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STRUCTURING MULTICHANNEL DEMAND GENERATION SYSTEMS IN THE GLOBAL EMPLOYMENT SERVICES MARKET

Summary. *This conceptual article examines how demand is generated, segmented, and converted in the global employment services market - a market whose institutional heterogeneity, territorial fragmentation, and acute legal and personnel risks make the interorganizational customer journey unusually long and multi-actor. Drawing on customer-journey and buying-center research, switching-cost theory, the internationalization literature, and transaction cost economics, the article develops an integrative account of multichannel demand generation as a single commercial system whose effectiveness depends on the internal coherence of segmentation, messaging, content, channels, and commercial routing. Its contribution is threefold. First, it proposes that demand in cross-border employment services be segmented along three interacting axes - the client's prior experience with international hiring, the mode of market entry, and the composition of the buying circle - rather than by generic firmographic variables. Second, it identifies an affective dimension of demand specific to this market: the perceived overload of technical buyers confronting a high-stakes, largely non-technical entry decision. Third, it advances a structural argument that horizontally optimized providers*

underperform in high-specificity segments such as technology, where specialized provision holds the advantage. These claims are stated as five explicit propositions available for empirical testing, and the argument concludes with a staged implementation model - diagnose, design, pilot, scale - for practitioners. The article will be useful to business development leaders, go-to-market strategists, and commercial teams in international employment services.

Key words: *global employment services market, demand generation, B2B customer journey, buying center, demand segmentation, cross-border employment services, employer of record, go-to-market strategy.*

Introduction. In the global employment services market, demand generation has become a core coordinating function, because the market it operates in is fragmented across jurisdictions and institutionally diverse. As cross-border hiring expands, digital labor platforms proliferate, and compliance requirements intensify, clients increasingly need an intermediary that can connect a personnel need to legal, payroll, and organizational infrastructure at speed. In this environment demand rarely arises on its own. It must be cultivated through the sequential explication of service value, the reduction of perceived risk, and the continual confirmation of supplier reliability. Consequently, the importance of digitalization and intermediate institutions for the labor market has been noted [15; 16], and studies on interorganizational customer journeys have shown that for companies the key to competitiveness is to master the entire service contact chain as a system [14].

The behavior of the corporate buyer has also become considerably more complex in recent years [28]. The decision to purchase an employment service is formed incrementally and includes several levels of coordination within the client company. Typically, the discussion involves the HR function, the finance unit, the legal department, procurement, and operational managers. The path to a deal

therefore runs through many touchpoints, spread over time and differing in function: some frame the problem, some help compare solutions, and some exist to overcome internal objections and build consensus among the stakeholders involved. A concept of the interorganizational customer journey as a complex, relational, and multistage construct of procurement processes, decision centers, and interfirm relationships is emerging in the literature [11]. Moreover, recent studies find that the alignment of customer experience occurs simultaneously at the individual, team, and organizational levels [9], which further multiplies the points a demand system must coordinate [26]. For precisely this reason, demand in the employment services market cannot be regarded as a reaction of a single individual to a single marketing message.

This suggests that single-channel marketing is a poor fit for environments in which the client traverses a long evaluative trajectory, where different channels and stages are invoked at various times, and where different information is processed depending on organizational role. Research suggests that customer journey management improves firm outcomes when the company preserves the integrity of customer relationships, structures the sequence of interactions, and aligns digital and in-person forms of interaction [14; 26]. The customer-journey construct itself, as consolidated by Lemon and Verhoef [24], conceives the journey as a sequence of prepurchase, purchase, and postpurchase stages composed of touchpoints that differ in ownership - brand-owned, partner-owned, customer-owned, and social/external - only some of which the firm directly controls. Becker and Jaakkola [1] likewise distinguish firm-controllable from non-controllable stimuli and argue that experience management consists in steering the customer toward intended responses across them. Coherence matters precisely for this reason: the firm cannot dictate every touchpoint, only orchestrate consistency across those it owns and respond deliberately to those it does not. In the employment services market, this is especially

important because trust develops slowly, and an unsuitable supplier choice can carry meaningful implications for staffing continuity, compliance, and cost. Therefore, any further consideration of a multichannel demand generation system must proceed from the premise that a channel constitutes part of a broader architecture of persuasion, navigation, and coordination of interests within the client company.

Although the global employment services market has grown in economic significance, scholarly attention to it remains unevenly distributed. Cross-border employment services - employer-of-record models, outstaffing, and international staffing - have been analyzed mainly in terms of their legal, regulatory, and tax implications [19]. While academic scholarship on the operational aspects is emerging, it still remains limited. Yet, systematic research from a business-to-business (B2B) perspective remains scarce for these services. This scarcity is exacerbated by the fact that the more general B2B literature on customer journeys and buying centers [14; 28; 11; 22] does not consider its specific interorganizational demand management processes due to the institutional heterogeneity, territorial fragmentation, and specific legal and personnel risks involved. A gap therefore remains: how demand is generated, segmented, and converted in cross-border employment services has not been articulated as a coherent commercial system.

This article addresses that gap by proposing a multi-axis model of demand segmentation for cross-border employment services. Its contribution is threefold. First, it holds that demand in this market cannot be adequately segmented by generic variables such as need, scale, or organizational maturity, and structures it instead along three interacting axes: the client's prior experience with international hiring (first-time versus incumbent-switching), the chosen mode of market entry (a small beachhead versus full-scale establishment), and the composition of the buying center, which in technology shifts toward technical leadership acting as economic buyer. Second, extending an underexplored thread in organizational-buying research

that recognizes the role of emotion alongside rational evaluation, it identifies an affective dimension specific to this market: the perceived overload of technical buyers facing an inherently non-technical, high-complexity entry decision, which operates as an independent determinant of demand. Third, it advances a structural argument that horizontally optimized providers - efficient for generalized cross-border hiring - underperform in high-specificity segments such as technology, where role-specific conditions become the decisive criterion, thereby defining where a specialized demand system must concentrate. Existing research on professional service operations [25] does not address the demand-segmentation architecture required to sustain role-specific specialization at scale. This structural argument is advanced as a testable proposition (developed as P5 below) rather than an established result, and it is explicitly bounded: where role-specificity is low, horizontally optimized providers retain the advantage on coverage, speed, and cost.

