

2000 Electronic Recruiting Index:

**Performance and The Emergence
Of The Middle Market**

Executive Summary



2000 Electronic Recruiting Index: Executive Summary

Interbiznet.com is a niche consulting firm with two major operating companies: **Interbiznet Publishing** and **The Interbiznet Group**.

Interbiznet Publishing consistently delivers state of the Art Industry Analysis and Strategic Guidance through its website at www.interbiznet.com, its free daily electronic newsletters and the Electronic Recruiting Index (an annual in depth assessment of the Electronic Recruiting Industry its trends, tactics strategies and financial performance).

Reaching over 150,000 Recruiters each week, **Interbiznet Publishing** delivers the following newsletters each day of the business week:

The Electronic Recruiting News

(<http://www.interbiznet.com/hrstart.html>) is the industry's oldest and most authoritative voice. Intended for managers, strategists and working level Recruiters, the ERN delivers a daily dose of the kind of critical thinking that drives performance in an information economy.

The Interbiznet Bugler (<http://www.interbiznet.com/bugler>) is an emailed daily newsletter covering the news that makes a difference for Recruiters. Intended for Recruiters, managers and HR professionals, the Bugler provides an easy to digest synthesis of the news affecting the rapidly changing Electronic Recruiting Industry

1st Steps In The Hunt (<http://www.interbiznet.com/hunt>) is a newsletter for Internet Job Hunters with a twist. Since Interbiznet Publishing offers no products or services for the Job Hunter, the audience of 100,000 weekly visitors is used for surveying and assessment purposes

The Interbiznet Group is an Internet Strategy and Business Development consulting company. With 50 Major clients in the Electronic Recruiting Industry, it is the largest operation in its niche. The Interbiznet Group offers two complementary types of service in its consulting practice:

The Interbiznet Advantage Service. Similar to offering from analysts without an industry focus, the Advantage Program offers a stream of strategic data and reports supplemented by Recruiting Fusion gatherings that are designed to build relationships and strengthen partnerships within the industry

The Interbiznet Intervention. Unlike any offering we've seen, the Interbiznet Intervention is a deeply intimate phased relationship designed to position a client for the next stage of development while simultaneously expanding its management vision, partnership development program and financing prospects. The Interbiznet Intervention is a rigorous, diagnostic based approach to rapid acceleration of client growth.

The **Interbiznet Group** works regularly with clients in Recruiting operations and the vendors who serve them.



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Fourth in the series, the **2000 Electronic Recruiting Index (2000ERI)** builds from the ground established in the earlier 3 editions. Not a simple update, the **2000ERI** incorporates the past year's worth of experience into interbiznet.com's ever-expanding view of the industry.

The **2000ERI** takes the view of investors, buyers and systems integrators. In a marketplace best characterized as chaotic, the 2000ERI defines the basic product and service categories required to produce an end to end Electronic Recruiting solution.

