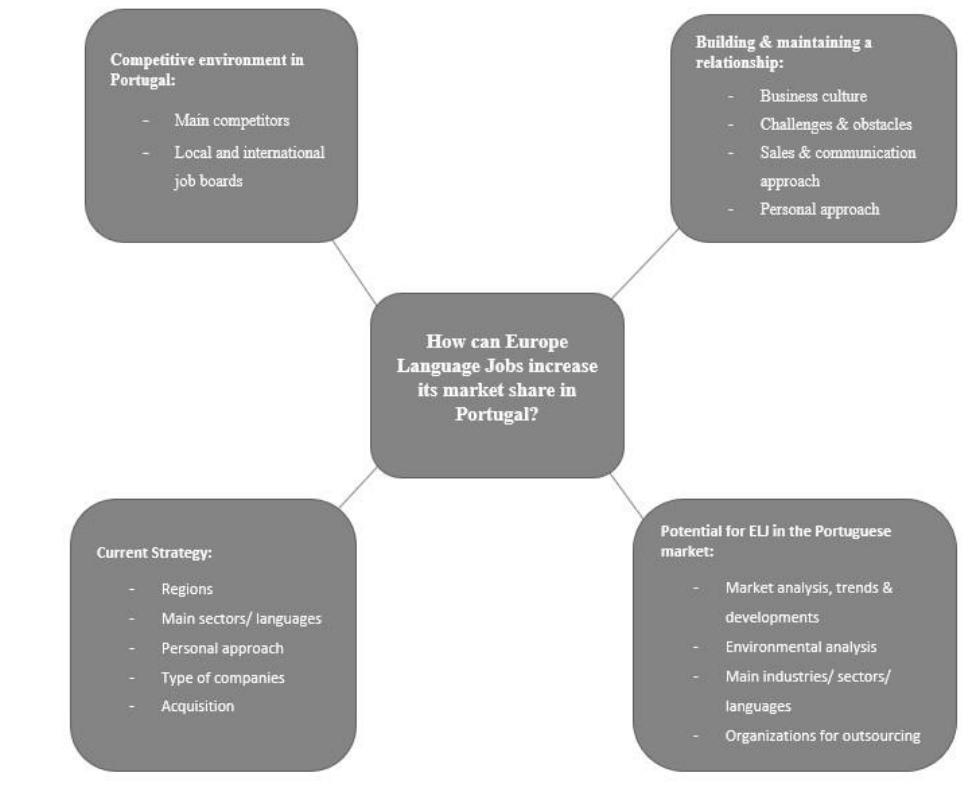
To achieve this goal, I researched and analyze the problem and company with the help of a main research questions and several sub questions.

The main research question is: 'How can Europe Language Jobs to increase its market share in Portugal?'

To answer the main questions, the following sub questions are created:

- What is the overall potential of the Portuguese market for Europe Language Jobs?
- How is the competitive environment in Portugal?
- Which are the companies in Portugal that are suitable for collaboration with Europe Language jobs?
- How to build and maintain a relationship with Portuguese companies?
- To identify a sales and communication approach for Portugal, how do the approaches of ELJ account managers vary across the different markets the company operates in?

Conceptual map:



2.5.THEORY AND MODELS

The research conducted will resolve around different concepts, such as the external and competitive environment regarding the Portuguese market, the intercultural communication in business environments focusing on Portugal and the different sales and communication approaches.

In order to investigate the external and competitive environment regarding the Portuguese market the PESTEL analysis will be used. The PESTEL analysis is a tool used to assess the macro-environmental factors having an impact on business organizations. The macroenvironmental factors taken into consideration during a PESTEL analysis are political, economic, social, technological, environmental and legal factors. (Professional Academy, 2019) However, regarding the usefulness for this research, only the political, economic and social factors of the PESTEL analysis will be considered.

Furthermore, a competitive analysis will be conducted. This analysis will be dealing with the main competitors of Europe Language Jobs, local job boards as well as international

job boards in the Portuguese market focusing on the different products and services offered, their pricing strategies as well as their awareness level.

Moreover, investigating the cultural specifics of the market the company is operating in and the different impacts these cultural specifics have on business communication will be a crucial part of this research. Therefore, the model of high-context and low-context cultures by Edward T. Hall will be used. According to the model, high- and low-context cultures show different communication patterns. In high-context cultures, the message forms a part of the context meanwhile in low-context cultures, the messages are direct and explicit. (Bluedorn, 1998)

Additionally, the Lewis model developed by Richard D. Lewis will be incorporated in the research. This model divides human behavior into three different typologies: linear-active, multi-active and reactive. People belong to the typology of linear-active are usually taskoriented and highly organized and follow linear agendas meanwhile people of multi-active cultures are emotional and impulsive, giving a great importance to their social environment.

People from reactive cultures prefer to listen first and follow principles while using mainly an indirect communication. (CrossCulture, 2015)

2.6. RESEARCH METHOD

The research was conducted with the desk research method. In addition to the already available information, new information was gathered from reliable, existing sources. The data was analyzed, assessed and sorted based on relevance and reliability. This meaning that, the current information that Europe Language Jobs already possesses was gathered and reviewed. Then, new information was collected during field research. The data was considered and consequently a strategy was formed on order to increase the company's market share in Portugal.

When this was finished, the result was be presented to the intern's team (Southern Europe team), the sales manager and the director and investors of ELJ. With their feedback the results were defined as sufficient for Europe Language Jobs.

3. PRELIMINARY RESEARCH

3.1. PROBLEM DEFENITION

This chapter will cover the issue of Europe Language Jobs. To complete the problem definition, the 5xW+H method will be used.

Who?

Europe Language Jobs, Account Manager for the Portuguese market

What?

The current issue is that Europe Language Jobs has a centralized market share in the Portugal with big clients like Teleperformance, Webhelp or Sitel. Many potential customers are not fully aware of Europe Language Jobs and the niche market's existence. Europe Language Jobs has to spread the word and get credibility in this market.

Where?

The solution must be implemented in the Portuguese market. However, some of the factors could be implemented in other European countries as well.

When?

Increasing market share can be a slow process, as it depends on a lot of factors. The current market share of Europe Language Jobs in the Portugal is around 35%, by 2024 the market share should be around 60%.

Why?

The reason behind this research is to find a way to get more known in Portugal, and in the end get a bigger market share with this. The objective of Europe Language Jobs is to help candidates with finding a job abroad and preferably with their own language. It is also to assist companies with their multilingual recruitment process. To achieve this goal, Europe Language Jobs has to increase the awareness and market share in different countries in Europe.

How?

Every country has its own strategy and approach, nevertheless there is one basic approach that is applied to all. With this and a specific country strategy, a good planning is needed to achieve the objective. Every account manager follows the plan and writes down their own experience with what worked for them and what did not. With this new information the strategy can be adjusted and implemented again.

The current issue regarding the Portuguese market is that most of the companies fitting the Europe Language Jobs company profile are not aware of the services offered and the existence of the niche market. This lack of awareness about ELJ and the lack of trust on the side of the companies compose a threat to the sales success in the Portuguese market. Therefore, in order to succeed in Sales activities in the Portuguese market, Europe Language Jobs needs to create awareness among the Portuguese companies and focus on its branding. Branding is an important factor when it comes to credibility and trustworthiness which yet needs to be gained.

3.2. COMPANY ANALYSIS, PRODUCT ANALYSIS AND DEVELOPMENTS

Europe Language Jobs is an online job board, specialized in multilingual jobs and internships abroad. Their service acts as an online meeting point between candidates and companies located in Europe, displaying job opportunities across 49 countries and 57 languages (Europe Language Jobs LinkedIn, 2018).

On the dedicated platform of Europe Language Jobs, candidates can create a profile for free, find a job abroad and gain international experience, thanks to their language skills. Simultaneously, Europe Language Jobs facilitates the recruitment activities of companies around Europe, helping them access a broader talent pool and recruit candidates for their multilingual positions. The services it offers include sourcing solutions like job advertising and employer branding on the company platform and on its social media channels. (Europe Language Jobs: About Us, 2018).

Europe Language Jobs is a Limited Liability Company. It was founded in 2013 in Barcelona, Spain. It currently counts with a team of 27 employees from over 10 different

nationalities. The business units it comprises of are a Marketing, Sales, Human Resources and IT team (Valcárcel, 2018).

The main clients of Europe Language Jobs are multinational companies, recruitment agencies and Business Process Outsourcing companies (BPO) across Europe, who seek to recruit international and language-speaking employees at entry-level positions. Partnerships with these companies are the source of ELJ's revenue.

In terms of the annual turnover, the year-on-year growth rate has been doubled, with €170.000 in 2016, €350.000 in 2017 and over €750.000 at the end of 2018. The company has been well on its way to success, judging by the growing financial figures and the number of employees. Europe Language Jobs plans to employ up to 40 employees in the upcoming year. This means that current profits are mainly invested in growing and consolidating the ELJ team.

Besides this, the company has earned its position as the most trusted platform for jobs with languages in Europe, with a total amount of job offers and active users surpassing the ones of competitors. Its social media channels receive high engagement, while organic traffic is impressive thanks to the good search-engine visibility (Valcárcel, 2018).

With regards to the relationship with its customers and other organisations, the activities of Europe Language Jobs pertain to both the Business-to-Business (B2B) and Business-to-Customer (B2C) sphere. The company believes in building meaningful long-lasting relationships with its clients and aims to further grow them in quantity and quality. It also recognizes the value of tailoring its communication style to the different cultures in its client base, which is why it strives to make its team as multicultural as possible (Valcárcel, 2018).

When it comes to the market in which Europe Language Jobs operates - the one for positions with languages in Europe, the general trend has been a steady expansion. As businesses and economies become increasingly more international, the demand for foreign languages on the workplace is rising (Kassteen, 2014). Business units that deal with customer service, content creation, marketing, sales and account management, are looking for candidates who are multilingual and can support the international reach of businesses.

Additionally, data suggests that knowing English is crucial, but no longer sufficient, which is why the majority of the language vacancies require at least one additional language (Helmersen, Lauridsen, & Norlyk, 2008). This places Europe Language Jobs in an advantageous position on the market for jobs, as the company specializes in catering to this growing demand.

The main focus of the research project is on growing the market share of Europe Language Jobs in Portugal. Therefore, trends on Southern European market are relevant to mention. As mentioned in a business article written in the online platform “*Medium*”, by César Fonseca, the Market Director of Cliverti (Software development company based in Lisbon, Portugal), in recent years this region started to reveal very attractive market for Western companies to outsource their activities, since it provides access to quality talent at cheap costs. Furthermore, the Portuguese government is now betting on incentives such as funds to help foreign companies relocate, simpler tax structures and residency programs, which will help to make the region more attractive for international business growth. All these factors show that there are many opportunities for the company to take advantage of in this region.

The start-up and outsourcing sector in Portugal, in particular, have been growing rapidly in recent years. In fact, the country’s capital “Lisbon” has climbed to fourth in a global list of the best places to start a new business (according to freelance marketplace PeoplePerHour’s Startup City Index). Among the reasons why Portugal has become an attractive spot for companies to start business, or to relocate, are its developed infrastructure, geographical location, cost savings, real estate that complies with business needs, taxation rates and educated work force. Altogether, these developments in Portugal point to promising opportunities for Europe Language Jobs in expanding its prominence in the Portuguese market for jobs with languages.

3.3.Problem analysis

Europe Language Jobs recognizes as a problem the fact that they have not yet tapped into the full potential of the Portuguese market for jobs with languages. In other words, there

are several companies, both domestic and international, who seek to recruit international employees due to their language skills and are not using the services of Europe Language Jobs.

It is a problem (and an opportunity) because the Portuguese market is a rather important one for the company and developing it will not only result in increased revenues but will also strengthen the brand image and prominence of Europe Language Jobs in the country. The problem affects all business units but can be tackled mainly by the Sales unit and the Account Manager for the Portuguese market. The reason why this problem has arisen is that the company is still a start-up and is actively trying to grow its markets in most European countries. This requires additional resources (human, financial, time) to research the most suitable tactics for each market, about cultural differences, customer preferences and market trends, and leverage them accordingly.

The company has already taken a step towards resolving the problem by hiring a native account manager for the Portuguese market, who could conduct the necessary research for developing this market further.

3.4.Literature Review

The conducted research revolves around key concepts, such as the analysis of the external and the competitive environment in a country, intercultural communication in a business environment, and sales and communication approaches.

A model that is helpful when investigating the characteristics of a market is the PESTEL analysis, which examines the external environment that impacts business activities in a country (What is PESTLE Analysis? A Tool for Business Analysis, 2019). However, not all components of the model are useful for the purpose of the research, which is why only the political, economic and social factors are considered. These aspects provide more insight into the political stability, the progress and the regulations in the political scene; About the economic growth, the labour conditions, the consumer confidence and the currency stability in the macroeconomic environment; And about the population growth, structure, distribution and the demographic trends in the society. Analysing these factors

helps understand the market dynamics and the customers better. On the other hand, the environmental, legal and technological influences do not have a direct relation to the scope of business of Europe Language Jobs. The company provides a digital service that does not leave an environmental footprint. Consumer laws and safety standards do not affect its activities in any way. Finally, the advances in the general technological field are too unpredictable to analyse. In the 6 months this research was conducted many changes occurred in technological terms, and it is not possible to pinpoint the next ones or if the competition will be more or less advanced. This makes these three factors redundant for the purposes of the research.

Another concept that plays an important role in the research is the analysis of the competitive environment. It is concerned with the intensity of competition in a particular market, with regard to the number of players, the degree to which products differ, and their pricing. These factors shape the distinction between direct and indirect competitors (Johnson, Scholes, & Whittington, 2008). This is an important concept to be explored in the research, as it provides a more comprehensive picture of the domestic market and the rivalry between local job boards.

Outsourcing is a key term throughout the research, too. It is the concept of subcontracting third-party vendors for performing the non-core operations of a business. Companies who engage in outsourcing can be active in one or multiple production or service domains, such as manufacturing, IT and telecommunications, healthcare, legal services, etc. (Bloomenthal, 2019). It is relevant to mention, because the service-outsourcing industry in Portugal is the one that generates the most jobs with languages.

Moreover, part of the project revolves around the cultural specifics of the markets the company operates in, and how they impact business communication. A model that is useful when looking into these, is the High-context versus low-context cultures model by Edward T. Hall, that was developed as means of categorizing intercultural communication. According to the model, in high-context cultures individuals tend to form closer social bonds and more value is placed on relationships. The context around communication plays an important role, while communication itself is considered often indirect and less confrontational. Changes are also slow to accept because of the importance of traditions.

Conversely, low-context cultures are more goal-oriented, rather than relationship-oriented. Social bonds are formed with a specific goal in mind and can be disrupted quickly. Change is accommodated quickly, too. Communication is direct and often confrontational (Bai, 2016). This model is essential for the research, as it helps understand the background of the communication approaches of the interviewed account managers at Europe Language Jobs. It is concretely used in interview question 3, where the interviewees are asked to place the market they manage on the High- versus Low-context culture scale, according to their experience.