Methodology. This article is conceptual in nature. Following Jaakkola's [17] account of conceptual research designs, it combines two of the four templates she identifies: theory synthesis, which integrates findings dispersed across separate literatures into a more coherent whole, and typology, which organizes a phenomenon into distinct, theoretically grounded types. Sources were selected from peer-reviewed literature published primarily between 2016 and 2026, supplemented by foundational theoretical works [e.g., 32; 18], with purposive sampling prioritizing fit to the cross-border employment context and organizational buying research rather than systematic-review coverage. Experience and entry mode are treated as the two independent conditioning dimensions, chosen to isolate the conditions that govern buying-center composition and decision pathways, with these dimensions interacting to define segments within which demand properties remain stable. The analysis concentrates explicitly on the technology segment of cross-border employment services, where the mismatch between technical decision-weight and

non-technical service attributes creates distinctive demand conditions not present in generalized labour provision. The aim is not to test hypotheses on primary data but to construct an integrative account of demand generation in the global employment services market and to specify how demand in this market can be segmented. Consistent with the requirements of conceptual work, the theories drawn upon and their role in the analysis are made explicit below.

The analysis draws on several bodies of literature that function as its domain theories. B2B customer-journey and buying-center research [24; 1; 28; 11; 14; 26; 23; 4] supplies the model of multi-actor, multi-stage interorganizational demand and the mechanics of influence within the buying center. Pre-purchase interaction and trust formation in HR services [22] supplies the mechanism of value formation before contract, and the organizational-buying literature on emotion in ostensibly rational decisions [20] supplies the affective component of the argument. The segmentation and structural claims additionally draw on switching-cost theory [6; 3], the internationalization literature on market selection, entry mode, and staged commitment [18; 27; 2; 13], and transaction cost economics [32; 12]. Evidence on the structure and scale of the market is drawn from the International Labour Organization [15; 16] and from recent labour-market analysis of growth in complementary-human-skills demand relative to substitutable-skills decline [30]. Sources were selected purposively for their fit to the cross-border employment context rather than through systematic-review sampling, consistent with a synthesis-and-typology design whose goal is conceptual integration rather than exhaustive coverage. The analysis is additionally informed by the author's experience leading commercial functions in the global staffing and employment services sector, used as an interpretive lens on the synthesized literature rather than as a source of primary data. Because the author holds a commercial role at a specialized provider, this position is disclosed explicitly; the structural claims about specialized versus

generalized provision are grounded in the cited literature rather than in proprietary experience.

The synthesis proceeds by comparing how these literatures treat segmentation, messaging, content, channels, and commercial routing, and by integrating them around the organizing claim that demand becomes a stable flow of deals only when these elements are internally coherent. Where the argument advances claims that the existing literature does not yet establish - the three-axis segmentation, the role of the technical leader, the affective dimension in this specific market, and the structural limits of horizontally optimized provision - these are stated as explicit propositions (P1–P5 below), in the manner of a conceptual model paper [17], so that they are available for subsequent empirical testing. Because the study is conceptual, it does not provide primary empirical validation of these propositions; that limitation and the resulting research agenda are addressed below.

Results and Discussion.

The Market and Its Buying Dynamics

Following the introduction, the subject of analysis must be delineated more precisely, as the global employment services market comprises a set of heterogeneous intermediary and operational solutions that connect employers with labor resources, payroll infrastructure, and legal support. This market includes temporary and permanent staffing services, the engagement of workers through an external employer, international payroll administration, management of contingent workers, the outsourcing of recruitment functions to a specialized provider, support for international mobility, and services related to compliance with labor requirements across different jurisdictions. Such a market composition has emerged under the influence of digitalization and the expansion of cross-border employment. The International Labour Organization associates this shift with the growth of digital labor platforms and with the deepening of intermediary forms of labor organization

in the global economy, which renders the employment services market both more capacious and more heterogeneous [15]. This means that demand formation must be structured so that a single company can simultaneously require recruitment, payroll, personnel administration, and legal protection. This institutional and territorial specificity is not merely an operational complication; it shapes how demand itself must be segmented and addressed - a commercial consequence that generalized, horizontally optimized provision tends to overlook.

A particularly salient manifestation of this complexity can be observed in the technology industry, where firms frequently combine rapid international expansion with volatile hiring plans, scarce specialist talent, and geographically distributed teams. These attributes of employment services usage we can denote as compressed decision times, sudden market engagement, and constant labor-force adaptation. Hence, the clients' demands are a compressed mix of hiring urgency, role specificities, cross-border payroll, precise contractor classifications, and last but not least continuity of execution in great growth spurts. For these reasons, the technology industry is the market sector most relevant to the study of multichannel demand generation, as the most important attributes of the service provider are speed, compliance reliability, operational scalability and ability to deploy a workforce in several jurisdictions simultaneously. Recent evidence drawn from tens of millions of job postings across several economies shows that demand for skills complementary to AI has grown substantially, even as AI substitutes for routine task execution [30]. This complementarity-rather than direct AI adoption alone-intensifies the need for employers to source diverse and specialized talent, placing additional coordination demands on external service partners navigating multiple skill categories, jurisdictions, and rapid hiring cycles.

The complexity of this market stems largely from the service's very structure. The client purchases not an isolated operation, but a bundle of processes, obligations,

and guarantees that affect hiring, payments, taxes, employment status, cross-border data transfers, and the risks of labor disputes. The pre-contractual stage acquires a distinctly trust-based character. Research in the field of HR services for organizations shows that value in the early stages is formed through interaction, the joint clarification of expectations, and the gradual reduction of uncertainty [22]. This occurs because the potential client evaluates the supplier through the prism of competence, predictability, and the ability to account for the client's context. Within the logic of employment services, this is especially consequential because an error in supplier selection has repercussions for workers, budgets, and legal compliance. Therefore, demand here arises through the sequential accumulation of trust and cognitive certainty. The path to purchase becomes saturated with returns to previously addressed issues and repeated verification of arguments.