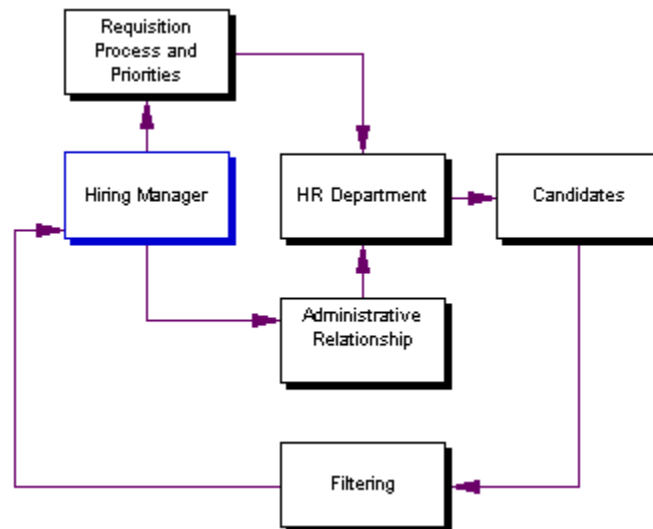
The 2000ERI includes

- ⇒ A detailed analysis of a 29 different categories of participants in the markets, from hiring managers to candidates and all of the intermediaries in between.
- ⇒ A comprehensive description of all of the functions required to execute an end to end solution.
- ⇒ A thorough review of all 62 Publicly traded companies with an interest in the Electronic Recruiting Market including comparative stock performance and the correlation between web investment and price
- ⇒ A detailed analysis of the web offerings of over 250 companies providing products and services in the electronic Recruiting Market. Each company analysis includes a "functional map" that allows the design and integration of an end to end solution from a variety of vendors.
- ⇒ The results of a survey of over 3,000 professional Recruiters. The survey covers brand awareness, customer satisfaction and acquisition desirability for 50 key players in the electronic Recruiting Industry.
- ⇒ A generic white paper describing the strategy considerations for a staffing firm that desires to preserve or expand its market share in the next five years.
- ⇒ A guide to valuing the Resumes in a Resume Database.
- ⇒ Forecasts and predictions for the Industry's next five years
- ⇒ Detailed market valuation, segmentation and sales volume assessments and forecasts.

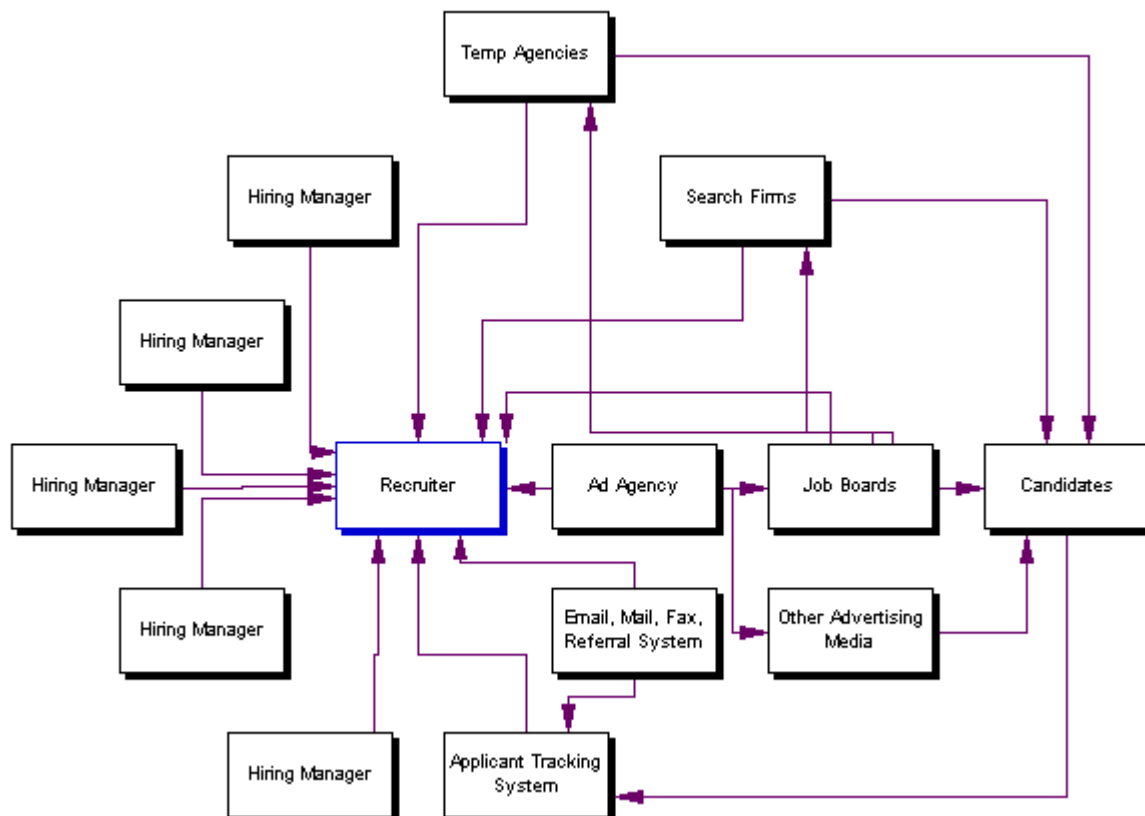
This Executive Summary is intended to give a flavor of the depth and focus of the 2000ERI