Another cross-cultural communication model that is incorporated in the research is the Richard D. Lewis Model, which analyses dimensions of behaviour, categorizing cultures into three groups: linear-active, multi-active and reactive. Linear-active cultures tend to be task-oriented and highly organized and see the importance of strict planning. Multi-active cultures are guided by emotions and value feelings, relationships and people as a whole. They cope well with multitasking but cannot follow an agenda. And lastly, reactive cultures rarely initiate discussions or take action in conversations, but would rather listen attentively, form an opinion and then engage in active communication (Lewis, 1996). The figure below provides a graphic visualization of the model and the country distribution as per variation. This model helps understand the communication style of Portugal and the rest of the markets Europe Language Jobs is active in (However, unlike the previous model, it is not directly used in the conduct of the interviews. It merely enriches the understanding of market-specific communication.

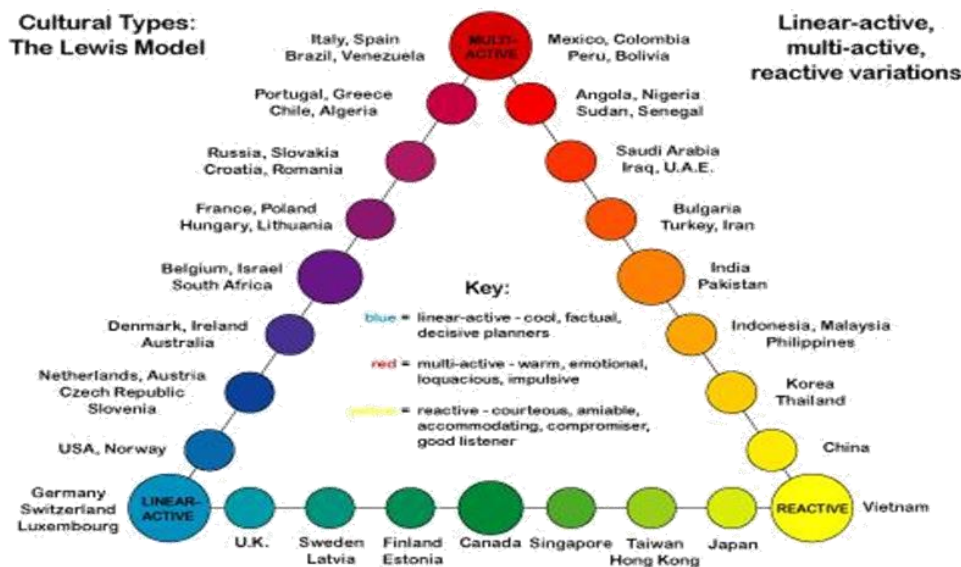


Figure 1: The Richard D. Lewis Model, source Cross Culture: The Lewis Model – Dimensions of Behaviour

Another important concept that frames the research is the concept of Consultative Selling, which is the form of selling the company bases its sales activities on. Essentially, consultative selling is a non-manipulative approach towards doing sales, which concentrates on identifying the client’s needs and objectives. This type of selling relies on building rapport, trust and a long-lasting relationship between the seller and the buyer (Graziano & Flanagan, 2005). This approach is in the very basis of the way each account manager at Europe Language Jobs engages with prospects, which is why it is an important point of the research done for enhancing the sales and communication strategy for Portugal.

When it comes to the communication and sales approaches, around which the final part of the research revolves, the three main areas that define the success of an account manager at Europe Language Jobs are: tending to current clients, also called account management; acquisition of new clients; and reacquisition of past clients. Account management refers to the process of ensuring client needs are satisfied via providing customer care, technical support, upselling and relationship management (Kagan, 2018). Customer acquisition is

gaining new clients. It involves prospecting potential clients, reaching out them and persuading them to buy the company's product or service. Customer reacquisition is similar in nature but concerns the process of reviving past clients (Galetto, 2015).

Overall, these are the concepts to act as theoretical guidelines for the realization of the research towards growing Europe Language Jobs' market share in Portugal since they play an important role in understanding the type of communication Account Managers should apply for each market.

Information gaps

There were several pieces of information regarding the way Europe Language Jobs could increase its market share in Portugal, which were unknown. Among these information gaps were the overall potential of the market for jobs with languages, considering its prospects for further development thanks to environmental influences, the rivalry with local competitors, and the supply of language positions.

Additionally, the concrete companies in Portugal that are suitable for collaboration with Europe Language Jobs needed to be identified. This would provide a guideline towards which companies in Portugal the job board could channel its efforts of seeking partnerships, since there are many companies for which a collaboration with Europe Language Jobs will be irrelevant, since they have no recruitment needs for candidates with languages skills.

Finally, more information needed to be provided on the sales and communication approach that would work well when engaging with clients in Portugal. This would help to successfully maintain the current partnerships and the prospective client acquisitions of Europe Language Jobs in Portugal.

3.5. Research questions

Based on the information gaps identified in the previous section, several research questions were formulated. The main research question of the project is: **How can Europe Language Jobs increase its market share in Portugal?**

The sub-questions, whose answers contributed to defining the way the company could achieve this objective, are:

1. What is the overall potential of the Portuguese market for jobs with languages?

In order to devise a feasible strategy for increasing the market share of the company in Portugal, it was important to first understand the dynamics and the specifics of the market well enough.

2. How is the competitive environment in Portugal?

For the purpose of creating a strategy for the increase of market share of the company in Portugal, there was a need to analyse the features as prices of the main competitors of Europe Language Jobs in Portugal.

3. How can Europe Language Jobs build and maintain a relationship with Portuguese companies?

Understanding how to build and maintain a relationship with Portuguese companies through the correct type of communication and understanding of Portuguese business relationships, was crucial in the interest of increasing the market share of ELJ in Portugal

4. Which are the companies in Portugal that are suitable for collaboration with Europe Language Jobs?

Identifying the companies, which are suitable for a partnership with the job board, is essential. This way Europe Language Jobs would have an idea towards which companies it needs to channel its efforts, so that it grows in this market.

5. To identify a sales and communication approach for Portugal, how do the approaches of ELJ account managers vary across the different markets the company operates in?

Considering the sales and communication approaches that account managers in the company employ in their contact with clients would provide a more comprehensive picture of the sales and communication styles that work well in certain markets. Based on similarities and differences between these markets and the Portuguese one, it would be easier to identify approaches, which can be replicated successfully in Portugal.

4. RESEARCH APPROACH

4.1. Approach per sub question

The first sub-question, “**What is the overall potential of the Portuguese market for jobs with languages?**”, was answered with the help of desk research into the political structure in Portugal, as well as some economic factors and social trends in the macro-economic environment of the country, using the PESTEL method, a tool used to analyse the external factors that can affect a company.

The second sub-question “**How is the competitive environment in Portugal?**” was answered by analysing the rivalry of national and international job boards in the country. This was done by desk research method, into the local and international job boards active in Portugal and comparing their features and prices with ELJ.

The third sub-question “**How to build and maintain a relationship with Portuguese companies?**” was answered by means of a quantitative research- an analysis was made of

the experience the intern had with dealing with clients during her 6 months internship at Europe Language Jobs. Furthermore, the sub-question was answered by qualitative research – by conducting a structured and personal interview with the former Account Manager for Portugal, Inês Martins, now the Account Manager for the Special Accounts at Europe Language Jobs.

The fourth sub-question “**Which are the companies in Portugal that are suitable for collaboration with Europe Language Jobs?**” was answered by desk research into the companies whose activities pertain to the outsourcing industry in Portugal.

The fifth sub-question, “**To identify a sales and communication approach for Portugal, how do the approaches of ELJ account managers vary across the different markets the company operates in?**” was answered by means of qualitative research – by conducting structured, internal and personal interviews with nine of the account managers responsible for other markets at Europe Language Jobs.

4.2.Data collection

As mentioned in the previous section, the first research sub-question was answered with the help of desk research. The data in the desk research approach was collected from reliable existing online sources, such as business articles and institutional reports.

The second sub-question, the data collected with the help of the desk research approach was retrieved from existing online sources like the official job boards websites. Their features and prices were then analysed and compared with ELJ.

For the third sub-question, the data was collected from field research during the 6 months internship the intern completed at Europe Language Jobs. This was done by the practical contact with clients and observation of their responses to different communication techniques. Furthermore, this was answered by the data collected from an internal and personal interview with the last Account Manager for Portugal in ELJ, and the current Team Lead for the Southern European Team (Inês Martins).

With regard to the fourth sub-question, the data in the desk research approach was collected from existing online sources, such as the official corporate websites of the

researched companies and their career pages. Two hundred and ninety-seven companies were initially reviewed as to whether they had language vacancies on their website and on the main Portuguese job boards; and whether the scope of their business suggests they would have them. The majority of the companies reviewed were derived from the Portuguese Outsourcing Association. The criterion that made a company a good match for the activities of Europe Language Jobs was the presence of entry-level positions with languages.

The reliability and validity of the desk research is justified by the use of reliable and multiple sources to cross-reference the information like different business articles and reports, and the point of view of eight different Account Managers.

To answer the fifth sub-question, the data was collected from personal structured interviews. This implies that the interviews consisted of a set of questions developed in advance and addressed to the interviewees (Verhoeven, 2015). These interviews were scheduled during working hours, conducted in the Europe Language Jobs office. The interviews investigated the market characteristics and the sales and communication approaches, used for: Spain (Jorge Marcos Martos), United Kingdom (Amy Shaw), Ireland and Malta (Michaela Gleeson), Poland (Justyna Wacholc, The Czech Republic and Slovakia (Petra Ondrisakova), Hungary (Alma Ambrúžová) and the Netherlands (Mirjam Maarleveld). The interviewees were selected according to their high experience in the company. The sample of nine interviewees represents a total population of seventeen account managers.

Participant bias was also eliminated by interviewing each interviewee in private, to avoid external influences on the given answers. It is important to mention that the scheme, related to position of the different markets on the High- versus Low-context culture scale is valid strictly internally, within the context of Europe Language Jobs. This is because there are multiple variables which are likely to produce other results in another given context, such as the age group of the stakeholders (account managers and clients), the HR background of clients, the company culture, etc. Therefore, the results of the ranking of the High- versus Low-context context cultures should not be considered applicable universally.

4.3.Data inquiry

In the **desk research method**, the data obtained from trusted online sources was analysed and selected according to relevancy and reliability.

In the **qualitative research** method, the data gathered during the interviews was transcribed and coded, in order to be better interpreted. This was done by the functionalities that Microsoft Word offers, namely the possibility to add comments, extract and categorise them.

In the **quantitative research**, information was gathered from existing and potential customers using sampling methods, and the results were carefully understood in order to predict the future of the service and make changes accordingly.

4.4. APPLICATION:

The items in the application table represent the topics, investigated throughout the research and organized by me as follows:

| Concept | Dimensions | Indicators |
|----------------------------------|-----------------------|------------------------|
| External environment in Portugal | Political environment | Political stability |
| | | Political progress |
| | | Tax regulations |
| | Economic environment | Gross Domestic Product |
| | | Labour conditions |
| | | Consumer confidence |
| | | Currency stability |

| | | |
|--|----------------------|---------------------------------------|
| | | |
| | Social environment | Population growth |
| | | Population structure and distribution |
| | | Workforce |
| | | Demographic trends |
| Competitive environment in the Country | Local job boards | Target market |
| | | Solutions offered |
| | | Pricing |
| Target market in the country | Outsourcing industry | Size |
| | | Growth rate |
| | | Important centres |
| | | Trends and forecasts |
| | | Companies suitable for collaboration |
| Variables across markets | Market specifics | Competitors |
| | | Common client profile |
| | | Business culture |
| | | Native language importance |
| | | Market difficulties |

| | | |
|--|----------------------------------|----------------------|
| | | |
| | | External factors |
| | Communication and sales approach | Client acquisition |
| | | Client reacquisition |
| | | Account management |

4.5. RESULTS

The following paragraphs summarize the results obtained for the three research sub-questions by analysing the collected data.

Sub-question 1: What is the overall potential of the Portuguese market for jobs with languages?

In order to determine the potential of the Portuguese market for jobs with languages, an analysis of the macroenvironment in the country was conducted. It is important to mention that the macroenvironmental factors have a limited direct influence on the activities of Europe Language Jobs. However, they are essential to review, because they have a direct impact on the development of domestic and international business in the country. It is exactly these businesses that Europe Language Jobs collaborates with. **The favourable environment for businesses to develop translates into more opportunities for Europe Language Jobs to grow in this market.**

The following paragraphs review the political, economic and social environment in Portugal and provide conclusions about the extent to which they allow for the development of businesses in the country.

The **political environment** in Portugal impacts businesses in terms of the overall political stability, the country's political progress and its tax regulations.

In 2008 Portugal was hit by the financial crash and the economy struggled in the years after. In 2011, Europe and the International Monetary Fund needed to help Portugal with

78 billion euros. Because of this, in 2002, the economy contracted 3.2 percent and unemployment nearly hit 18 percent (among young people that rate was closer to 40 percent).

After many economic and fiscal reforms, in June 2014, Portugal was able to be liberated from international assistance. Since then the economy has been blossoming. The IMF shows a 2.5 percent growth rate for this year and an unemployment rate below 10 percent. “Portugal’s near-term outlook has strengthened considerably, supported by a pick-up in investment and continued growth in exports,” the Fund said last June. However, “just because you’re in the right direction, it doesn’t mean you’re out of the woods.” (David Stubbs, global market strategist at JPMorgan Asset Management for CNBC).

Additionally, Portugal’s budget deficit fell to 0.5 per cent of gross domestic product in 2018, the lowest level since the country returned to democracy 45 years ago. (National Statistics Institute (INE)). (Silvia Amaro, in the website CNBC, 2017)

Mário Centeno, finance minister in the Socialist government, said the reduction demonstrated that Portugal had “gained credibility” and “shown Europe that there is an alternative [to austerity].”