The customer journey in this market also has a cognitive and affective dimension that predominantly rational models tend to underweight. Establishing a presence in a new market - selecting jurisdictions, securing premises, ensuring compliance, and arranging payroll and equipment - is an inherently complex and largely non-technical undertaking. When the economic buyer is a technical leader, this complexity frequently produces a state of perceived overload and uncertainty [29], since the decision extends well beyond their domain of fluency. In this context, perceived risk and cognitive burden operate as independent determinants of demand alongside price and capability. The stakes are amplified by the asymmetry between what the provider prices and what the client commits: from the buyer's side, the decision is weighed not as a monthly service fee but as the full cost of the expansion - salaries carried many months ahead, operational time, and the exposure of a failed entry - so the magnitude against which risk is assessed is the commitment, not the rate. Research on organizational buying has shown that ostensibly rational purchase decisions are in fact shaped by emotion as well as fact, and that receptivity to

emotion-based messaging is greater among higher-status, executive-level buyers [20] - precisely the position the technical leader frequently occupies. This thread nonetheless remains underexplored in the employment services context. A demand system that addresses only rational selection criteria, while neglecting the buyer's need for assurance that the full operational perimeter will be handled end to end, will underperform precisely with the stakeholder who most often holds budget authority.

Additional complexity arises from the regional fragmentation of demand. The norms regulating worker status, permissible forms of outsourcing HR functions, the calculation of mandatory payments, the storage of personal data, and the regime governing the use of contractors differ substantially between countries and even within particular integration spaces. As a result, the client's request is almost always tied to a specific territory and to a specific model of business expansion. At the same time, the purchasing decision is formed within a multilevel circle of participants. More recently, literature around interorganizational customer journeys describes it as an iterative trajectory within and between the relationships of multiple organizations, anchored to multiple centers of use and coordination. The same customer journey is perceived in different ways by the actors involved [28]; for example, the time and quality of employee onboarding is important to the HR function while price transparency and discipline in payroll are critical for the finance function. The legal department also considers the legal foundations of the employment model to be important. For procurement, supplier manageability and the comparability of terms are essential. For operational management, executional stability and launch timelines are decisive.

In technology-oriented segments, the composition of this buying circle differs from the general B2B pattern in a consequential way. Alongside HR, finance, legal, procurement, and operational management, the technical leadership function - the CTO, the VP or Director of Engineering, and senior engineering managers -

frequently acts as the economic buyer or as a decisive technical gatekeeper, determining required headcount, the seniority and skill profile of engineers, and whether a given block of work is externalized at all. Its evaluation criteria are distinct: where finance assesses payroll discipline and legal assesses the regime of responsibility, technical leadership assesses the demonstrable engineering quality of candidates, the provider's understanding of distributed engineering workflows, and the risk that augmentation with external engineers erodes executional continuity and architectural coherence. In this segment, therefore, the buying circle is not merely broader; its center of gravity shifts toward technical leadership, and a demand system addressing only HR, procurement, and legal will systematically miss the participant who often holds both budget authority and veto.

The Multichannel System and Demand Segmentation

In this market, the multichannel demand system is a coordinated structure in which every channel answers to one commercial logic and works as part of a single persuasion trajectory. Its defining property is coherence. It sets common priorities across segments, territories, and service lines; it assigns each channel a function according to where the client stands on the path to a deal. It provides continuous feedback based on data on company behavior, depth of engagement, and movement through the sales funnel. It personalizes content for different segments and roles within the client organization. It evaluates outcomes through contribution to the flow of qualified deals, since it is precisely this indicator that reflects the system's real commercial value. Research on interorganizational customer journey management indicates that effectiveness increases when a company is capable of coordinating touchpoints as a unified managerial capability, while the digitalization of the journey intensifies the significance of such coordination due to the growth in the number of channels, roles, and transitions between them [14; 26]. The employment services market cycle is shown in Figure 1.

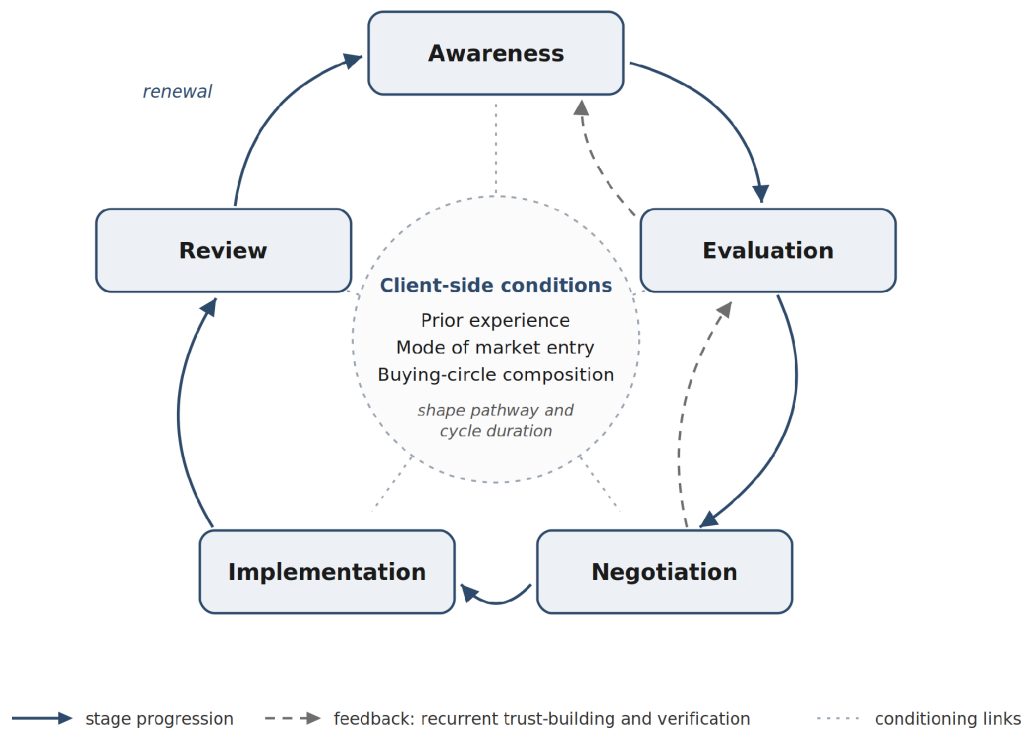


Fig. 1. The employment services market cycle. Clients progress through awareness, evaluation, negotiation, implementation, and review toward renewal, with feedback loops capturing recurrent trust-building and verification. Prior experience, mode of market entry, and buying-circle composition shape which pathway a client follows and how long the cycle runs

After defining the nature of the global employment services market and describing the multichannel demand generation system as a coordinated commercial construct, it is logical to proceed to its strategic foundation. Such a system begins with a clear understanding of which companies possess the highest probability of moving from interest to deal. This concerns identifying the target customer profile and dividing the market into segments along three interacting axes - the client's prior experience with international hiring, the chosen mode of market entry, and the composition of the buying circle - developed in detail below. Here, it is especially

important to consider how a company expands its workforce, how it distributes functions between internal teams and external suppliers, which risks it considers critical, and at what point in its growth it encounters constraints. Segmentation in this logic becomes a means of identifying manageable zones of demand within which it is possible to predict motives for contact, the depth of doubt, and the probable length of coordination.