Every Player Views The Marketplace Differently



Hiring Manager's View Of Recruiting



Recruiter's View Of Electronic Recruiting



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	Segment	Description	Examples	Symbol*
1	Candidate Aggregation	A variety of methods are used to attract potential candidates to a website. "Buying Candidate Eyeballs"	Monster, Net Temps, Most Job Boards	CA
2	Candidate Communications Channel	An electronic messaging or email environment that allows the candidate to have control over the transaction.	Hire.com, HotJobs, LOL	CCC
3	Screening Processes	A range of services from Background and licensing checks to bonding, certification and cultural fit parameters.	Avert, employment	SP
4	Recruiter's Desktop	A work environment for the ground level Recruiter that includes access to key Electronic Recruiting services from a single point.	TheWorksUS A, Careersite, Resumix	RD
5	Ad Selection (Media Planning)	The targeting and selection process used to place ads and job postings in various job boards or other recruitment advertising vehicles	RecruitUSA, IIRC, GOJobs	AS
6	Ad Distribution (Cross Posting, Targeting)_	Post jobs once and the system takes care of the rest. Services range from broad distribution to hundreds of free sites (Net Temps, RON) to Spidered acquisition of jobs from the corporate home page (Webhire-Jungle, CareerCast). Many job boards have developed "networks" of distribution sites that serve this purpose (CareerBuilder)	CareerSite, Webhire (Jungle), Net-Temps, CareerBuilder, RON	AD
7	Response Integration and Management	Standardization of responses from multiple sources (Hiresystems, TheWorksUSA) and automated management of responses including thank you notes, calendaring and Recruitment schedule management (Hodes – Dallas)	HireSystems, Hodes	RIM
8	Workforce Management (Staffing Priorities and Control)	Priority checking against longer range objectives. Includes budget management, departmental Recruiting priorities.	No Examples Yet	WM
9	Applicant Tracking	Management of data about a specific candidate (culled from a database) as the candidate winds through the hiring process. Often includes a workflow component of some sort.	Webhire, Softshoe (Hot Jobs), Personix, Greentree	AT
10	Specialty Candidate Sources	Offerings from Associations and companies that include an array of contact information and credentials for potential candidates in specific areas or professions.		SCP
11	Company Specific Pool Development Tools	Groups of candidates with whom the hiring company has a long term relationship. Hire.com is the only real supplier of products in this niche.	Hire.com	CP
12	Workflow Management	Often included with applicant tracking systems (or as a tailorable add-on), WM allows the transactions in the internal corporate hiring process to be routed tracked, managed and executed. Should include Buffering and Staging	Resumix, Softshoe	WM
13	Vendor Management	The integration of data from all sources of personnel supply including Third Party Staffing companies into a single interface for management purposes.	RSLC (only)	VM
14	HR System Interfaces	The ability to move data from the Recruiting system to other workforce management tools (Payroll etc.)	Most Applicant Tracking	HRSM