António Costa, the prime minister, sees this drop in the deficit to a record low as “historic”. The reduction was “not the result of cutting spending or increasing taxes”, he said, “but of policies that have restored confidence”. (Peter Wise in Financial Times, 26 Marco 2019)

Plus, in May 2013, Portugal established a new tax incentive that grants a 20 percent tax deduction on investments of up to five million euros – this means that the corporate tax rate in some cases can lower as low as 5.5 percent, from the normal rate of 24 percent. (Tax Policies in the European Union, 2018 Survey)

Also, at the 2016 Web Summit in a outstanding action, Joao Vasconcelos (State Secretary for Industry) disclosed a €200 million fund to co-invest in start-ups and foreign companies that relocate to Portugal. Besides this, over the next three years, Portugal will unveil €10 million-worth of vouchers for incubation and businesses. And for those that aren’t in the EU, the Portuguese government declared the creation of a ‘start-up visa’, with the aim of

persuading entrepreneurs to come and open new business with the promise of a resident visa. (Conard Egusa in TNW, December 7th, 2017)

Portugal is, not only, developing its own creative talent, but also attracting investment from abroad with its residency programm

e. If in five years an entrepreneur reaches a particular set of conditions (such as creating at least 10 new jobs in Portugal) they attain the right to apply for permanent residence. They may also seek Portuguese citizenship after six years of residence. For entrepreneurs looking to expand their business and branch out across Europe this is very attractive since Portugal is a member of the European Union and Portuguese residents enjoy visa free travel in the EU and the Schengen region. (Simon Davies in Tech.co, December 4th, 2017)

However, because of government actions taken during the financial crisis of 2008, Portugal is still struggling with high national debt. There were even problems in the country's banking sector that required state intervention. Which in turn, led to a government debt crisis only sorted out with the help of the IMF and the European Union. By the end of 2018, the IMF's calculation of gross national debt concluded that Portugal had a debt to GDP ratio of 121.5%. (fig.1, Attachments). (Commodity.com, October 18th, 2019)

Overall, the political environment in Portugal presents domestic and foreign businesses with an attractive opportunity to minimize costs. Although some challenges persist, the country remains a popular choice for business development due to its tax policies.

The economic environment in the country is a major indicator for the development of businesses. It is reflected in the economic growth and productivity, individual earnings and spending, and currency stability.

According to data by the European Commission, in the first quarter of 2019, Portugal's GDP grew by 1.8% (year-on-year). Although private consumption growth slowed down slightly, the investment growth was strong. However, this had a positive contribution for imports and a negative contribution in exports. In regards of sectors, the data suggests that while the industrial sector is suffering from lower external demand, the services sector, especially tourism, continues to benefit GDP growth. In the near future private

consumption is believed to keep weaken, while investment is set to expedite. (fig. 2 and fig. 3, Attachments).

Inflation was at 0.7% in June, remaining significantly below the EU average. The low number translates into a decrease in prices of industrial goods, lower oil prices and regulatory constraints in the prices of energy and public transportation. Although, wage growth is higher than inflation, its impact on aggregate demand is outweighed by the recent slowdown in employment growth. Overall, annual inflation is estimated to growth to 0.9% in 2019 and 1.5% in 2020. The expected growth in 2020 is set to be mainly demand-driven. Furthermore, house prices continued growing at a fast rate, above 9% (year-on-year) in the first quarter of 2019, and are much higher than the last two years. This increase in housing prices is expected to be slowed down with some moderation measures in house prices but this adjustment is likely happen in a slow pace. (fig.4, Attachments).

Since the 2000s, it was recorded a trend of an increase in unemployment that has been further pronounced with the impact of the financial crisis of 2007–2008.

The financial crisis caused the unemployment rate to grow fast, achieving a record of 17.7% in the early 2013. However, since the end of 2013, the unemployment rate has been repeatedly tumbling indicating the reversal of the increase of unemployed people trend that had been recorded before.

The declining of the unemployment rate is complementary to the expanding of the Portuguese Economy registered since the third quarter of 2014 (after shrinking in 2011, 2012 and 2013).

The percentage of unemployment in 2018 was 7% (7.4% for women), showing a decrease of 1.9% on the previous year and sustaining the descending trend noted since 2014. Unemployment among young people under 25 years was at 20.3%, which is a very high rate. And despite an improvement over the years (down 3.6% from 2017) youth unemployment is still a sensitive issue. Long-term unemployment has also decreased, but still accounts for 51% of total unemployment (the EU-28 average stood at 44.7% in 2017). (fig. 5, Attachments).

Furthermore, labour market conditions have been progressing over the last few years, with activity and employment rates rising.

In regards of demographics, according to the INE (National Statistics Institute) Employment Survey, Portugal had a population of 10 294 100 in 2018, of which 47.3% were men and 52.7% were women. The active population was 5 232 600 and the employed population was around 4 866 700 (plus 2.3% compared to 2017).

Plus, according to the European Labour Force Survey (data from the last quarter of 2018), Portugal's activity rate (75.1%) is above the EU average (of 73.8%). Besides that, the presence of Portuguese women in the labour market (72.3%) is also higher than the EU average (of 68.4%). (fig. 6, Attachments). (European Economic Forecast, Summer 2019)

Moreover, the consumer confidence indicator has been improving continuously for the past 7 years. Portugal's Consumer Confidence Indicator data was showed a percentage of -7.864 % in Jan 2019. The data reached an all-time high of -0.145 % in Sep 1997 and a record low of -47.847 % in Oct 2012. This index was high during that period since there was a continuous progress of the Portuguese economy, when recovering from the financial crises. In the next years consumer spending is expected to rise even more as a result of planned wage increases and a stronger labour market. (fig.7, Attachments).

Since Portugal is an EU member its currency is the Euro. This translates into stability in the business environment and no vulnerability to transaction risks. (European Economic Forecast, Autumn 2019)

However, according to Eurofound Social Intervention Study Centre (CESI), "Portugal is one of the worst countries in the euro area in terms of minimum wage rises in real terms (at 2015 prices) between 2010 and 2019"

In 2019, the countries at the bottom of the "average performance" in terms of minimal wages in the EU – Portugal, Malta, Spain, Greece and Slovenia – increased their minimum wages to between €700 and €1,050 (when converted into 12 annual payments).

While Spain and Greece had very significant increases in 2019 of 22% and 11% respectively, Portugal only had an increase of 3.5%, sending it to the sub-group with the lowest increases. (Eurofound and CESI)

Although the European Union (EU) considers the amount of the minimum wage to have risen to €700 in Portugal, in reality it only increased to €600 a month (since it divides the 14 payments (with Christmas and holiday bonuses) by 12 months).

The study also exhibits that the minimum monthly wage per hour in Portugal (€3.94) is lower than in Greece (€4.27) and Spain (€6.09). (Lusa in The Portugal News, July 9th 2019) (fig. 8 and fig. 9, Attachments).

All in all, the improving economic situation, coupled with the low labour costs in Portugal provide yet another opportunity for businesses to reduce their costs while growing in an emerging market.

The social environment in the country indicates demographic shifts that can influence the labour demands of businesses. They can be elicited from the population growth, structure, distribution and the ongoing and expected societal trends.

Portugal is one of the oldest independent countries on earth, and in 2019 counts with a total population of 10.2 million people.

However, it has a unwavering decreasing population and is apprehensive to have more immigrants there. Although it shows an annual growth rate of -0.39% (which doesn't sound that inadequate) estimates show that the country would need 75,000 immigrants each year just to maintain the population. (The UN Migration Agency in World Migration Report 2018) (fig. 11 and fig. 12, Attachments).

Therefore, the government is adopting measures in order to make it easier for people to come to Portugal, including reducing the barriers to get visas and for the starting of small businesses.

Almost two-thirds of Portuguese people live in urban environments, and there are several large cities that account for this. One of the biggest port cities in the region and home to much of the nation's trade, entertainment, art, finance, education, commerce is Lisbon - the capital of the country, which is home to 2.8 million people over 370 square miles. Porto is

the next largest city. It's a very historical city, with beautiful neoclassic architecture and 2.2 million people living within 300 square miles. There are other smaller cities with populations smaller than 500,000 like Vila Nova de Gaia, Braga, Amadora, and Almada. (World Population Review, August 27th, 2019)

Another demographic trend that is worth referencing is the “demographic crisis” Portugal went through after the economic crisis. Almost 500,000 university graduates left the country when the crisis struck to find work abroad. Be that as it may, 60 percent have since returned in an attempt to start their own companies. Portugal is currently the destination for young entrepreneurs, who have a new creative energy to bring to the country. They are looking to introduce their business ideas there, because of the low cost of living, blooming cultural scene, and the high quality of life. (Simon Davies in Tech.co, December 4rd, 2017)

The downfall of the population of Portugal, together with the lack of candidates with skill, show that businesses will probably need to turn to markets in neighbouring countries and hire foreigners to cover their labour needs. In the context of Europe Language Jobs activities, this is an extremely relevant and valuable forecast, since the job board specializes in delivering foreign talent to companies, which makes it a significant player in the Portuguese market for jobs.

Sub-question 2: “How is the competitive environment in Portugal?”

After analysing the macro-environment in Portugal, the domestic competition between job boards was examined. This provides an insight into the degree of rivalry between the players in the market.

There are multiple local job boards in Portugal, including local and international job boards. For the purposes of the research the international job board: LinkedIn, Glassdoor and Indeed are considered, as well, as the national job board: Sapo Emprego and Net-Empregos, since they are the most important players in the market. After analysing many job boards (national and international) these were the ones chosen because it was clear they are the biggest ones by number of job offers and popularity among job-seekers and

companies in Portugal. However, the national platforms don't offer site navigation in English. This is relevant because it suggests they are not adapted to an international audience, the one that Europe Language Jobs targets. This meaning that ELJ targets international candidates willing to relocate and this candidates are looking for webpages written in English since they don't speak Portuguese.

All job boards have a broad job coverage, including positions in all business sectors and all professional levels.

The International Platforms:

LinkedIn:

LinkedIn has a pay-per-click policy for job posting. You can set an average daily budget for your job posting and you'll only be charged for the number of views your job receives. You can also set a total budget to specify the maximum amount you'd like to be charged. Your job posting will be paused once you reach the total budget. You can add more budget or close the job.

LinkedIn doesn't offer a Free Trial. However, since you pay per click and set your own budget you choose how much you want to spend to try it. However the true cost should be measure by how much you need to spend in order to get the right type of candidate.

LinkedIn offers other services as well like:

- LinkedIn Recruiter - an advanced tool for searching LinkedIn profiles, organizing your findings, and getting in contact with candidates. It offers 150 InMails per user monthly, bulk InMailing, and advanced search options that include access to full profiles of all LinkedIn members.
- LinkedIn Recruiter Lite- it is a scaled-down version of Recruiter. Lite offers 1 user and 30 InMails per month. Full profiles can be seen for 3rd-degree connections. It has fewer search parameters available than the full version.
- LinkedIn Career Pages – it is a section where an employer can create a profile towards hiring. It allows also employer branding, videos, employee perspectives,

and images. Companies can also personalize job recommendations and other messaging.

- LinkedIn Work with Us Ads – these are advertisements that LinkedIn users see in their profiles. They can target potential applicants or an employee's LinkedIn network.

According to an article in BetterTeam with the title “LinkedIn Plans and Pricing”, one of the big plus that LinkedIn has when compared to other job boards is that people go to LinkedIn to do more than just look for jobs. It is a website to grow your network (by adding friends and colleagues) analyse businesses and potential clients, and heard about industry news. The job list of LinkedIn has the potential to reach people that aren't necessarily looking for a job but may be interested in the position. (*“LinkedIn Plans and Pricing”* in BetterTeam, June 6th, 2019)

Glassdoor:

Glassdoor is one of the fastest growing websites to find a job and research companies. Every month, more and more people who are talented and educated register at Glassdoor.

Glassdoor offers a 7 days Free Trial.

After you post a job on Glassdoor, it's easy to manage your jobs and see real-time data on how many times your jobs are being viewed and applied to. There's a big price range since you can choose between the standard or premium options. Both allow you to post a job in Glassdoor. However, the premium option offers a better slot in the website, which means more visibility, and the inclusion of your job offers on daily job alert e-mails Glassdoor send their candidates. (Price to post 1 standard job ad is 200€; Price to post a premium job ad is 250€). (Glassdoor Profiles for job seekers, November 19th, 2019)

Indeed:

Indeed is an employment browser that was introduced to the market in 2004. Since then, it became available in over 60 countries and is now the most visited job site in the United States. Internationally, it holds 16.36% of the market share among job boards.

Indeed, allows job posting completely free of charge (if you don't want anything extra for your ad.) However, if you want more exposure you have to sponsor your job ad, and these jobs are given greater visibility, since they appear first on the job listings and stay there to make potential applicants see them first.

Sponsored Jobs on Indeed use the same pay-per-click pricing model, as LinkedIn (meaning you only pay when someone clicks on your job to view it). To create a Sponsored job postings the lowest price is 5.00€ per day. You are able to create a budget that suits your needs, and money will be subtracted from your budget each time someone clicks on your ad, but the cost will never surpass) the maximum budget that you set. (Article "Indeed Job Posting" in BetterTeam, July 30th, 2019)

The National Platforms:

Being solely local players, their target customers are Portuguese and foreigners who already live in Portugal, and both operate without any associated costs, that meaning that job posting is totally free.

Sapo Emprego:

Sapo Emprego is a job portal with the objective to facilitate the search processes and jobs, to approach companies and candidates for the rapid economic and placement of professionals in the labour market. It acts as an intermediary between advertising companies and candidates, working in partnership to facilitate the recruitment process. However, the selection processes are the sole responsibility of advertising companies. It's a very easy to use job board that offers a large selection of available jobs in Portugal and other European countries. The adverts are updated regularly and are from a wide range of job types.

The website is easy to navigate as there are filters to make your search more precise and an option to show all jobs in one search. You can even see the job offers from other European

countries by clicking on the option in the search bar. You can filter the search by looking for jobs in a specific area, jobs that require a level of education and how regularly they were updated.

Net-Empregos:

Net-Empregos can be considered the most known job site in Portugal since it has more than 1.5 million registered candidates, over 70 thousand registered recruiters, more than 15 thousand active job ads, and around 3.5 million visits per month. Net-Empregos was the first online job board to be active in Portugal.

However, the website lacks in design and usability. The colour scheme is confusing, adverts are everywhere, the layout looks totally different than an average job board and job offers scroll quickly in the middle of flashing adverts. Furthermore since the job board is completely free it has too many repeated job offers and by scrolling on the job list you will get lost. However it allows you to do 2 types of search: the basic search that offers the filters keywords and location and The advanced search that offers keywords, domain, location, professional category. The job offers are only presented with a blue title and four additional pieces of information (location, publication date, company and category). After you click on the title and open the job offer is still really confusing because there are flashy pop-ups and the content varies in length from job offer to job offer. However, despite all this problems, many people, from candidates to recruiters have managed to look past the unattractiveness of the site and use it as an useful tool. (Ali Neill in Jobboard Finder, March 2018)

Sub-question 3: How to build and maintain a relationship with Portuguese Companies?

One parameter used to answer this question was the researcher's understanding of the Portuguese market, the country pertains to the high-context end of the scale, as well as, the six months of experience in engaging with clients there, and her Portuguese nationality lead to this observation. Furthermore this perspective of the Portuguese businesses culture

is corroborated by the previous Account Manager for Portugal and now the Southern Europe team lead – Ines Martins, as well as a process of desk research.

Portuguese business culture it's quite similar to the Mediterranean business culture but can have some slightly different characteristics. It is described by a distinct relationship-based tradition. It is safe to say that loyalty towards the family comes before loyalty towards business, and in the Portuguese culture family and relationships always come first.

Portuguese professionals are very relationship-oriented. Strong and long-standing relationships are considered crucial, not just among partners and clients, but also within a company. It is important to take time to get to know Portuguese contacts, and create a good relationship with them. Many times, the Portuguese decide to go forward with business based only on whether they like their partner or not. Furthermore, if you are able to establishing a personal relationship, Portuguese business contacts feel secure and assured that they will not be misled or cheated.