These three axes can be stated explicitly. The first is the client's prior experience with international hiring. A first-time cross-border buyer that has never hired abroad, or never through an intermediary, is governed primarily by uncertainty and perceived risk; the pre-contractual trust dynamic operates at maximum intensity, and demand work must carry a heavy educational load. An experienced buyer already working with outsourcing or outstaffing providers, or with established international hiring platforms, faces a different barrier-not whether to hire abroad, but switching cost and demonstrable advantage over an incumbent solution-so the commercial question becomes comparative rather than educational. The second axis is the mode of market entry, understood here as the scale and staging of the commitment rather than its legal form. One client commits to full-scale entry from the outset, hiring twenty to fifty people (for illustration) and establishing a local office, while another begins with a small beachhead of a few engineers as a low-risk test and scales only after the initial cohort proves viable; these differ in decision velocity, risk tolerance, and the argument that moves them. The third axis is the composition of the buying circle, which in technology shifts toward technical leadership, as developed above.

These axes interact rather than operate in isolation. The experience regime predicts not only the barrier but the maturity and composition of the client's own decision process: first-time buyers frequently have not yet recognized that technical leadership must own seniority and skill decisions and may initiate the process

through HR or procurement alone, whereas experienced buyers typically arrive with that function already central. Read together, the three axes yield a workable typology

- a first-time, beachhead client requires maximum education and minimum risk,
- while an incumbent-switching, full-scale client compares options and moves quickly
- that translates an abstract market into a small set of recognizable commercial situations.

These four buyer types, together with each type's dominant barrier and demand response, are mapped in Figure 2, in which the diagonal indicates the shift in the buying circle's center of gravity from HR or procurement toward technical leadership.

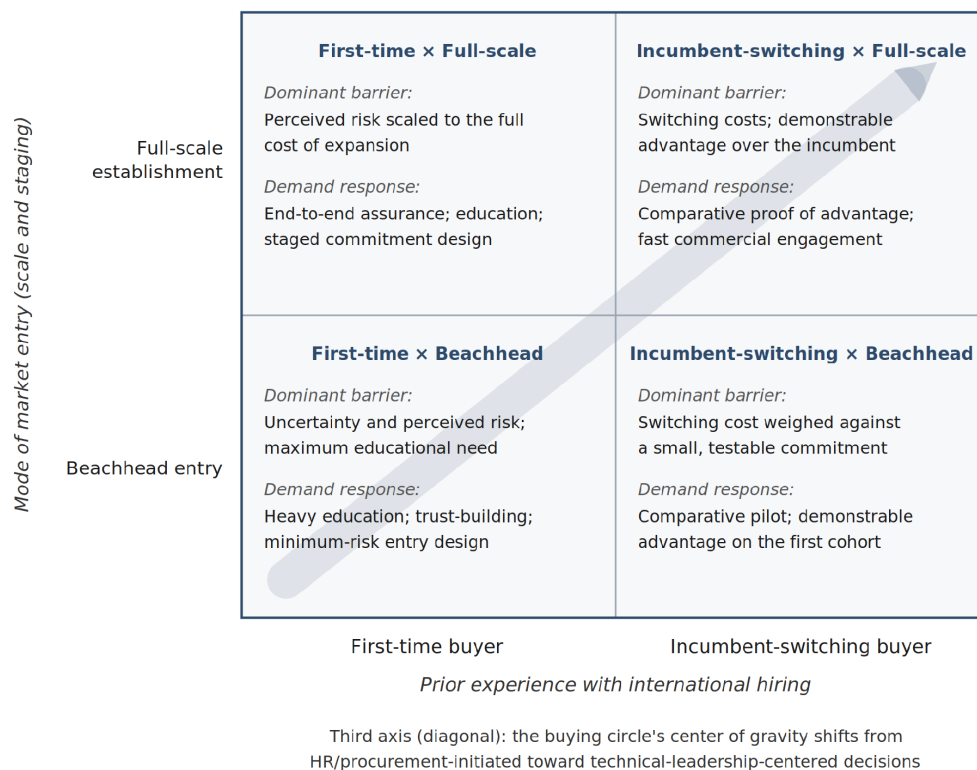


Fig. 2. A typology of demand in cross-border employment services. Two axes - the client's prior experience with international hiring (first-time versus incumbent-switching) and the mode of market entry (beachhead versus full-scale establishment) - define four buyer types, each with a distinct dominant barrier and demand response

The diagonal marks the buying circle's shift from HR- or procurement-initiated toward technical-leadership-centered decisions.

The journey through these decisions is itself ordered. A client typically settles first where to expand; then how to operate there - a choice with two related but distinct components: the form of establishment, ranging from contracting through an intermediary to setting up a wholly owned entity, and the scale and staging of the commitment, from a small initial cohort to a full local operation (for illustration); and only then with whom to contract, so that provider choice is a late and dependent stage rather than the organizing one. This ordering mirrors the classical structure of the internationalization decision, organized around market selection and entry mode [13]: the form of establishment is a position on a control continuum that firms move along as circumstances change [27; 2], while commitment typically escalates in increments as experiential knowledge accumulates [18] - the pattern the beachhead entry reproduces. In cross-border employment, own entity, employer of record, and outstaffing are the contemporary positions on that continuum, and even clients that ultimately establish their own entity commonly rely on intermediated hiring and recruitment support during the transition, so the provider is relevant across the continuum rather than at its low-control end alone. Because provider selection depends on the country and mode choices that precede it, demand work on the early stages must address those questions rather than the provider's own merits, and the provider that helps shape the mode decision captures a more consequential point of leverage than the vendor comparison that follows it. The sequence is tightest where the entry is unfamiliar and high-stakes, and it compresses or reorders for experienced buyers who arrive with country and mode already settled.