The Synthetic End To End Solution

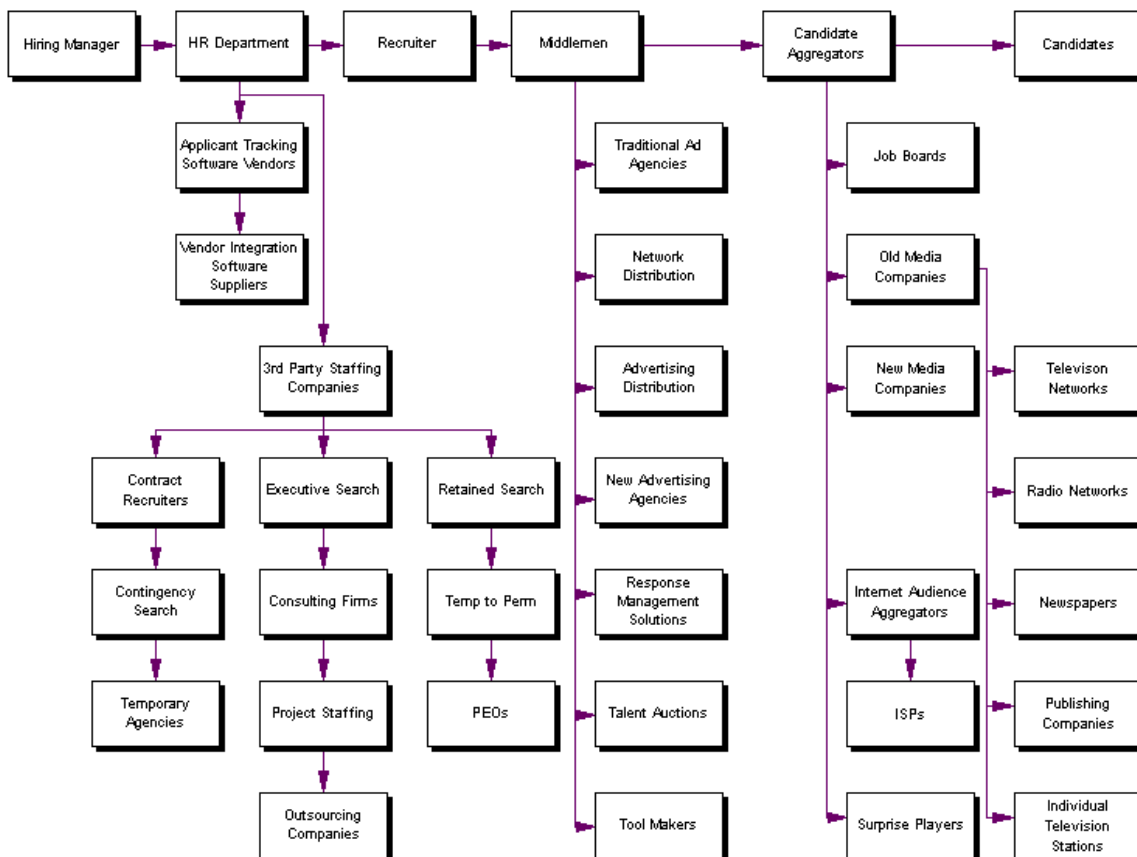
Over 250 Companies are categorized according to these categories in order to help buyers and investors clarify their decision making.



29 Players and Perspectives Defined

The **2000ERI** defines and clarifies each of the elements of an end to end Recruiting Solution. It then defines a smaller map which is used to compare and contrast the offerings of over 250 vendors allowing investors and buyers to create real end to end solutions.

In addition, the volume articulates the motives and perspectives of each of the various categories. The overlapping and conflicting perspectives of each of the players cause much of the confusion in the market. Anyone attempting to make critical decisions in the market, from acquisition of an entire company through the decision to purchase the services of a particular vendor will appreciate the clarity provided by this analysis.



Thousands Of Players And Approaches



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SYMBOL	Company Name	Sector	Open 1999	Close 1999	Change
ADECY	Addecco	Temp Agency	\$59.13	\$96.00	62.35%
AHLS	AHL Services	Outsourcing	\$31.50	\$20.88	-33.73%
ALRC	Alternative Resources Corp	Outsourcing	\$12.00	\$5.50	-54.17%
ANLY	Analysts International	Outsourcing	\$17.44	\$12.50	-28.34%
ASGN	On Assignment	Contract	\$33.13	\$29.88	-9.81%
BBSI	Barrett Business Services	Outsourcing	\$9.00	\$6.63	-26.39%
BUTL	Butler	Outsourcing	\$16.67	\$11.00	-34.00%
CDI	CDI Corporation	Contingency	\$20.31	\$24.13	18.77%
CFS	Comforce Corporation	Contract	\$5.00	\$2.88	-42.50%