Besides, Portuguese firms honour work ethics and the hierarchical structure where age and seniority are respected. Most companies are hierarchical, which means decisions are mostly made from the top down. Authority and responsibility are concentrated in the person at the top. Nevertheless, Portuguese managers try to avoid conflict. In the decision making process, the management may consult staff members but will not necessarily seek to reach a consensus. Decision-making is a very long process in Portugal and managers will go through all the details before giving a final answer. However, once a decision has been reached, it is rarely altered and the terms of the deal are fully enforced.

In regards of language, while most Portuguese are proficient in English, it is always better if they hear someone speak their own language.

When scheduling a meeting, you must try to arrange it at least a month ahead of time and reconfirm it a few days before. Some dates are recommended to avoid if you are trying to set up an initial meeting. For example, in June (when there are many bank holidays), August (many people take vacations this month) and December (Christmas and the end of the financial year). Face-to-face meetings are always preferred over conference calls, e-

mails or any other tool in Portugal. The first meeting aims for parties to get to know each other and establish a certain level of trust, and only after can businesses be discussed.

The Portuguese have a loose sense of time. However, business contacts are expected to show up on time to meetings, even though their Portuguese partners will probably be late. If you can't make it to the meeting in time, it is advised that you phone your contact and inform them of your delay. Meetings may have agendas, but they are mostly used to organize the meeting, by having all the topics you want to discuss written down, making it easier to introduce or raise a topic, but usually they are not very strict and don't necessarily serve the purpose of a schedule.

Handshakes are the most common form of greeting. Women greeting women or greetings between men and women can also be done by greet each other with two light kisses on the cheeks.

It can take a quite bit of time for Portuguese to truly start talking about business and the first meeting is usually held in order for the parties to get to know each other. It is highly disapproved to push for a decision right from initial meetings. Small talk, especially good feedback on your first impressions of Portugal and the Portuguese culture, is expected and quite appreciated.

Although, the Portuguese tend not to be considerate great planners they are likely to ask meticulous questions about the results they can expect, payment terms, and others. They are also likely to examine short and long-term influences and developments, and ask what they can expect, so it is crucial that you have explored all possibilities and scenarios before finishing your presentation or submitting a proposal. (Santander Trade Markets - Business Practices, October 2019)

Sub-question 4: Which are the companies in Portugal that are suitable for a collaboration with Europe Language Jobs?

In order to fully examine the potential of the Portuguese market for jobs with languages, the main types of customers also need to be considered. The main industry that generates

positions with languages in Portugal is the outsourcing industry, as well as, some multinational companies and recruitment agencies. The following paragraphs review the developments in the Portuguese outsourcing industry and analyse its growth potential.

The outsourcing industry in Portugal has been one of the fastest growing sectors in the past three decades. It is driven by both globally renowned organisations and fast-growing domestic companies.

Along the years, Portugal has earned its position as growing outsourcing hub of Southern Europe, due to the cost-efficiency opportunities it offers, since Portugal has a competitive cost/value environment among its competitors within the European Context. Besides, Portugal is a top performer in Language skills and Portuguese people have an innate ability to work in multicultural, cross-border working environments.

Furthermore, according to the World Economic Forum (The Global Competitiveness Report 2009-2010), Portugal is amongst the best in Europe in terms of infrastructures and utilities, the 34rd out of 140 world economies.

Therefore, the most important key points that lead companies to the decision to invest in Portugal are the skills of the Portuguese Labour Poll, with a weight of 38%, Operating and Installation Costs with 31%, the Portuguese Economy with 23% and the Portuguese Society in with 8% in the choices of the surveyed outsourcing companies. (Portuguese Outsourcing Association) (fig. 12, Attachments)

Knowledge, skills and innovative potential are the key resource for competitive advantage in Portugal. By implementing deep reforms in education, labour regulations and demonstrating a great performance and progress in innovation capabilities Portugal is well-placed to transition to a knowledge-based economy .

Considering the increase of investment Portugal had on education, it is easy to anticipate that this will influence the future profile of Portugal's skills, such as the quality and availability of qualified labour, educational performance, increase on number of graduates and the capacity to attract and keep the most talented and skilled individuals. Furthermore, development of skills is seen as a continuous process beyond the formal means of education.

To conclude, the expected further growth of the outsourcing industry in Portugal is very promising for the expansion of Europe Language Jobs in the market. It indicates that the platform would be able to form more in numbers and better in size collaborations with companies in this market. (Reviews of School Resources Portugal, 2018)

Additionally, in order to provide an answer to the question, an investigation into the companies in that could be suitable for Europe Language Jobs was carried out. A hundred and seventy-eight companies in Portugal were found to be suitable for collaboration with Europe Language Jobs. The criteria used to define the suitable companies was the sector they operate on, the type of company, number of workers, expected budget, multilingual positions and their knowledge of multilingual job boards (are they working, or have they worked in the past, with Europe Language Jobs or any of its competitors?)

Fifteen of these companies are current clients of Europe Language Jobs. The rest of the companies have either interacted with the job board before or are yet to be approached as a new client. These 178 companies are currently the key players on the Portuguese market for jobs with languages.

A complete list of the 178 suitable for collaboration with ELJ companies is included in Appendix I.

Sub-question 5: To identify a sales and communication approach for Portugal, how do the approaches of ELJ account managers vary across the different markets the company operates in?

To answer this question, the most experienced Account Managers in the company were interviewed. When the answers from the interviewed account managers at Europe Language Jobs are compared, the following results per question about the market characteristics of the different countries are obtained:

The local competitors across all markets are leaders on the domestic markets. Europe Language Jobs operates across a variety of markets in Europe, however in each country there are local competitors, native job boards (for example the website Net Emprego in Portugal) that tend to be market leaders. This is because they have thorough market

knowledge, closer contact with clients and are able to engage in more local initiatives. They normally cover all industries and candidate profiles on the domestic market. However, there is no direct competitor active within the same niche market (multilingual jobs for native speakers willing to relocate) in any of the other countries Europe Language Jobs operates in. In terms of what Europe Language Jobs can learn from them, different suggestions were offered, such as diversifying features, boosting advertising and organizing on-site events.

When it comes to the common client profile of each market, the countries in the South and East of Europe are attractive outsourcing destinations, which is why the predominant company profile is BPOs. Conversely, Western Europe is where most of the multinational companies are located. Recruitment agencies are a common partner profile in all markets.

Business culture varies greatly across the different markets of Europe Language Jobs. In Spain and Portugal (high-context), a stronger emphasis is placed on relationships, friendly and indirect communication. Casual conversations, humour and high personalization is appreciated. In other countries, such as Germany, the Netherlands and the UK (low-context), relationships are less of a factor when it comes to decision making. The account managers of these countries rarely have a relationship with their clients.

When asked to place their market on the low vs high context culture scale, the account managers at Europe Language Jobs pointed to the following positioning of their markets:

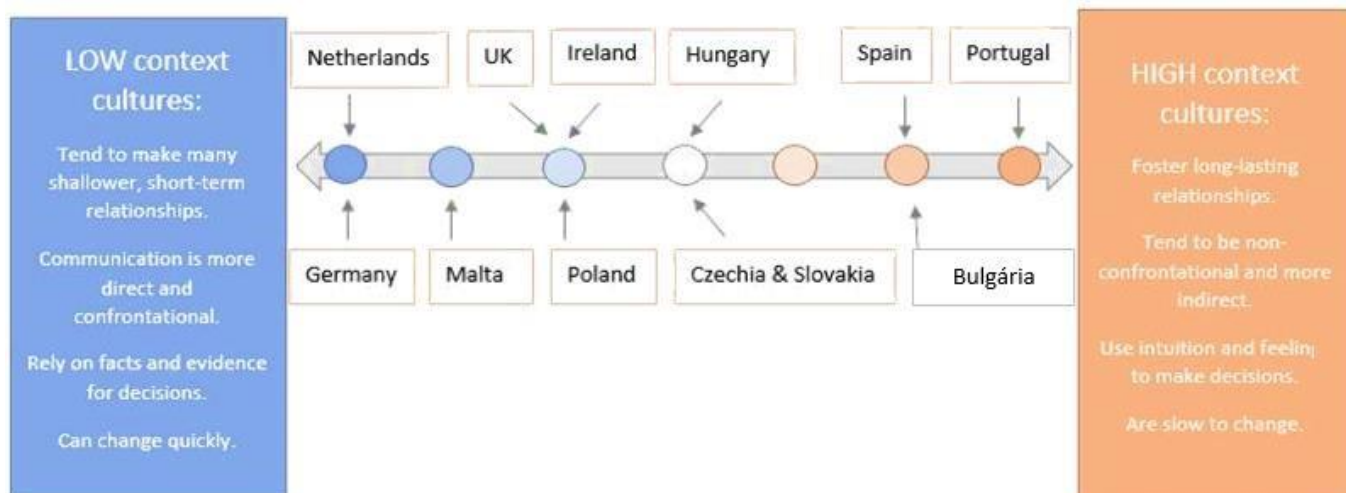


Figure 2: High- vs. Low-context culture markets of Europe Language Jobs

Source: Europe Language Jobs Interviewed Account Managers

According to the researcher's understanding of the Portuguese market, the country pertains to the high-context end of the scale. The six months of experience in engaging with clients there, as well as her Portuguese nationality lead to this observation. Furthermore this perspective is corroborated by the previous Account Manager for Portugal and now the Southern Europe team lead – Ines Martins, as well as the opinions of all the account managers that were interviewed, when asked to place Portugal on the High vs Low culture spectrum.

This sources are adequate since the company provides training in this type of content in order to help the Account Managers have the most appropriate type of communication when dealing with each market.

This conclusion is also supported by the position of Portugal, according to the Lewis model, is in between the multi-active (warm) and reactive cultures (polite, indirect) (Lewis, 1996).

After analysing the interviews of my colleagues, we can conclude that having a native account manager proves to be beneficial in all markets, as it makes communication smoother and more personal, increasing the chances of growing the market further. Coming from the same culture and speaking the same language as clients makes Europe Language Jobs, being an international platform, appear less foreign to the local market. In Malta and the Netherlands having a native account manager has proved to not be essential, but in Germany it is definitely a success factor. Since many people working in Malta are not native, and in the Netherlands it's usual to speak in English in business communication. In the rest of the markets it adds value.

The difficulties that are present in many markets are mainly related to transparency of and accessibility to the market players. Markets, such as Ireland, the Netherlands and Germany are very closed, contrary to Central and Eastern Europe. While in Central Europe you have contact information about the decision maker on the company's website, and you can reach

them directly, in other countries like Germany is almost impossible to even have the receptionist transfer the call. When it comes to the external factors that influence account managers' strategy, the most pronounced pattern is the implications of Brexit. While it brings insecurity and instability in the UK market, other countries, like Portugal and Ireland, will benefit from it, since many companies are looking to change their offices there to be able to take advantage of the EU trading perks. Other external factors are the attractiveness or unattractiveness of the countries as relocation destinations. Since many times it's difficult to provide companies with good clients because they are located in an unattractive destination.

In terms of the sales and communications approaches, used by the account managers at ELJ:

In acquisition of new clients, apart from the free trial, highlighting the competitive advantages of the platform, compared to the rest of the providers, is identified as key by all the account managers interviewed. In client reacquisition a strong emphasis is placed on informing the client about the growth of the platform and the changes on it since the previous collaboration took place. Both for the acquisition of new clients and reacquisition of old clients, persistence is deemed to be crucial. Account management requires a personal approach and care for the client in all markets. In low-context countries the value seems to be derived from doing clients favours, such as publishing job offers for them. In high-context markets, account management involves developing a stronger connection with the client through incorporating elements unrelated to business in the communication, such as small talk and humour.

Overall, it could be concluded that although the market characteristics of the countries are different, the sales and communication approaches of the interviewed account managers do not differ significantly. Therefore, it can be elicited that a similar approach would work well when trying to acquire, reacquire or managing the account of Portuguese clients. However, due to the high-context culture in Portugal, a similar approach to the one used in Spain would be fruitful. A friendly and authentic communication and sales approach with a

stronger emphasis on relationship-building would be successful when engaging with Portuguese clients.

CONCLUSION

All in all, this research points out to several conclusions about the way Europe Language Jobs can increase its market share in Portugal and eventually tap into its full potential.

The research of the overall potential of Portugal as a country where Europe Language Jobs can further expand its market share, revealed a very promising and interesting market. The low tax rates and labour costs that the country offers to businesses make it attractive for the development of national and international companies, especially in the booming outsourcing industry. This, coupled with the shrinking workforce in Portugal and the lack of local job boards to deliver international talent to companies, makes for a worthwhile opportunity for Europe Language Jobs to solve an impeding workforce problem that is yet to become more important.

Besides this, a set of 178 companies, which are well-fitting for collaboration with the platform, has been identified. This was done by researching the business fabric of Portugal and identifying the companies that reached the requirements that were set in order to be considered suitable partners. These companies include multinational brands, call centres and recruitment agencies – precisely the target market of Europe Language Jobs. This list of businesses can serve as a source for developing more partnerships in Portugal.

Moreover, after considering the communication approaches and sales tactics used by the rest of the account managers at ELJ, it can be concluded that although market specifics vary greatly, the approaches remain similar. Therefore, a similar communication and sales approach can be replicated successfully in the Portuguese market, when trying to acquire new clients, reacquire old clients or when managing clients accounts. This means that even if the communication style is different, more focus on relationships or in practical information, every account manager should focus on high personalization, persistence and a strong emphasis on the unique selling points of ELJ compared to competitors would lead to sales success. When it comes to account management, open, meaningful and

professional communication, responsiveness to clients' needs and dedication to providing them with good results is key. In addition, due to the high-context culture in Portugal, it would also be beneficial to incorporate a casual and friendly touch, even humour, in communication with clients.

This research has helped me understand the market better, identify the important potential partners and pinpoint a communication approach that would work successfully. Being aware of and incorporating these insights into a strategy plan would lead to a more informed approach towards growing the market share of Europe Language Jobs in Portugal and capitalizing on market's full potential.

Therefore, the answer to the main research question "How can Europe Language Jobs increase its market share in Portugal?" is: by seeking and maintaining partnerships with the 178 companies identified as suitable; and by incorporating an informed, personal and authentic communication and sales approach towards clients in this market.

In retrospect, there are many elements that could have been done differently regarding the way the research was conducted. Probably more valuable insights about the Portuguese market would have been uncovered if there was the possibility to interview clients of various markets, instead of the internal interviews with some of the team members. However, it was uncertain whether that would be accepted well by clients. Also, the internal interviews needed to be better analysed in order to understand the best approach to communicate in each market.

Moreover, the research was carried out within a timeframe of 6 months, which has proven to be a limitation, as it is a rather short period to understand the market dynamics fully. It is possible that by interacting with the market for a longer time even more meaningful impressions can be obtained.