The structure of supply differentiates demand further. Horizontally optimized providers are built for generalized cross-border hiring, and this is a genuine strength: it delivers breadth of jurisdictional coverage, speed, and operational simplicity for

undifferentiated demand. The same optimization, however, leaves a structural gap in segments with high role-specificity, of which technology is the clearest case. Engineering roles are subject to specialized tax and incentive regimes in a number of jurisdictions, to classification nuances particular to technical work, and to talent competition markedly more intense than for many other professional categories. For a technology client, the provider's value therefore depends not only on compliant cross-border employment but on fluency in the specific conditions of engineering hiring - consistent with evidence that technical purchase complexity shifts buying-center evaluation toward expert criteria [7]. This helps explain the demand dynamic described above: an experienced client operating on a horizontal platform may switch not because the platform fails at generalized employment, but because role-specific depth becomes the decisive criterion - a consideration on which the technical leader in the buying circle is typically the participant who recognizes that gap first. (The author holds a commercial role at a specialized provider; however, horizontal platforms retain competitive advantage where clients prioritize standardization, cost efficiency, and multi-jurisdictional scale over role-specific expertise).

The next level of strategic work is associated with selecting target geographies and industry directions, since demand for employment services arises in a context of pronounced territorial and economic differences. Some markets create high demand for rapid employee onboarding in new countries. Others intensify the need for payroll support and personnel administration. Still others bring to the fore questions of employment regime, contractor status, and local labor compliance. For this reason, geography and industry specialization must be considered jointly. It is at this stage that the circumstances triggering purchasing behavior on the client side are determined, as well as which difficulties the client seeks to eliminate first and which pain points possess the greatest force. For one group of companies, the decisive basis becomes the acceleration of entry into a new market. For another group, the central

motive is reducing operational overload. For a third, the greatest significance lies in reducing legal vulnerability. At the same time, priorities must be established among the service lines themselves, since different offering lines have different sales velocities, different depths of client engagement, and different capacities to open access to subsequent deals.

On this basis, reproducible demand work scenarios are developed, each built around a specific market situation. Such a scenario unites the target segment, the concrete reason for contact, a set of meanings, the route of contacts, and the expected commercial objective. Within one scenario, a company may work with organizations expanding their presence across several countries. Within another, it may interact with employers seeking to streamline payroll and personnel administration. Within each scenario, it is determined in advance which arguments will be primary, which signals will indicate increasing interest, and which set of channels will gradually translate attention into a deal discussion.

In technology-oriented market segments, the practical structuring of such scenarios increasingly depends on AI-powered go-to-market strategies. These strategies expand the firm's capacity to identify high-potential accounts, detect early expansion signals, and adapt commercial communication to the probable needs of different stakeholder groups. In the context of employment services, AI can support the interpretation of vacancy patterns, hiring velocity, geographic expansion signals, role seniority, skills demand, and recurring changes in workforce structure. This makes it possible to distinguish between firms that are merely visible in the market and firms that are approaching a concrete employment decision. For technology companies, this analytical layer is valuable chiefly for timing and relevance, since interest often becomes visible through publicly observable business activity before a formal purchasing request is issued. The provider can therefore structure outreach and content around observable indicators such as multi-country hiring activity,

growth in AI-related roles, increased reliance on distributed engineering teams, or shifts from contractor-heavy models to more formal employment infrastructures.

Message Architecture, Channels, and Content

Once the strategic foundation has been defined, the architecture of the value proposition becomes crucial, as vague formulations rapidly lose persuasive force in the employment services market. Universal promises oversimplify the client's complex reality and poorly reflect the distinctions between the situations in which companies seek solutions. Therefore, the message must be structured on several levels. At the first level, an overarching meaning is set. It explains why the task of managing international employment, payroll, and personnel administration has become especially acute. At the second level, the specific segment's logic is disclosed. Here it is shown exactly how the general problem manifests itself in a particular type of company, what constraints such companies encounter, and what consequences inaction entails. At the third level, the supplier's offering is formulated. It must clearly demonstrate the solution method, the expected outcome, and the organizational advantages of the chosen model. Such a composition helps preserve the intellectual coherence of the entire system and avoid divergence between the advertising message, educational content, and the commercial team's argumentation.

Particular attention must be paid to how the message is perceived by different participants in the buying circle. In employment services, the same formulation does not elicit the same response across the buying circle. Each of these participants considers the supplier through its own system of criteria and internal obligations. Therefore, the message must preserve a common semantic core while simultaneously adapting to different forms of professional attention. At the same time, the system must preserve equilibrium between overall brand integrity and local relevance.

The role of channels in such a system is determined by their function in the overall trajectory of demand generation. Search promotion through paid placement enables targeting already crystallized interests when the client is explicitly seeking a solution. Promotion in social networks strengthens awareness, restores the attention of previously engaged audiences, and sustains brand presence in the professional information field. Search engine optimization and organic search results create a long-term flow of interested companies that begin their journey by studying the problem and gradually move toward supplier selection. Content marketing performs a deeper function. It builds trust, educates the market, and helps the client conceptualize its situation as a manageable solution. Webinars and digital events create a space for deeper contact and enable identification of the degree of readiness for a substantive conversation. Email sequences sustain attention during long coordination cycles and return the client to the discussion when interest wanes. Outbound communication by the commercial team acquires the greatest force when it is embedded within the overall system of signals and responds to already manifested activity. Partnership and ecosystem channels expand access to the audience and strengthen trust by aligning with actors who already have recognized standing in adjacent fields. Taken together, these channels form a coherent system for advancing the client toward a deal, in which each touchpoint reinforces the previous one and prepares the next. These channels map onto the touchpoint categories identified in the customer-experience literature: paid search, organic search, content, email, and webinars are brand-owned touchpoints; partnership and ecosystem channels are partner-owned; and peer references and professional-community signals are external or social touchpoints beyond the provider's direct control [24]. The provider's task is therefore not to own the journey but to maintain coherence across owned touchpoints while shaping the partner-owned and

responding to the social [1]. The global employment services market strategy is illustrated in Figure 3.