CHRZ	Computer Horizons Corporation	Contract	\$29.97	\$29.63	-1.16%
DRTK	GTS Duratek	Outsourcing	\$5.25	\$7.88	50.00%
ESOL	Employee Solutions	PEO	\$2.50	\$0.69	-72.50%
HAKI	Hall, Kinion	Contract	\$7.13	\$21.50	201.75%
HDWY	Headway Corporate Resources	Contract	\$6.00	\$4.38	-27.08%
HSII	Heidrik and Struggles	Executive Search	\$14.06	\$42.25	200.44%
IS	Interim Services	Temporary	\$23.38	\$24.75	5.88%
JOB	General Employment Enterprises	Temporary	\$5.59	\$4.75	-15.10%
KEA	Keane	Outsourcing	\$39.50	\$32.13	-18.67%
KELYA	Kelly	Temporary	\$31.01	\$25.13	-18.97%
KFY	Korn Ferry	Executive Search	\$13.00	\$36.38	179.81%
MAN	Manpower	Temporary	\$23.52	\$37.63	59.97%
NTSC	Nat'l Technical Systems	Contract	\$4.80	\$3.88	-19.21%
OLS	Olsten Corporation	Temporary	\$7.67	\$11.31	47.56%
OSIX	Outsource International	Outsourcing	\$5.00	\$1.91	-61.88%
PGA	Personnel Group of America	Contract	\$17.75	\$10.25	-42.25%
REGI	Renaissance Worldwide	Contract	\$6.06	\$7.38	21.65%
REMX	Remedy Temp	Temporary	\$15.00	\$19.00	26.67%
RHI	Robert Half International	Contingency	\$42.88	\$28.56	-33.38%
RMCI	Right MgtConsultants	Career Mgt	\$14.25	\$11.50	-19.30%
ROMC	Romac	Contingency	\$20.50	\$13.44	-34.45%
SBLI	Staff Builders	Temporary	\$0.50	\$0.31	-37.50%
SOLP	Solomon Page Group	Contingency	\$1.63	\$2.44	50.00%
SOSS	SOS Staffing	Contract	\$7.25	\$4.38	-39.66%
SYNT	Syntel, Inc	Contract	\$12.75	\$16.19	26.96%
TEAM	National Tech Team	Outsourcing	\$7.06	\$4.81	-31.86%
TSRC	Technisource	Contract	\$9.94	\$5.88	-40.88%
TSK	Computer Task Group	Contract	\$27.55	\$14.81	-46.24%
VOL	Volt Information Services	Contingency	\$22.50	\$23.88	6.11%