On the basis of the conducted research, several recommendations are formulated as to how the company can grow its market share in Portugal.

Firstly, it is important that the company continues hiring native and relationship-oriented Portuguese account managers to tend to this market. This is essential, because the companies in this market have responded exceptionally well to the change from non-native

to native account manager and are inclined to build meaningful relationships in their collaboration with other parties. The recommendation is suitable, because it is aligned with the values and the unique selling points of Europe Language Jobs.

Secondly, it is advised that Europe Language Jobs monitors consistently the activity of and on the local Portuguese job boards. This will help the company be aware of arising opportunities in the market and would allow it to approach these companies when they have a need for language speakers. It is suitable, as it addresses a key opportunity for the company – the expected growth of the Portuguese outsourcing industry.

Thirdly, it is essential that the companies, identified as suitable for collaboration with the platform are contacted. The provided list of companies holds opportunities for growth and collaboration with businesses in Portugal that have never before partnered up with the job board and may be open to a new candidate sourcing solution. This is a suitable advice due to the fact that it concerns the ultimate target market of the company in Portugal.

Moreover, it is important that the approach of the account manager towards their communication with clients and collaborating with companies in Portugal goes in line with the tactics used by the rest of the account managers in the company, as described in the results section. The personal touch in communication, combined with persistence and leveraging the value of the job board have proven to be effective in the rest of the markets and would therefore be recommended when engaging with clients in Portugal, too.

Another recommendation would be to contact directly the Portuguese Outsourcing Association with the purpose of seeking cooperation of any kind. This suggestion is valuable because both parties have similar interests – seeing a market that grows and becomes more accessible to foreign talent (due to the shrinking Portuguese workforce, identified in the research). It is a suitable recommendation, as it focuses on an opportunity for both Europe Language Jobs and the POA. It is acceptable, because it does not involve any risk, while the return of enacting it would be satisfactory.

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ATTACHMENTS:

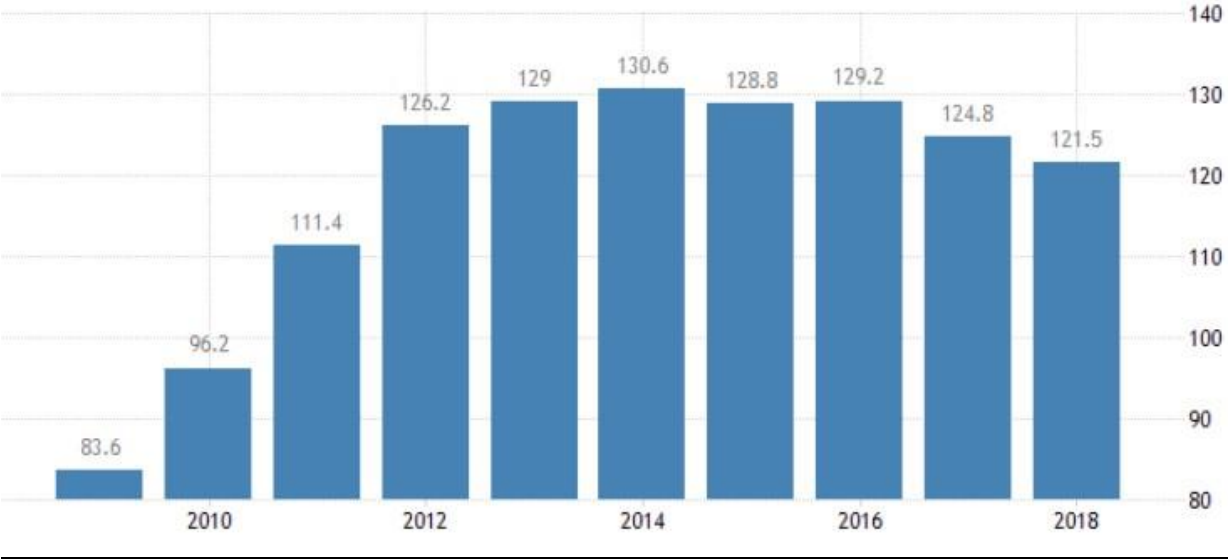


Figure 1: Portugal Government Debt to GDP, Source: Trading Economics

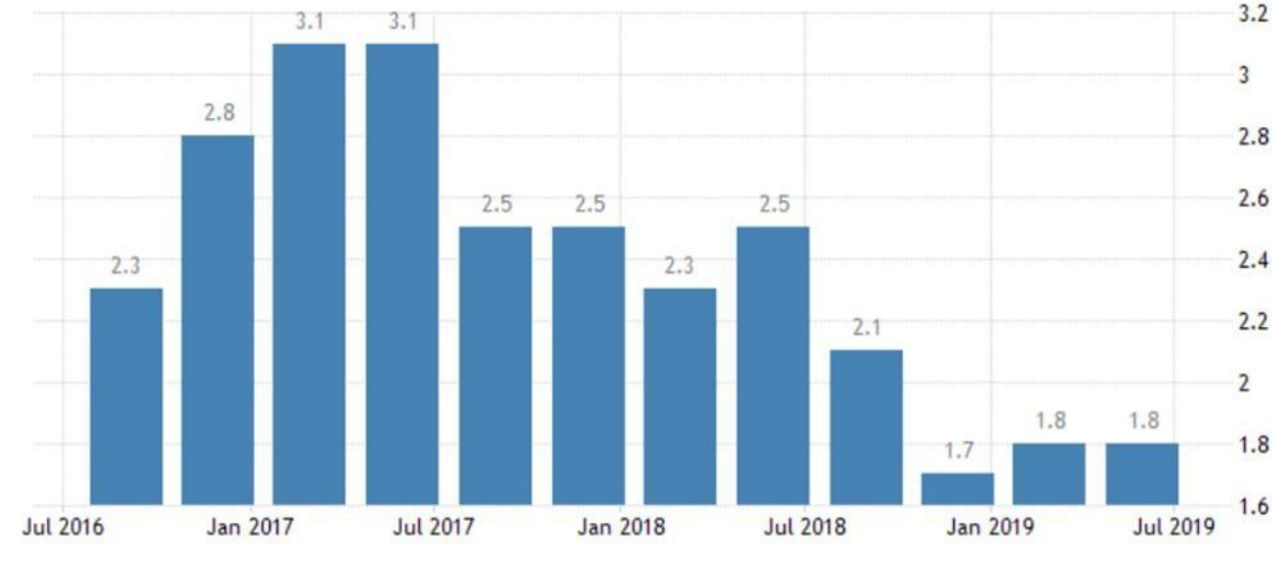


Figure 2: Portugal GDP growth rate, Source: Trading Economics

Main features of country forecast- Portugal

| Overview | Actual | Q4 | Q1 | Q2 | Q3 | 2020 |
|------------------------------------|----------|-------|------|------|------|-------|
| GDP Growth Rate (%) | 0.50 | 0.5 | 0.4 | 0.4 | 0.3 | 0.4 |
| GDP Annual Growth Rate (%) | 1.80 | 1.8 | 1.8 | 1.7 | 1.7 | 1.8 |
| Unemployment Rate (%) | 6.30 | 6.5 | 6.8 | 6.8 | 5.7 | 6 |
| Inflation Rate (%) | -0.10 | 0.5 | 0.8 | 1.1 | 1 | 1.2 |
| Inflation Rate Mom (%) | 1.10 | 0.2 | 1.1 | 0.1 | 0.5 | 0.3 |
| Interest Rate (%) | 0.00 | 0 | 0 | 0 | 0 | 0 |
| Balance of Trade (EUR Million) | -1638.26 | -1400 | -880 | -880 | -920 | -1460 |
| Current Account (EUR Million) | 1492.28 | -110 | -220 | -220 | 450 | -90 |
| Current Account to GDP (%) | -0.60 | -0.2 | -0.4 | -0.4 | -0.4 | -0.4 |
| Government Debt to GDP (%) | 121.50 | 119 | 117 | 117 | 117 | 117 |
| Government Budget (% of GDP) | -0.50 | -0.4 | -0.1 | -0.1 | -0.1 | -0.1 |
| Business Confidence (Index Points) | 2.20 | 1.5 | 1.4 | 1.4 | 2.4 | 1.1 |
| Consumer Confidence (Index Points) | -7.10 | -7 | -8 | -9 | -8 | -6 |
| Retail Sales MoM (%) | 1.10 | 0.8 | 1 | -0.7 | -1.4 | -1.2 |
| Corporate Tax Rate (%) | 21.00 | 21 | 21 | 21 | 21 | 21 |
| Personal Income Tax Rate (%) | 48.00 | 48 | 48 | 48 | 48 | 48 |

Figure 3: Main features of country forecast; source: Trading Economics

Graph 2.16: Portugal - Real GDP growth and contributions

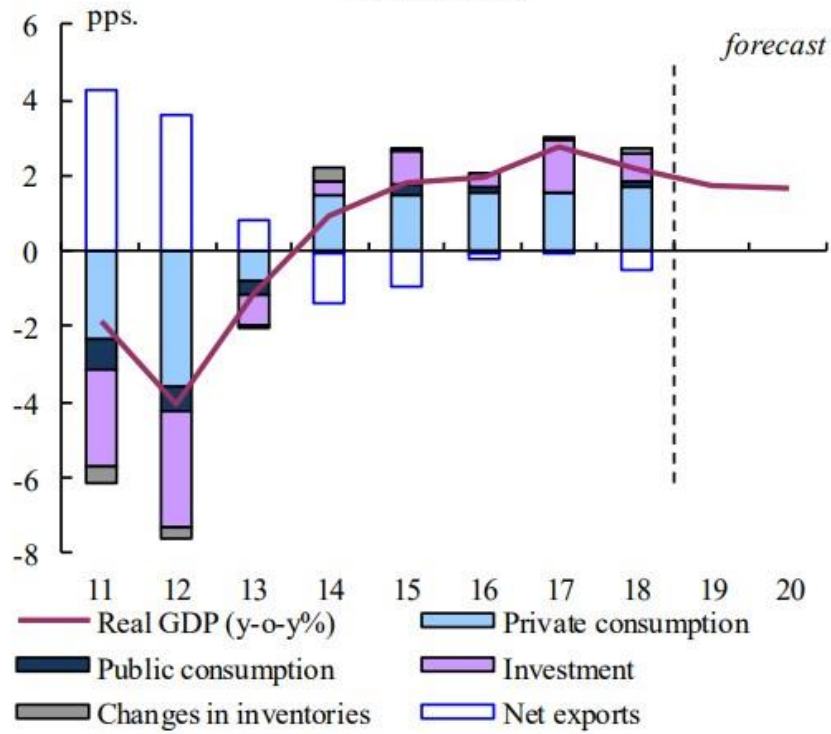


Figure 4: Portugal – Real GDP growth and contributions, Source: European Commission 2019

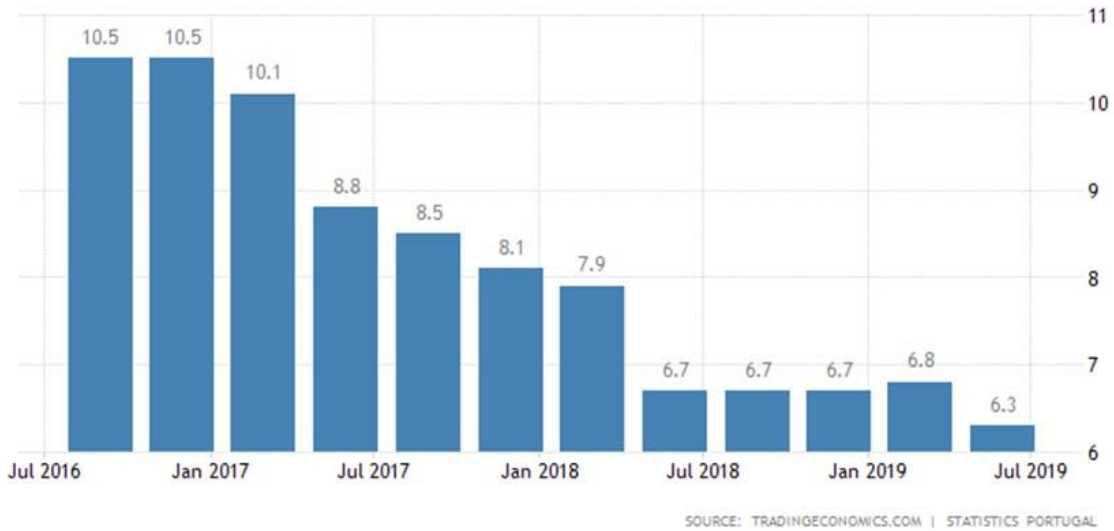


Figure 5: Portugal Unemployment Rate, Source: Trading Economics

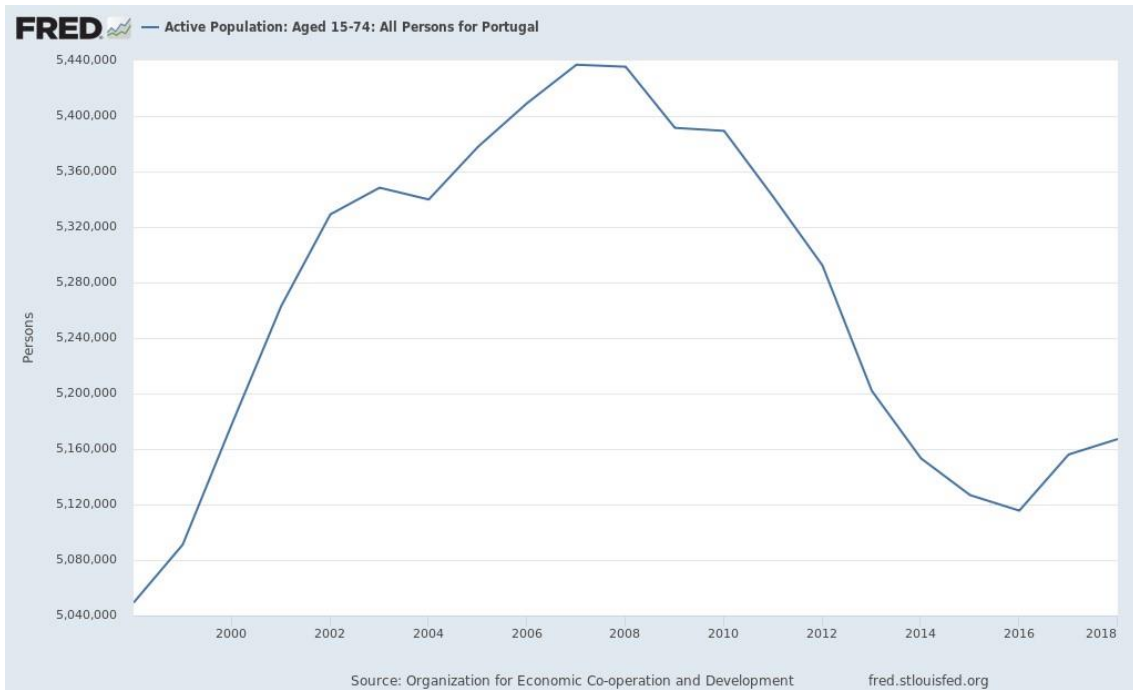


Figure 6: Active population in Portugal (aged from 15 to 74), Source: Organization for Economic Co-operation and Development.