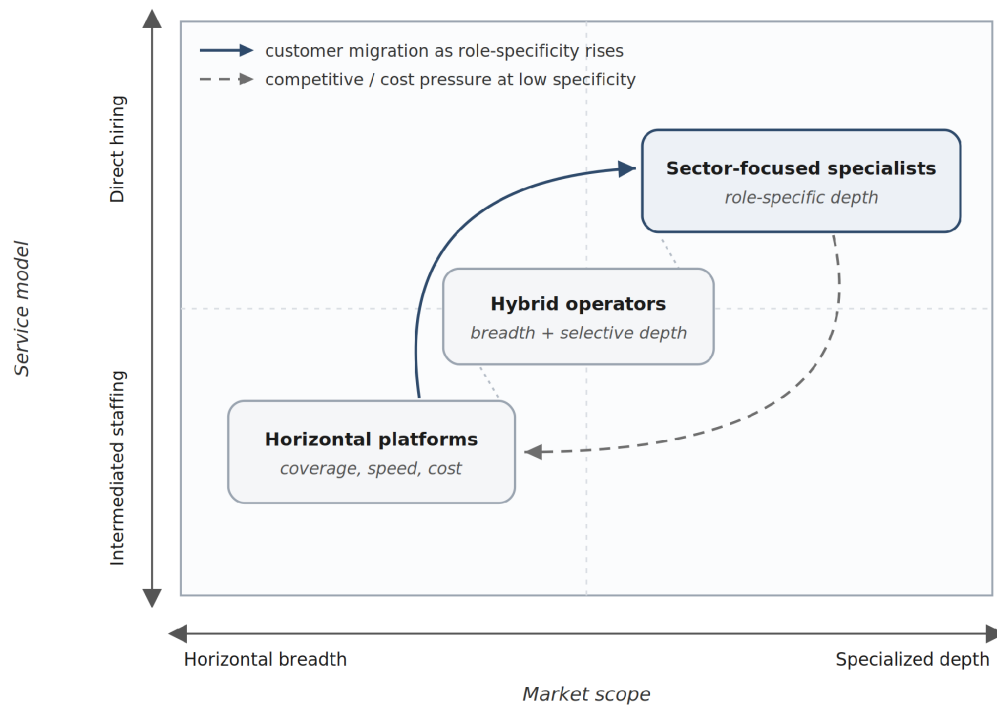


Fig. 3. Global employment services market strategy. Providers are positioned by market scope (horizontal breadth versus specialized depth) and service model (direct hiring versus intermediated staffing), distinguishing horizontal platforms, sector-focused specialists, and hybrid operators. Arrows trace customer migration as role-specificity rises and the competitive pressure that bears on low-specificity positions

As the multichannel demand generation system grows more complex, the content system assumes particular importance, since it is precisely this system that binds the strategic design, the value proposition, and the work of channels into a unified logic of client movement. In the market under consideration, content serves as demand infrastructure. It helps the company recognize its own problem, identify a suitable solution, evaluate the supplier, and coordinate internally. Therefore, the content system must be constructed as an ordered set of materials with different

cognitive and commercial loads. One part of the materials reveals the problem itself and renders it visible to the client. Another explains the differences between possible classes of solutions. A third shows how the supplier's specific offer removes the identified difficulties. A fourth reinforces trust through facts, cases, implementation results, and operational reliability. A fifth helps the commercial side conduct the deal within the client's organization when coordination among several participants is required. In such an arrangement, content ceases to be an auxiliary appendage to promotion and becomes a mechanism for the sequential formation of commercial readiness.

A fully developed content system requires precise anchoring of each piece to the stage of the client's movement, the characteristics of the segment, the regional context, and the expected next action. The same text or analytical material cannot work equally effectively during the initial interest phase, during supplier comparison, and when the transition to substantive contact is being discussed. For this reason, content must be embedded in the trajectory of promotion and must take into account in advance which action is considered desirable at each segment of the path. For the early stage, an invitation to deeper exploration of the topic is appropriate. For a more mature stage, an offer of calculation, consultation, or process demonstration is suitable. For a client who has already manifested sustained interest, materials are needed to support the internal defense of the choice across the financial, legal, and operational sides. Localized content plays a particularly important role, since the employment services market depends on territorial differences in legal regime, personnel practice, and organizational expectations. Material constructed without regard to a specific country rapidly loses persuasive force when the client requires clarity on local hiring, payroll, and compliance conditions.

Maturity Signals, Routing, and Analytics

However, even a highly developed content system does not in itself create a commercial result. Engagement indicates the degree of interest, but does not disclose readiness to move into a deal. Reading materials, participating in events, browsing pages, and repeat visits acquire meaning only when they are assembled into a recognizable structure of intent. Therefore, in a multichannel system, evaluation is required both at the individual contact level and at the organizational level. In one case, the intensity and quality of the actions of a specific company representative are analyzed. In the other, the aggregate activity of several participants within a single client is tracked. Such an approach makes it possible to see when interest ceases to be accidental and becomes an emerging purchasing movement. Additional significance is attached to signals that trigger the system's responsive action: repeated visits to pages describing the solution, review of materials relating to several countries, return to the terms of cooperation, and participation of several employees from the same company in the same content journey. All of this may serve as grounds for including the commercial team. Precise routing is required here. Some contacts require further nurturing through content. Others must be transferred to personal support. Still others require a delayed return to active work. Alignment among the marketing function, the outbound team, and sellers is the central condition for manageable conversion, because each side must understand the degree of client maturity and the appropriate next step in the same way.

In technology-intensive client environments, this alignment intersects with the client's own use of AI in hiring and workforce management, as many firms now automate vacancy drafting, applicant sourcing, CV analysis, shortlisting, and candidate matching. This adoption reshapes what buyers seek from external providers: as generic sourcing and screening tasks are internalized and automated, the buyer's value function shifts away from coverage and cost toward compliance, contextual judgment, and role-specific depth - the capabilities least susceptible to

automation [30]. The demand generation system should therefore articulate provider support precisely where AI cannot substitute for human expertise, while remaining analytically balanced about bias, opacity, and data governance in algorithmically mediated hiring [31; 21]; framed this way, client AI-adoption reinforces rather than erodes the structural advantage of specialized provision in high-specificity segments (P5).

Evaluation of the effectiveness of such a system likewise requires more complex analytics than merely calculating cost per inquiry or the number of formally qualified contacts. These indicators reflect only the surface of the process and explain poorly why some channels and materials lead to qualified deals while others only produce the appearance of activity. Analytics must encompass the breadth of presence in target segments, the depth of engagement, transitions between stages, the influence on the formation of commercial opportunities, and the ultimate contribution to revenue. Of particular importance is accounting for the cumulative impact of multiple touchpoints, since a decision in the employment services market is rarely made under the influence of a single contact. The client may first encounter content through search, then return through a repeated touchpoint in the digital environment, thereafter study analytical material, attend an event, and only then enter into direct dialogue. For this reason, measurement must be conducted at the organizational level, and the contribution of channels should be evaluated through their participation in creating and accelerating the flow of deals. Only such an analytical framework enables discerning the true productivity of the demand generation system and determining which elements genuinely move the client toward a commercial decision.