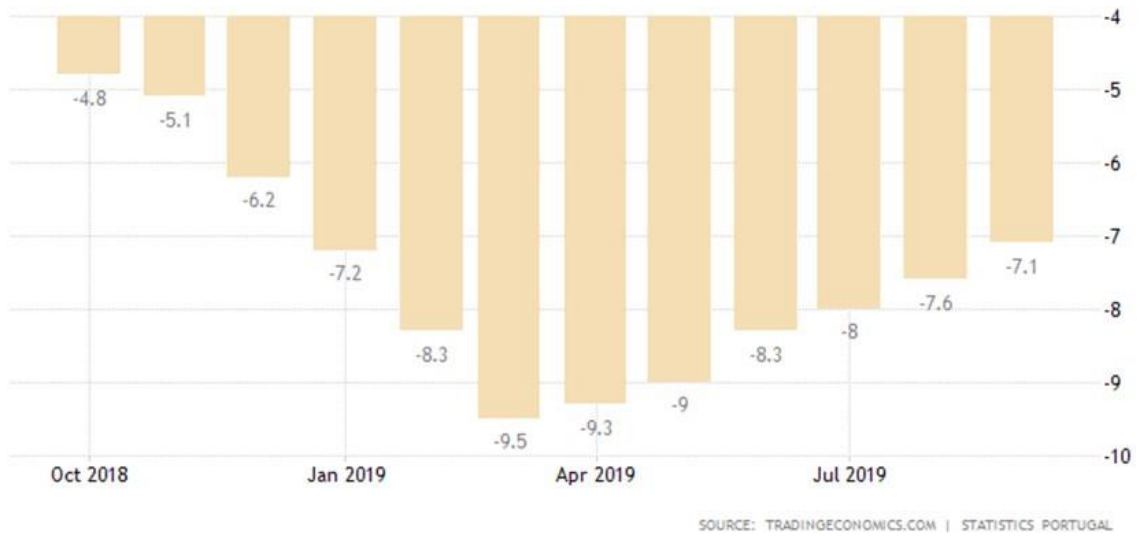


Figure 7: Consumer Confidence Indicator Portugal, Source: Trading Economics

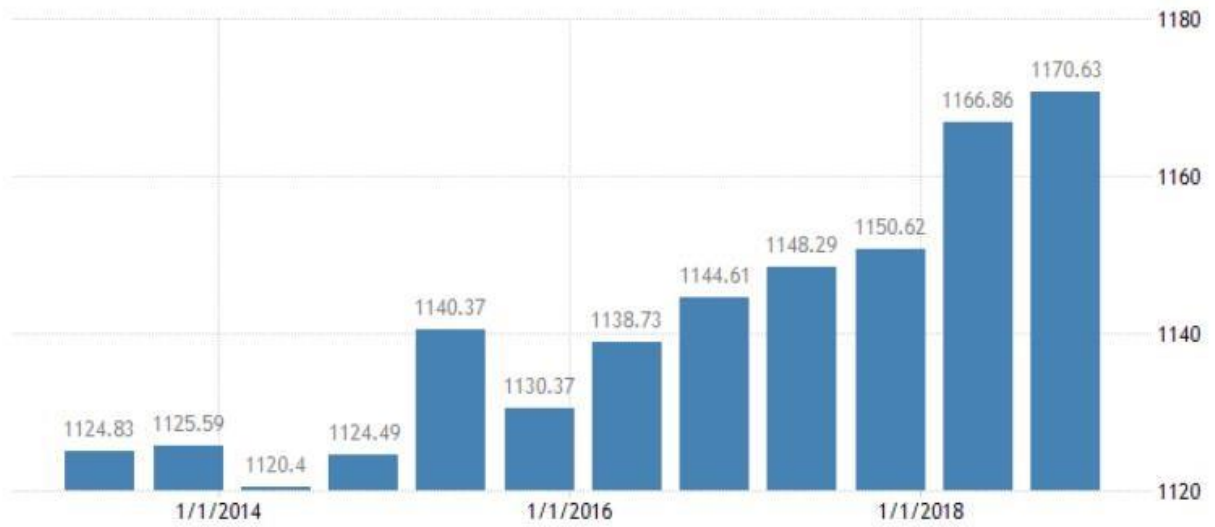


Figure 8: Portugal Average Nominal Monthly Wage, Source: Trading Economics

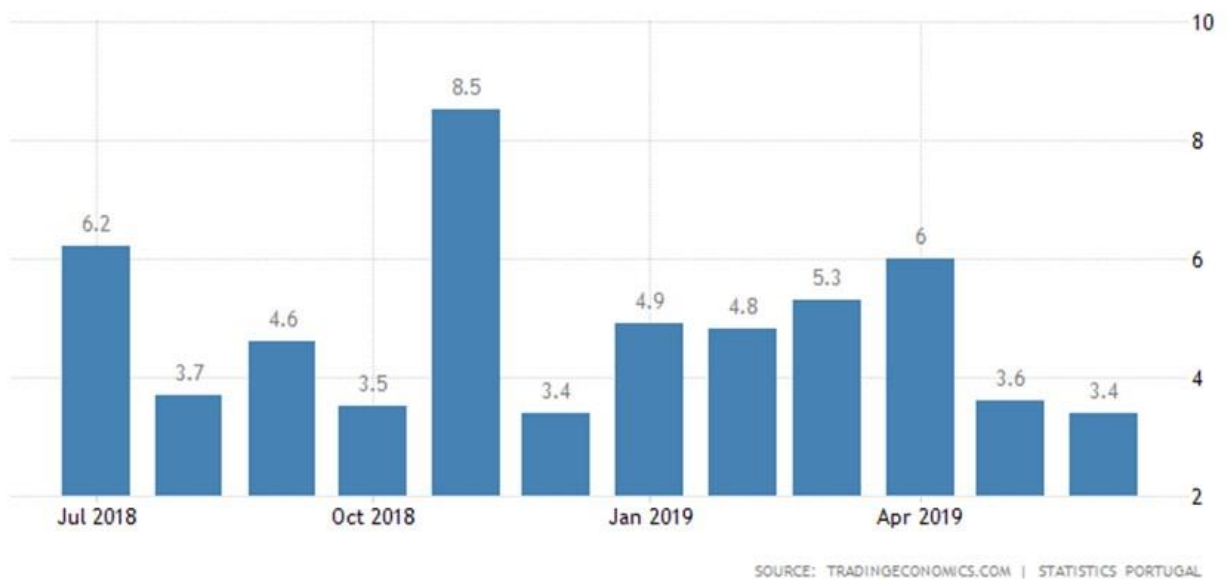


Figure 9: Portugal Wage Growth in Services, Source: Trading Economics

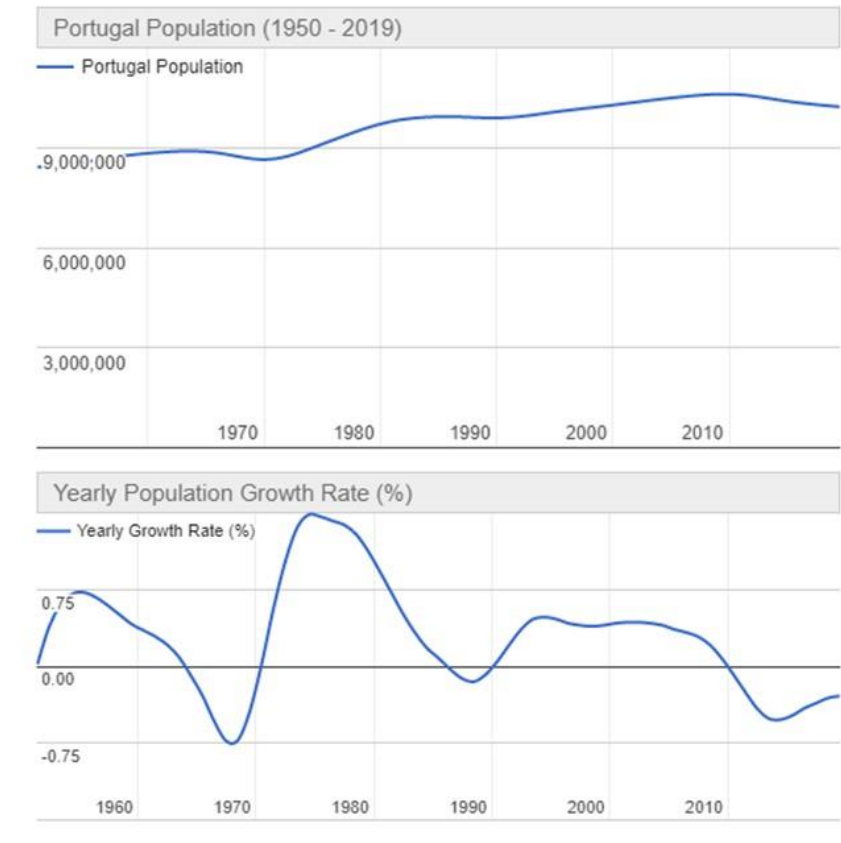


Figure 10 and 11: Portugal Population and Yearly Population Growth Rate, Source: World Population Review (2019)

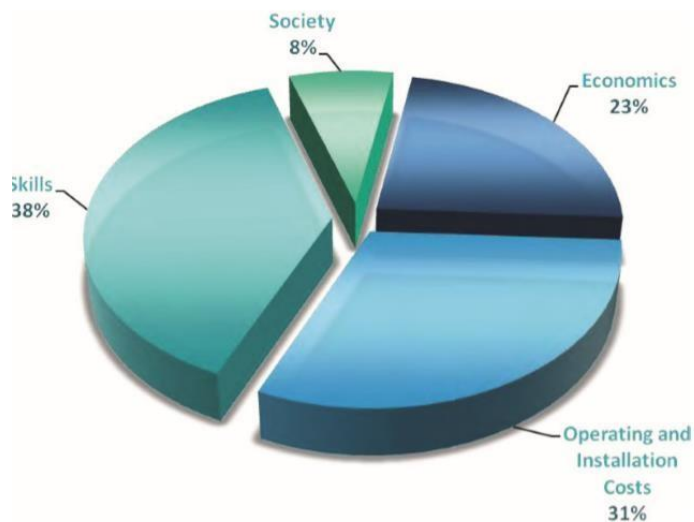


Figure 12: Key points for the investment decision in Portugal, Source: Portugal Outsourcing Association, Research Report (October, 2010)

Appendix I: List of Companies suitable for collaboration with Europe Language Jobs

1. 360 imprimir
2. Abbott
3. Accenture
4. ADECCO RECURSOS HUMANOS
5. Adidas
6. Aigle Azur Airlines
7. Alcatel - Lucent
8. Alphanumeric Systems technology
9. Altice
10. Altran
11. Amaris
12. Amorim Turismo
13. Amplexor
14. AN Global
15. Armatis-lc
16. Auto Europa
17. AXA
18. BNP Paribas
19. Bolt
20. Bosch
21. Bose
22. Bravemind
23. Cap Gemini
24. CCTalents
25. CGI Group
26. Cisco
27. Claranet
28. Cognizant
29. Colep
30. Colt Technologies
31. Commscope
32. COMPANEO
33. CompareEuropeGroup
34. Conceito
35. Concentrix 36. Conduent 37. Conectys
38. Coriant
39. Covet Group
40. CRIT
41. Cross Border Talents
42. Daimler
43. Dashlane
44. Dekra
45. Deloitte
46. Delphi/Aptiv

47. Dorel Juvenile
48. EFACEC
49. Egor Outsourcing
50. Elevus - People & Business hr
51. ENERCON
52. EOTIM
53. Eurofirms
54. Europcar Services
55. everis Centers
56. Expedia
57. Expediatur
58. Experis
59. Farfetch 60. Faurecia
61. FEI Portugal
62. Findmore Consulting
63. Finsolutia
64. Franc'Emploi
65. Fujitsu
66. Generation
67. Gerber Technology
68. Get The Job
69. Gfi
70. Gi Group
71. Global Partner HRS
72. Grunenthal Financial Services
73. Grupo Clave
74. H.B. Fuller
75. Hays Talent Solutions PT
76. HCCM - NewSpring Services
77. HCL Technologies Limites
78. Henkel
79. Hiscox Europe 80. Hoist Group
81. HR Agency
82. HRB Solutions
83. Huub technology
84. IBM Portugal
85. ICE Travel Portugal
86. IKEA fournatiure
87. Indie Campers 88. Infante & Riu
89. Infineon
90. IQVIA medical
91. John Paul
92. KellyServices
93. Konecta Portugal
94. Linde Groupe
95. Link Talentos

96. Lufthansa Ground Services Portugal
97. LUSO BASTO SERVIÇOS, LDA
98. Luxury Collection 99. LX IMMO
100. Majorel Iberia
101. ManpowerGroup
102. Mapfre Assistance
103. McKinsey And Company
104. Mercer Acquisition
105. Michael Page hr
106. MONESE LTD. EESTI FILIAAL
107. Moteefe
108. Msearch
109. Nestlé
110. NetJets
111. Nielsen
112. Nortempo
113. Novabase
114. Nutraid-Europe
115. One Group
116. Oney
117. OnRising
118. OSIT
119. Panalpina
120. Parfois
121. Paul Stricker S.A.
122. Penguin Formula
123. PEOPLECONQUEST - RH
124. Pipedrive
125. PlanetPeople
126. Pluricall Acquisition
127. Proef Group
128. Quidgest
129. Randstad
130. Ray Human Capital
131. Reditus Reacquisition
132. RHmais, Organizacao e Gestao de Recursos Humanos
133. RimeIT
134. ROFF S.A
135. Rydoo
136. Salsa Jeans
137. SALT SERVICES, SA
138. SDG Group
139. Sellbytel Group Portugal
140. SGL CARBON
141. SIEMENS S.A.
142. Sitel

143.SLOT
144.SNOWPASS.com
145.Sodexo
146.Solvay
147.SONAE
148.Spring Professional
149.Swogo
150.Talenter
151.Talentseed
152.TAP Air Portugal
153.TE Connectivity
154.Teleperformance Portugal
155.Thales
156.The Virtual Forge
157.Traductanet
158.Trans-Envio (Small World FS)
159.TUI
160.Uber
161.Unbabel
162.Undandy
163.Unilever- Jerónimo Martins
164.Unono
165.Upwords
166.Veebeedee
167.Ventask
168.Vertente Humana
169.Vodafone
170.Volkswagen - Auto Europa
171.WeBasto
172.Webhelp
173.Wondercom
174.Wordzilla
175.Wyser
176.Xerox
177.Xing
178.Yourvoice

Appendix II: Transcription of Interviews

Interviewee: **Inês Martins**, Team Leader for the Southern European Team and the Account Manager for the Special Accounts, native Portuguese

Date: 14 August 2019

1. What are the main differences between Europe Language Jobs and the local competitors in your market? What can ELJ learn from them?