The Operational Model and Staged Implementation

A multichannel demand system performs only as well as the operational model that binds strategy, content, channels, and execution into a stable framework.

The team works on two levels. The center sets direction - the segmentation principles, the value-proposition architecture, the measurement rules, and the shared design of demand scenarios - while local units adapt these to particular countries, industries, and client contexts. This is especially important for the market under consideration, since a unified semantic core must be preserved amid marked differences in the legal environment, business practice, and decision-making modalities. The function responsible for the market packaging of the product translates service characteristics into clear value scenarios for different segments. The regional marketing function correlates these scenarios with the local business environment and specific demand sources.

The revenue operations function maintains data integrity, signal routing, client handoff quality, and result comparability. The commercial function transforms identified and prepared interest into a negotiation process and a deal. Such a structure requires a stable rhythm of joint work, in which planning, hypothesis testing, and feedback analysis occur regularly and rest on a unified understanding of which scenarios actually move the market. It is for this reason that execution must be built around repeatable demand work scenarios, each of which represents a complete commercial construct with a clear objective, a logic of contacts, and an expected result.

The practical implementation of such a model begins with a careful analysis of the current state of the demand generation system, as shown in Figure 4.

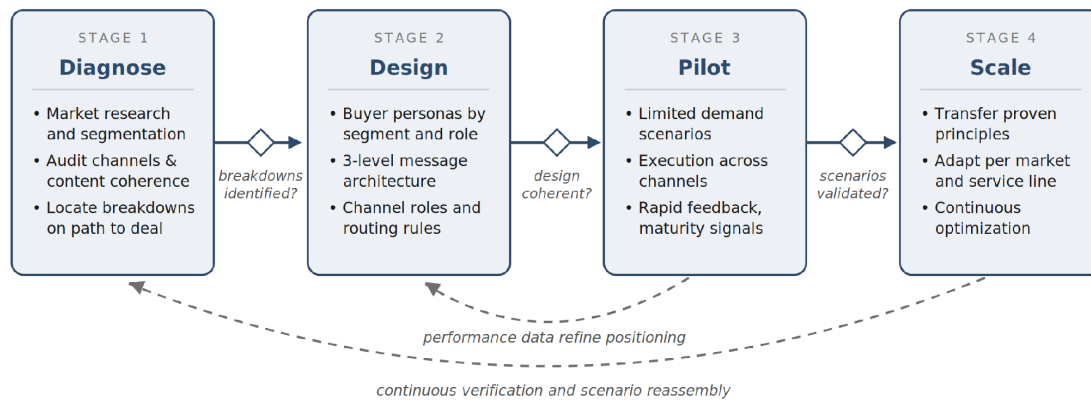


Fig. 4. Implementing a demand generation system. A staged pipeline runs from diagnose through design and pilot to scale, each stage carrying its own activities and a decision gate. Feedback loops return performance data from later stages to refine earlier positioning, so upstream strategic work informs downstream tactical deployment

At this stage, it is important to identify which segments and geographies already deliver qualified commercial results, where demand breaks down along the path to the deal, which channels generate only superficial activity, and at which points content loses coherence with the client's real questions. After this, it becomes possible to design a holistic architecture in which priority segments, service lines, the route of client movement, the logic of messages, the roles of channels, the rules for assessing the maturity of interest, and the mechanisms of interaction between the marketing and commercial sides are redefined. The next step is to launch a limited number of pilot scenarios in those market zones where there is a clear reason for contact, sufficient demand concentration, and an opportunity to gather feedback rapidly. Such a sequence allows avoiding excessive complication at the outset and affords the opportunity to test the system's viability under manageable conditions. The client's mode of entry mirrors the logic by which the provider's own demand system must be deployed: the beachhead client, scaling only after a proven test, parallels the staged pilot-then-scale architecture proposed here.

Further development requires cautious scaling, in which expansion into new regions and additional service directions occurs only after the initial scenarios have demonstrated a stable capacity to create qualified commercial opportunities. Scaling, in this case, is associated with the transfer of principles that have proven effective, rather than the mechanical reproduction of individual actions. Each new market and each new service line requires repeated adjustments to content, channels, routing, and client-readiness criteria, since the system maintains its general logic only through fine-tuned adaptation to the new context. Verification and optimization must proceed continuously. It is necessary to constantly compare expectations, actual client behavior, and deal outcomes. It is necessary to refine maturity signals, eliminate superfluous touchpoints, strengthen effective connections, and reassemble scenarios that have lost persuasive force. In this resides the practical meaning of implementation. A multichannel demand generation system becomes stable only when it develops as a manageable, learning, and internally coherent commercial environment.

Synthesis and Propositions. The foregoing analysis can be condensed into five propositions that make the article's conceptual contribution explicit and available for empirical testing.

P1. In the global employment services market, demand converts into a stable flow of deals as a function of the internal coherence of segmentation, messaging, content, channels, and commercial routing, rather than of any single channel. Because the journey spans touchpoints that differ in ownership and firm-controllability [24; 1], coherence operates by reducing the conflicting signals that a multi-actor buying center must reconcile. Operationalizing coherence as a measurable construct—for instance, message-consistency scoring across touchpoints or channel-role clarity scoring—tightens falsifiability and enables empirical assessment. The marginal value of coherence rises with the length of the journey and

the number of participating actors and touchpoint owners, and is correspondingly low for short, single-actor purchases.

P2. Demand in cross-border employment services is more accurately segmented by three interacting axes - the client's prior experience with international hiring, the mode of market entry, and the composition of the buying circle - than by generic firmographic variables such as size or maturity. Each axis maps to a distinct, theoretically identified barrier that firmographics do not capture: the experience axis determines whether the dominant barrier is the perceived risk of a first, incumbent-free purchase or the procedural, financial, and relational switching costs of displacing an incumbent [6; 3] in the B2B staffing context); the entry-mode axis reflects the incremental escalation of commitment characteristic of internationalization [18] and the switching dynamics of changing an established operation mode [27]; and the buying-circle axis fixes whose criteria govern (P3). The three axes should outperform firmographics on operationally falsifiable outcomes such as conversion rate and cycle length. The experience axis discriminates only where a meaningful incumbent category exists, such as established hiring platforms; absent any incumbent, it collapses toward the perceived-risk pole.