In Portugal it's quite a particular case, because all of the job boards are for free. The main job board is completely free, from CV search to posting, everything is for free. So there's the adaptation for companies from completely free websites or websites where you pay very little for visibility. Another difference is that our website is quite new and easy to use, while theirs are rather old.

What we can learn from them is loyalty, I can see the same companies posting and they've been posting for so long. When a partnership is created, usually companies stick to it. I think we can learn from them how to attract expats, because we focus on people willing to relocate, but those are quite well integrated in the expat communities in Portugal.

2. What is the most common profile of the accounts you manage, in terms of size, needs, etc?

At the moment I manage quite big accounts, so it's those BPOs that have numerous projects and are always rotating candidates. Most of my companies are contact centres and customer service kind of positions.

In Portugal you have the top players on the market, who are a few and very well defined. And everyone else is quite small, and there are no medium ones, which is quite different from most of our other markets.

3. Where would you place your market on the high vs low context culture scale? Why?

Very high context. As I said, long-lasting relationships are essential in my market, creating a bond with one person or sometimes the whole team. With clients we talk about things outside of work, too. At the same time, it's not as confrontational. When something is wrong the company will panic, but will not point fingers. There's quite slow change too. A lot of the renewals are annual, clients tend to want the same or similar thing, even changing procedures can be quite slow.

4. How important is it for your market to have a native account manager to whom clients can speak in their mother tongue and why?

It's not essential, but I think it's something that really points us out from the other competitors. I know that I call my companies and they enjoy that I'm talking to them in Portuguese. It's easier and we don't have that lost-in-translation kind of thing. Coming from the same culture helps to click together, and especially in acquisition calling a company from a foreign number and speaking in Portuguese helps a lot.

5. What is something you have found works really well when acquiring new clients?

Acquiring in Portugal is not the easiest task, so it needs a lot of persistence and patience. For example, a company registered just now and my first message for them is from July 2018.

6. What is something you have found works really well when reacquiring old clients?

With me, because I was the first Portuguese account manager, it was always a good surprise for companies when I called and spoke Portuguese with them. But also giving time and patience to explaining how we've changed and what we can offer different. It's about proving that we have changed and now we can deliver better results.

7. What is something you have found works really well when engaging with current clients?

Personalization, remembering things. For example, saying happy birthday, or congratulating them on special occasions. They really take into consideration if you personalize the message.

8. *What are some concrete difficulties you face in relation to clients/companies in your market?*

The process is super long. I've seen that with some companies the decision passes through the top hierarchy person to ask if they can use us for the free trial. It's something quite difficult to manage, because it's outside of what we can do. Also, in the beginning getting to the right person is difficult, because in big companies you are passed from one person to the other and you end up doing acquisition 3-4 times within the same company. It also doesn't help that on top of the long process people in Portugal are very relaxed and take their time to ask the next person.

9. *What are some external factors that influence your market strategy (positively and/or negatively)?*

Thanks to Brexit there's a lot of BPO's moving to Portugal, which is making the companies I already have bigger, but is also creating competitors. In this market we have a low number of people who can actually invest, so extra competition is really good. Maybe also the fact that we are known as a sunny country, kind of like Spain, really makes people want to move to Portugal.

As a negative, as we mentioned, the market is not transparent at all, so you need a lot of research to find most of the players.

Interviewee: **Mirjam Maarleveld**, Sales Team Manager and native Dutch

Date: 15 August 2019

1. *What are the main differences between Europe Language Jobs and the local competitors in your market? What can ELJ learn from them?*

In general, what we can say about local competitors everywhere is that they have a lot of knowledge in the market. They provide a lot of information about the country, the cost of

living, work permits and so on, while we do not have all this information available to candidates yet. Another difference is that local competitors often have collaborations with other parties, such as housing and insurance companies. They can also visit clients more, have face-to-face contact, go to network meetings and job fairs. This helps them be more aware of the things going on in the market. We, on the other hand, are an international player, but we add a local touch by hiring native people.

We also have different target groups: local players are focusing on people who live in the country already, while we focus on people willing to relocate. We are also easier to find by expats, compared to local job boards, thanks to the good SEO we have. The international element in our social media strategy is also something that differentiates us from competitors. ELJ is also a really good solution for candidates who don't exactly know what job or country they want to opt for, because it displays various positions all over Europe.

A lot of the employees in our company are of the same age as the candidates on ELJ, so we really know a lot about our target group, because we ARE our target group. If you look at our competitors, the average age of the company is probably a little bit older, which of course also has a lot of advantages. But if you are 45 and in a totally different phase of your life, maybe it is more difficult to attract these candidates. We have the advantage of understanding what the candidates need and we have a better tone of voice in our messages.

2. What is the most common profile of the accounts you manage, in terms of size, needs, etc.?

Two years ago we had a totally different strategy, companies could publish unlimited on our job board for free. What we saw is that certain companies dominated the job list, we were really focused on BPOs and there were a lot of duplicated offers. I think if you want to be attractive for candidates you need to attract different kind of companies, a mix of BPOs, multinationals and recruitment agencies.

At the moment we have many more brands, and positions in multiple sectors. Having multinational companies on our website is very important now, because it looks attractive and reliable for both companies and candidates.

Both Germany and Netherlands have a lot of multinational companies. In the Netherlands there are specialized multilingual recruitment agencies, like Randstad multilingual, Manpower multilingual.

Both countries are outsourcing a lot of activities. The cost of managing customer service, for example, from the Netherlands is quite high, especially if you compare with Portugal. Dutch and German companies outsource these activities to the East and the South of Europe. So this means that we don't find our target group in these countries. Besides this, in the Netherlands people speak a lot of languages. So the question is are companies looking for people to relocate, or are they looking for natives with a good level of a foreign language?

The Netherlands and Germany are also not a transparent market, while in the rest of our markets it is relatively easy to find the important players.

3. *Where would you place your market on the high vs low context culture scale? Why?*

It is quite clear that Dutch and German are very low context cultures. What is interesting is that because of the average age of our sales team and our clients, which is also rather young, it means a different type of communication. For example, communication in the Netherlands is quite informal, but in Germany what we've seen is that they communicate very formally and there's a different tone of voice. People are also much more driven by the results rather than the relationship.

4. *How important is it for your market to have a native account manager to whom clients can speak in their mother tongue and why?*

In the Netherlands it's not so important. It is nice to have, but if communication is in English that's also fine. But in Germany it's really crucial. I don't think we can grow in Germany without having a native account manager. France – super important as well. For the other countries it's really bringing added value. There, language would not be an issue, but it's more about culture and the tone of voice.

5. *What is something you have found works really well when acquiring new clients?*

In general, we need to repeat the message, focus and not give up. Also, branding and sharing information, as well as the personal touch. At the moment the world is changing so fast, so the needs of companies change too. Developing the country strategy is really important and then it's all about focusing on the right companies.

What you can also do is emphasize that we also work with branches of the company in another country, or with their competitors. Or to share statistics specified to their need. But most importantly, communicating with enthusiasm about ELJ.

6. *What is something you have found works really well when reacquiring old clients?*

For me that's the same. I know a lot of people think reacquisition is more difficult. On the other hand, every six months the recruiter in the company is new, so it's an opportunity to start fresh. My biggest tip is to clear your mind, to try it and be open and not assume that just because they didn't need our service last time, they don't need it now. It's really about mindset.

7. *What is something you have found works really well when engaging with current clients?*

I think account management needs to be personal. It's about listening, connecting and interacting. Keep an open communication style and treat your clients like you treat your friends, but in a business way. Also don't be afraid to go one step further in terms of the solutions and prices you offer.

8. *What are some concrete difficulties you face in relation to clients/companies in your market?*

We are not the most important thing in our clients' life, so you need to find the balance with everything. But most of the difficulties we face are not external, they're internal. It's again the mindset and our perception. If we talk about making sales, there should be a balance between companies and candidates too. If we see that we are growing too fast in

one country, we try to focus on other ones for a while to balance it all out. A challenge for the Dutch and German markets in particular is to find and focus on companies that are in our target group.

9. What are some external factors that influence your market strategy (positively and/or negatively)?

We are a company in E-commerce and the world is changing so fast, so we need to be on top of it. Concrete external factors that we are now bracing for are Brexit, Google Jobs, the political situation here in Barcelona. LinkedIn for job searching is also growing quite fast, so we need to be aware of it and develop for it.

For example, two years ago we had some issues in Spain with the attacks and the independence, a lot of clients were having doubts whether to leave Barcelona. Then we focused more on other countries to balance this instability. Now we're active in so many countries that we can play a little bit.

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For example, two years ago we had some issues in Spain with the attacks and the independence, a lot of clients were having doubts whether to leave Barcelona. Then we focused more on other countries to balance this instability. Now we're active in so many countries that we can play a little bit.

Interviewee: **Jorge Marcos Martos**, Account Manager for Spain and native Spanish Date: 16 August 2019

1. What are the main differences between Europe Language Jobs and the local competitors in your market? What can ELJ learn from them?

My main competitors in Spain are two job boards that are very generalist – Infojobs and Indeed. They cover a very general profile of vacancies, but actually they are the most

famous in Spain, which is why many people tend to register there instead of on our platform.

They have been here for longer than ELJ, they're more known and spend a lot of money on advertisement. In Spain we have a large expat community and all these expats know these job boards and tend to register there.

2. *What is the most common profile of the accounts you manage, in terms of size, needs, etc?*

In the Spanish market we have very big BPO's due to the lower salaries for outsourcing and those are my biggest clients. Barcelona is a very attractive location for businesses. We also have recruitment agencies that are specialized in the profile of native language speakers. We have multinationals as well, but not that many. The thing is they have very strict rules when it comes to advertising, and only work with recruitment agencies.

The Spanish market is very conservative, because companies tend to work always with the same job boards and the same method, outsourcing to recruitment agencies. So for a job board that is relatively new in the market is a little bit hard to open the market, especially with the conservative multinationals. Also, we have a lot of small clients with very specific needs, which are more in quantity. But the big companies are the ones I reach more money with.

3. *Where would you place your market on the high vs low context culture scale? Why?*

This is a bit tricky, because the companies in Barcelona are very international and very often my contact people are not Spanish and have a more Anglo-Saxon business culture.

Some companies are really high context culture, because I have a really good personal relationship with them, and if they have any spare money at the end of the year they come and buy from me, because they are my friends.

I think the Spanish business culture has changed a lot in the past years. Before it used to be rather French style, more serious and formal. Right now it's very informal and a lot of importance is put on relationships.

4. *How important is it for your market to have a native account manager to whom clients can speak in their mother tongue and why?*

As I said, I have also a lot of international clients, so they have a different culture and we speak English together. With them it doesn't really matter.

But if I have a Spanish company with Spanish contact person it's really important, because here in Spain most people don't speak English so well. It's not as bad as with Italy and France, for example, but it's a huge advantage to have a Spanish native speaker.

5. *What is something you have found works really well when acquiring new clients?*

The thing that really works is that we have a solution that is unique. When it comes to price and possibilities, we offer something very different from other platforms. We offer a lot of things related to branding, we have huge engagement in social media, more than anyone else in the market. We also give access to the whole European market, because my other competitors are only focused on Spain. So I use these things in my acquisition, I try to make them see that we are a unique solution.

It also helps when I mention that we have been working for a long time with BPOs and delivering many types of candidate profiles and languages.

6. *What is something you have found works really well when reacquiring old clients?*

In that case I always use statistics and figures since the last time they worked with us. I try to make them understand that now is the time to work with us, because we have more candidates than ever. I also sometimes mention that we don't have so many clients in that sector, so they won't have so much competition and it would be an advantage for them. This kind of information normally works really well.

7. *What is something you have found works really well when engaging with current clients?*

I always try to make significant calls, because I want to make them realise that I always keep an eye on them and that they are important to me and I want them to have the best results.

Sometimes I try to give them something extra if they are really big companies and this usually pays off, especially because of the high context culture. It helps to develop trust. For example, they then connect me with a sister company in another country.

Even jokes are very well accepted and appreciated in my relationships.

8. *What are some concrete difficulties you face in relation to clients/companies in your market?*

To be honest, there's plenty, especially the biggest challenge is that they are really conservative when it comes to trying new things. The hierarchy is strict, so the decision passes through several decision makers. People tend to think that I'm going to scam them, I guess that has to do with the Spanish culture.

9. *What are some external factors that influence your market strategy (positively and/or negatively)?*

For example, Barcelona is getting less attractive because of the Catalonia issue. More and more companies are coming, but if it weren't for the Catalonia independence issue this trend would be even bigger.

I think this is going to stop soon though, not only because of the instability, but also because rents are getting higher and it's not as attractive anymore as it used to be for businesses.

I also know that in the next couple of years the government will lower the taxes for videogames companies, so probably a lot of companies from this sector will open offices here.

Interviewee: **Petra Ondrisakova**, Account Manager for the Czech Republic and Slovakia, and native Slovak

Date: 16 August 2019

1. What are the main differences between Europe Language Jobs and the local competitors in your market? What can ELJ learn from them?

The local competitors are not as focused on languages, there's no multilingual job board in Slovakia and one multilingual job board in the Czech Republic. However, they're aimed at people who are already in the country.

The local job boards definitely have better tradition when it comes to advertising, they are the first sources everybody turns to. They cooperate with big brands a lot, also because multinationals don't need language speakers sometimes, so it's easier for these job boards to acquire them.

What we can learn from them is branding. These two job boards organize really big job fairs, a lot of university initiatives, so that's something completely different that we don't do yet.

2. What is the most common profile of the accounts you manage, in terms of size, needs, etc?

In my case the most common profile is recruitment agencies. However, what is very interesting about the Czech Republic especially, partially Slovakia, the gap in the amount of recruitment agencies versus multinationals is huge. This is not very common in the other markets. Sizewise, there are all sizes, I have several small ones and lots of medium to big ones. So far we are not cooperating with any of the biggest ones.

What's specific as well is that lots of these companies offer relocation packages, but there isn't much VISA support, so they usually need people from the EU.

3. Where would you place your market on the high vs low context culture scale? Why?

I think we're a middle context culture, because there are some characteristics from both dimensions that are very accurate.

It's definitely a very informal and friendly environment, not necessarily because of the business culture, but also because we communicate with HR people. And they are peoplepeople.

It is also more about long-lasting relationships and there is a lot of emphasis on building trust. Communication also tends to be quite non-confrontational and indirect. When there's any kind of conflict they usually tend to solve it through emails instead of phone call.

However, when it comes to intuition vs facts I definitely feel that it's a more high-context culture. There's a lot of emphasis on statistics and on money. Companies usually never raise their budget for using our website and stick with the same.

When it comes to slow vs quick to change it's somewhere in between. They are quick to end the relationship in case it's not working, but they are very approachable even after that quite often and want to hear updates from us.

4. How important is it for your market to have a native account manager to whom clients can speak in their mother tongue and why?