P3. In technology-oriented segments, the technical leadership function frequently captures both the gatekeeper and the economic-buyer or decider roles, applying evaluation criteria distinct from those of HR, finance, legal, and procurement. The buying-center influence is on the side of the actor who has decision-critical information [23]. Purchase-importance and complexity determine which information cues lead to a purchase [4]. These findings also apply to B2B gatekeepers and technical buyers [7]. If the externalization requires technical expertise, the technical evaluation will dominate the information flow, and the technical leader will control the information, having the budget authority. Hence,

organizational contexts extend from the buying-center-to-ecosystem [11]. The effect holds to the degree the work is technically specialized; as the service commoditizes, evaluative competence diffuses and procurement and finance regain influence.

P4. Perceived risk and cognitive burden act as determinants of demand alongside price and capability, and this effect is amplified by the seniority of the buyer. When a high-stakes decision lies outside the buyer's domain of competence - a largely non-technical market-entry decision confronting a technical buyer - purchase complexity and importance raise perceived risk and processing load [5], increasing reliance on assurance and affect; the stakes are amplified by a gap between what the provider prices and what the buyer commits: the buyer is not weighing a monthly service fee but the full cost of the expansion - salaries carried for six to twelve months, operational time, and the risk of a failed entry - so the decision is evaluated against a large multi-month commitment rather than the per-seat rate, and it is this magnitude, not the price of the service, that drives perceived risk and the need for assurance. Critically, this reliance on assurance is stronger, not weaker, among senior and executive buyers [20], and elevated cognitive load intensifies this dynamic [29], particularly among those who most often hold budget authority. The effect is strongest when the decision is simultaneously outside the buyer's expertise and high in stakes, and attenuates for routine repurchase or for buyers who are themselves expert in the entry tasks.

P5. Horizontally optimized providers, efficient for generalized cross-border hiring, underperform in segments with high role-specificity such as technology, where specialized provision holds a structural advantage. By transaction-cost logic, standardized, market-like provision is efficient at low asset specificity but is poorly matched as specificity rises and fit comes to require specialized knowledge and governance [32; 12], for service make-or-buy. Role-specificity is a form of human-asset specificity [10] - specialized tax and incentive regimes, classification nuance,

and unusually intense talent competition - that extends the transaction-cost framework into the employment-services context: standardized provision cannot price or service such specificity as well, shifting the buyer's value function from coverage and cost toward role-specific depth. The specialized provider's advantage rises with role-specificity and disappears at low specificity, where horizontal platforms dominate on coverage, speed, and cost; consistent with the broader transaction-cost debate, the relevant contrast here is specialized versus generalized provision rather than integration versus market.

These propositions are conceptual and are offered as a basis for subsequent empirical work, as outlined below.

Limitations and Future Research. This study is conceptual, and its propositions have not been subjected to primary empirical testing; the framework should be read as a basis for investigation rather than as a validated result. Its scope is deliberately weighted toward the technology segment, which exhibits the role-specificity that motivates the argument most sharply, and the three-axis typology and the structural claim about horizontally optimized provision may require adjustment in segments with different specificity profiles, such as manufacturing, healthcare, or logistics. Several constructs are also candidates for measurement that this article does not supply - operationalizing the experience and entry-mode axes from observable hiring signals, or measuring the perceived overload of technical buyers and its effect on supplier selection. Future research could test the propositions through buyer-side surveys and decision studies in cross-border hiring, through analysis of vacancy and expansion data to validate the segmentation axes, and through comparative work across industries to establish the boundary conditions of the structural argument. Such work would also allow the affective dimension identified here [20] to be quantified in the specific context of employment services.

Conclusion. This analysis has argued that demand generation in the global employment services market is best understood as a single system of commercial coordination, in which segmentation, the value proposition, content, channels, and routing operate under one logic of advancing the client toward a deal. What makes the market distinctive is the combination of institutional heterogeneity, territorial fragmentation, a multilevel buying circle, and acute client sensitivity to legal, personnel, and financial risk. Under such conditions, stable demand is formed through the sequential reduction of uncertainty, the accumulation of trust, and the synchronization of contacts at the client organization level. This insight carries a direct implication: the multichannel model acquires explanatory and applied significance only when all elements of the system are internally coherent.

In particular, this article contributes a multi-axis segmentation of demand - by the client's experience with international hiring, the mode of market entry, and the composition of the buying circle - together with an affective dimension specific to technical buyers and a structural account of why horizontally optimized providers underperform in high-specificity segments such as technology.

Demand generation should therefore be built as a reproducible structure: a clear target-customer profile, geography and industry considered together, prioritized service lines, and scenarios tied to specific market situations. The message architecture must work on several levels at once, holding a common semantic core while adapting to how HR, finance, legal, procurement, and operations each read the same offer differently. Particular emphasis is placed on the fact that content must perform an infrastructural function in demand generation, helping the client recognize the problem, comprehend classes of solutions, compare suppliers, and prepare internal coordination. In this way, the article proposes that content, maturity analytics, and commercial coordination be regarded as interdependent components of a single commercial system.

The study's practical contribution is a staged implementation model: diagnose the current state of the demand system, design a coherent architecture, launch a limited set of pilot scenarios, and scale only those that prove able to generate qualified commercial opportunities. Growth in this market requires not the mechanical expansion of activity, but the managed adaptation of scenarios to new countries, segments, and service lines. This leads to the article's key recommendation. An effective multichannel system in the sphere of global employment services must develop as a learning commercial environment with a unified strategic core, regular feedback, and continuous optimization of the interconnections among content, channels, and the actions of the commercial team.

Declaration of Conflicting Interests. The author holds a senior commercial role at a specialized provider of international employment services - a category of firm whose competitive position is discussed in the article's structural argument (Proposition 5, on specialized versus horizontally optimized provision). This interest is disclosed so that readers may weigh it. The conceptual claims advanced here are grounded in the cited literature rather than in proprietary data or the commercial interest of any individual firm, and the author's practitioner experience is used only as an interpretive lens on the synthesized sources, as stated in the Methodology. The structural claims are framed as testable propositions rather than validated findings.

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