I think it's important for several reasons. I am not native Czech, I'm native Slovak but the language is very similar. In Slovakia and Czech Republic, it's rather uncommon for people to receive calls from foreign numbers and I think it brings the trust a little bit higher when you hear a person speaking in your language. I've been working previously in a similar position but with different nationalities and it was very different. Also people are chattier and more likely to have a non-work related conversation.

5. What is something you have found works really well when acquiring new clients?

Personalised approach. I always try to personalize my prepared message. I always bring their job offers in the conversation and try to be informal. The stance from which I am approaching clients is that it's not my job to sell something, it's my job to help out as a person who sees a good opportunity for cooperation.

6. What is something you have found works really well when reacquiring old clients?

With reacquisition the trust is already built, so it's not that important, but statistics and facts are. Recently I found it very useful to send the comparison between our first quarter of 2018 and 2019.

7. *What is something you have found works really well when engaging with current clients?*

I think they really appreciate it when you do small things for them, I am quite generous with these things. I'm also trying to be as personal with everyone as possible, I try to start conversations with a little small talk. I sometimes google the weather in the place where they are and I'm like "Ah I see you have a nice sunny day today", or "It's raining today but it should be better this week".

Also with the business stuff I am to the point and try to act more as a consultant rather than a salesperson.

8. *What are some concrete difficulties you face in relation to clients/companies in your market?*

There are definitely clients who won't pick up the phone unless you have an arranged call. Another thing is that LinkedIn is something even recruiters don't use regularly, so it's quite hard to engage with people there.

Companies are still very careful when they are buying from a foreign job board, it's not something they know.

9. *What are some external factors that influence your market strategy (positively and/or negatively)?*

Currently, the unemployment in the Czech Republic is very low, meaning that there's lots of jobs and not enough candidates. Of course, we're all about relocation, but when companies need local people they often struggle to fill the positions. What a client told me recently is that their interviews lately are about the company selling itself to the candidate rather than the other way round.

Slovakia, on the other hand is not a popular relocation destination, so because of that many local companies just look for native Slovak people who speak the language on a good level.

Interviewee: **Amy Shaw**, Account Manager for the UK market and native British Date:

16 of August 2019

1. What are the main differences between Europe Language Jobs and the local competitors in your market? What can ELJ learn from them?

The main difference in a positive way is that ELJ is a niche market, we focus on candidates willing to relocate and none of the local job boards in the UK do that. Pricewise I think the British job boards may be a bit more expensive.

Something that we can learn from competitors is that for example Top Language Jobs are very successful in the virtual fairs that they organize, so that might be something interesting for us to explore.

2. What is the most common profile of the accounts you manage, in terms of size, needs, etc?

The companies that I manage are mainly medium-sized multinationals and recruitment agencies that post in bulk for a smaller amount of money. And I also have a lot of startups that are recently registering on the platform.

3. Where would you place your market on the high vs low context culture scale? Why?

It's leaning towards the low context end, because they like to see things black and white but they're also very direct and they don't really build relationships with you. It's really rare that I have a good relationship with my contact people. They really rely more on the statistics.

4. *How important is it for your market to have a native account manager to whom clients can speak in their mother tongue and why?*

I think it definitely helps like it helps everybody, because you understand their business culture, you understand how to behave with them. I think even if it weren't someone native managing this market it would still go well. I hate to say it, but clients can be quite rude sometimes, so I think a native person would definitely react better to that.

5. *What is something you have found works really well when acquiring new clients?*

Persistence is key, because they will just forget about you because we have obviously the two main players in the UK – Top Language Jobs and Multilingual Vacancies, and we are not that well known in the UK market. It will take me a while to acquire a company, but as long as I stay on top of it, it pays off.

6. *What is something you have found works really well when reacquiring old clients?*

Something that works really well for me is statistics and figures. Sharing the quarterly reviews and statistics is very interesting for them. For companies I find interesting for reacquisition I always offer them a free trial again and do everything in my willpower to try and bring them results, just so I can make a special report for them after.

7. *What is something you have found works really well when engaging with current clients?*

A couple of times a week I go through all of my paying companies, check if they are posting their job offers that are on their website and if not I post them for them to save them time. Checking if their offers look okay. And if I see that they have rubbish results I share them on my social media or ask marketing to share them.

8. *What are some concrete difficulties you face in relation to clients/companies in your market?*

Trying to turn a free trial company into a paying company is a difficulty. They're not always having great results in the free trial, so they are not willing to invest, so it can be quite difficult to try and persuade them.

9. *What are some external factors that influence your market strategy (positively and/or negatively)?*

I have had a few companies who have put on hold or even rejected proposals because of Brexit, and obviously it doesn't help that our competitors are already based in the UK, so they don't have this issue. Something positive is that we're always in need of multilinguals because we don't have that many multilinguals in the UK.

Interviewee: **Justyna Wacholc**, Account Manager for Warsaw, Poland, and native Polish

Date: 19 August 2019

1. *What are the main differences between Europe Language Jobs and the local competitors in your market? What can ELJ learn from them?*

In the way that they work there isn't much difference. The national job boards in Poland are just giving space on their platform, but do not have account managers. Clients just buy the service and that's it.

The main difference is that Polish job boards are simply much more known. But I definitely think ELJ is better, so they can learn from us, not vice-versa.

2. *What is the most common profile of the accounts you manage, in terms of size, needs, etc?*

The most important companies that I have are really big multinationals, but they are not the majority. The most common profile I have is smaller companies that have certain seasonal projects with languages. Most of them are medium-sized, Polish companies, maybe with branches outside Poland. BPOs and SSCs are quite common.

3. *Where would you place your market on the high vs low context culture scale? Why?*

I would say it's low context culture. I believe Polish people are really into the business. Unfortunately, I don't have relationships with my clients, if we talk, we talk about business.

They really rely on facts and require statistics and if they don't get good results once they go look for another provider right away.

4. *How important is it for your market to have a native account manager to whom clients can speak in their mother tongue and why?*

I think it's quite important and that they really appreciate it, because it's a lot easier to explain and understand in your own language. They are not really trustful to speak with people in English. Even our phone number, which is not Polish, is something that turns them off. But I think even if the account manager was not native Polish they would manage, more and more people in Poland speak English quite well. However, it really is added value.

5. *What is something you have found works really well when acquiring new clients?*

The fact that we have a free trial without further commitment is what attracts Polish companies the most. Sometimes I tell them that we already work with big companies, but they don't seem too interested. The free trial is really what works the best for me.

6. *What is something you have found works really well when reacquiring old clients?*

I think reacquisition is more difficult than acquisition, because you no longer have the free trial option. But what helps is emphasizing the fact that we are growing a lot, if I can share and compare numbers from the time they last tried us and the size of ELJ now. It shows them that even if they didn't have the best results, now our numbers are more promising.

7. *What is something you have found works really well when engaging with current clients?*

I think showing them that I care and I'm there for them, providing them with the results, really engaging them so they keep working with us.

8. *What are some concrete difficulties you face in relation to clients/companies in your market?*

One of the big difficulties is our pricing, not necessarily because it's too high but just the fact that it's in euro. Even compared with other job boards, our prices are similar, sometimes cheaper. But just the fact that it's another currency turns them off. I've had people asking me why we don't have the pricing in zloty.

Another issue is that it's quite difficult to find the phone number of the relevant person, unlike in other countries where contact details are available on the websites. People are quite scared or unwilling to share the information, if I call the reception, the gatekeeper refuses to pass me the number.

9. What are some external factors that influence your market strategy (positively and/or negatively)?

A positive influence is that Poland is developing very fast and more known. More and more people and companies are moving there, so the stigma about it being a slowly developing Eastern country is fading.

To be honest, I cannot think of anything that influences my strategy in a negative way.

Interviewee: **Michaela Gleeson**, Account Manager for Ireland and Malta, and native Irish

Date: 19 August 2019

1. What are the main differences between Europe Language Jobs and the local competitors in your market? What can ELJ learn from them?

In terms of the Irish market, the main difference we have from a lot of the local job boards is that we're focused on countries all across Europe, whereas our main competitors are only focused on the Irish and UK market. So this gives us a competitive edge over them.

In terms of what we can learn from them, the Irish job boards aren't solely focused on multilingual positions and they cater to multiple niche areas and smaller sectors with specific needs, like engineering or hospitality positions, for example. I think that's something we can take on board to grow even further.

The Maltese market is very unique compared to any of the other markets here. In Malta there aren't as many competitors in terms of job boards and they're very specific - for iGaming, block chain, or more technical content writing positions. It is in this sense the flip side of

Ireland, where they have more niche job boards. We're focused on multilinguals but we don't tone in on one sector like in Malta, which works better for a market as big as ours - Europe.

2. What is the most common profile of the accounts you manage, in terms of size, needs, etc?

I deal with a mix of companies. In Ireland there would be a good few multinational higher profile companies that would have bigger accounts with higher demands. I also deal with a lot of recruitment agencies from all sizes.

In Malta most of the accounts I deal with are on the bigger side, most of my paying companies are iGaming companies and they tend to recruit a lot. Outsourcing is not too common in Ireland nor in Malta.

3. Where would you place your market on the high vs low context culture scale?

Why?

For Ireland would be within the lower end context, but closer to the middle. Clients do stay quite distant and professional, but once you build up some sort of relationship it would open up with more pleasantries. But definitely people want to get to the facts and figures.

In Malta the market is so volatile, but it's definitely on the lower side too. In my personal experience, lower than the Irish one, because people are super direct and blunt and they wouldn't mind telling you "I don't have time for you right now", they don't try to sugar-coat it.

4. *How important is it for your market to have a native account manager to whom clients can speak in their mother tongue and why?*

Ireland has become a lot more multicultural in the past years, so not everyone I speak with is Irish. But it is good to have a native English speaker, and it's nice for companies to hear the Irish accent calling from a foreign number. Someone who knows the country a bit more, the business culture and so on.

I'm not a native for Malta, but they do speak English as one of their official languages. It's good to have a native speaker, but to be honest it doesn't matter so much. It's been managed by different people in the past, so I'm not sure how much added value a native would have.

5. *What is something you have found works really well when acquiring new clients?*

In Ireland making clear the competitive advantages works great. Many companies have not heard of us but have heard of Top Language Jobs. So it's important for me to subtly suggest why we're different and better than them, with the help of facts and figures. The free trial also helps because it can get a company who is otherwise completely uninterested to interested. It is something that gets people to listen.

In Malta it's important to call at the right time. Watching the vacancies and getting in touch when they need you is super important because that's when they will listen.

6. *What is something you have found works really well when reacquiring old clients?*

Keeping in touch and reminding them that we are there and willing to help. People get super busy and even if they have the intention to renew they might forget, so following up is key.

In Malta the turnover of employees is very fast, so I often get new contact people who have no idea they previously worked with us. So showing them past results helps the new people choose us again. And of course, the timing should be right.

7. *What is something you have found works really well when engaging with current clients?*

Showing people that I'm doing something extra for them, that I'm keeping an eye on their job offers, making changes when needed, etc, people are very appreciative of that.

8. *What are some concrete difficulties you face in relation to clients/companies in your market?*

Getting our name out there and making contact can be very challenging in Ireland. The country is full of businesses, but companies can be very difficult to get in touch with. It's hard to get contact details or find out who the decision maker is.

In Malta the difficulty is how rapidly the market moves. It's a small island, so companies are very connected to each other. This can work for and against you.

9. *What are some external factors that influence your market strategy (positively and/or negatively)?*

Something that positively influences my strategy in Ireland is Brexit at the moment. It is a superhot topic in the world, but especially in Ireland it's extremely relevant. Companies are moving their headquarters to Ireland because they don't want to take a chance on the outcome. Rents are cheaper and the culture is similar enough.

In Malta I don't think there's anything that is currently influencing my strategy.

Interviewee: **Alma Ambrúžová**, Account Manager for Hungary and native HungarianSlovak

Date: 19 August 2019

1. *What are the main differences between Europe Language Jobs and the local competitors in your market? What can ELJ learn from them?*

The Hungarian job boards are focused on Hungarians only or Hungarian speakers. Although some of the platforms have their pages in English, they are just for locals. There is no platform that specializes in language positions, so the competition in Hungary is pretty generalist. They have interesting features for their job ads, so that might be something interesting for us to look into.

2. *What is the most common profile of the accounts you manage, in terms of size, needs, etc?*

In Hungary there are a lot of multinational companies, but we do not yet work with many of them. My biggest clients so far are recruitment agencies and for the rest – they are the outsourcing companies who contact us when they have multilingual openings. The target for the future is to onboard the multinational companies, but the process with them is a lot longer.

3. *Where would you place your market on the high vs low context culture scale? Why?*

In the communication approach Hungary is quite high, but for the decision-making it's low. Communication can be very friendly and informal from the very beginning. But they do need statistics and results.

4. *How important is it for your market to have a native account manager to whom clients can speak in their mother tongue and why?*

It is a huge advantage that I can speak with them in Hungarian. What's interesting is that on the phone I speak with clients in Hungarian but then in emails communication has to be in English, because that's the company language and they have international partners. I see it as very important for acquisition too, because it decreases their scepticism.

5. *What is something you have found works really well when acquiring new clients?*

The free trial and the native language are my biggest acquisition tools. We do not yet have a big name in Hungary, so companies simply don't know about us. The free trial allows them to experience us without losing anything.

6. *What is something you have found works really well when reacquiring old clients?*

For reacquisition what has really been helping me is when there's a new contact person, something you can't really control. But it works great, because the new person is usually more open to explore. And it's about the company's existing account, so they don't feel that they have the authority to reject my contact.

7. *What is something you have found works really well when engaging with current clients?*

No matter if the results are good or bad I just give them my attention, it's my job to help them get the best of their job ads.

8. *What are some concrete difficulties you face in relation to clients/companies in your market?*

One of the challenges I face is that Hungary and Budapest are very well known. However, it is not a country that people would be crazy to relocate to, so the companies in my market don't tend to make a lot of international hires.

Another thing is that companies don't want just the general statistics we have for Europe, because they are not specific in any way to them. They want to know the concrete results of other Hungarian companies working with us, and this is information that I cannot share.

9. *What are some external factors that influence your market strategy (positively and/or negatively)?*

The Hungarian society is very nationalistic, so being a foreigner there can be a challenge. Currently, the Hungarian political scene is very much against immigrants. I can imagine for a foreigner thinking to go to a country which is so much against other nations can be a difficult situation. Even I, being a Slovakian-Hungarian, have experienced the negative sentiment towards foreigners.

Appendix III: Defenitions

Expatriate comes from expatriate and it means someone who does not live in their own country. (Cambridge, 2019)

Niche market is a small area of trade within the economy, often involving specialized products. (Cambridge, 2019)

Sister companies are companies that are owned by the same parent company. One parent company can have one or many subsidiaries, which all are sister companies to each other.

(Business Dictionary, 2019)

Helicopter view is a general description or opinion of a situation, rather than a detailed one. (Cambridge,2019)