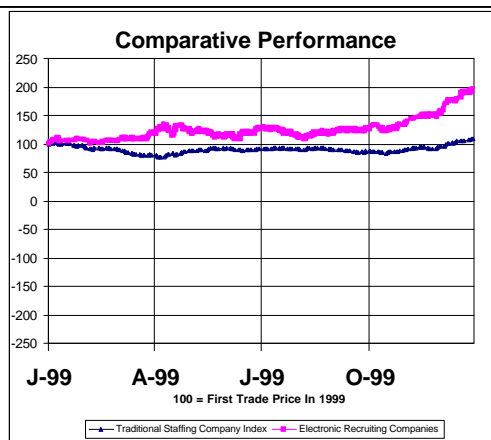
Traditional Staffing Company Stock Performance 1999



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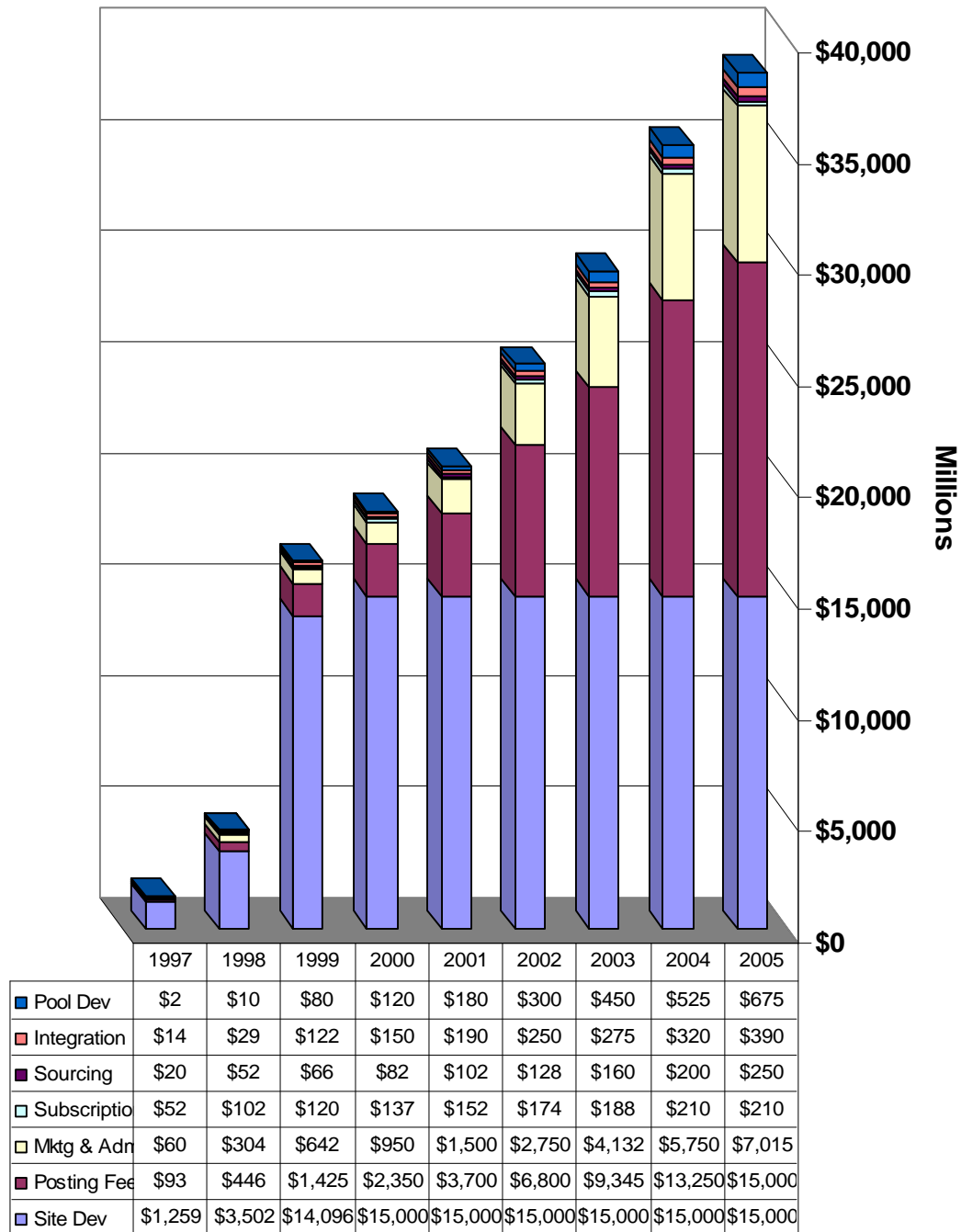
Symbol	Company Name	Sector	Open 1999	Close 1999	% Change
AOL	America Online	Internet	\$37.20	\$75.38	102.60%
CBDR	CareerBuilder	Job Board	\$16.00	\$6.44	-59.77%
CBS	CBS Broadcasting	Traditional Media	\$31.88	\$63.94	100.59%
CMGI	CMGI	Internet	\$28.63	\$276.88	867.25%
DJ	Dow Jones	Traditional Media	\$47.73	\$68.00	42.47%
ECP	Central Newspapers	Traditional Media	\$35.40	\$39.38	11.24%
EXBX	EarthWeb	Internet	\$39.75	\$50.31	26.57%
GE	General Electric	Traditional Media	\$99.34	\$154.75	55.77%
HHNT	Headhunter.net	Job Board	\$10.19	\$12.56	23.31%
HIRE	Webhire	Staffing Automation	\$6.00	\$16.88	181.25%
HLM	Helmstar	Job Board	\$1.00	\$5.13	412.50%
HOTJ	Hot Jobs	Job Board	\$7.63	\$43.69	472.95%
IDGB	IDG Publishing	Traditional Media	\$17.19	\$11.56	-32.73%
INTK	Inktomi	Internet	\$35.03	\$88.75	153.35%
KRI	Knight Ridder	Traditional Media	\$50.29	\$59.56	18.43%
MSFT	Microsoft	Internet	\$70.50	\$116.75	65.60%
NYT	New York Times	Traditional Media	\$33.92	\$49.13	44.81%
OMC	Omnicom Group	Ad Agency	\$57.33	\$100.00	74.42%
ORCL	Oracle	Staffing Automation	\$28.67	\$112.06	290.92%
PME	Penton Media	Traditional Media	\$19.50	\$24.00	23.10%
PSFT	Peoplesoft	Staffing Automation	\$19.75	\$21.31	7.91%
SAP	SAP AG	Staffing Automation	\$34.41	\$52.06	51.29%
SRCH	US Search	Internet Staffing Service	\$10.06	\$7.50	-25.47%
STAD	Student Advantag	Internet	\$8.00	\$22.19	177.34%
TJOB	Top Jobs	Job Board	\$15.81	\$7.56	-52.17%
TMPW	TMP Worldwide	Ad Agency	\$39.94	\$142.00	255.56%
TRB	Tribune Company	Traditional Media	\$32.88	\$55.06	67.46%
VERT	VerticalNet	Internet	\$51.00	\$164.00	221.57%
WPO	Washington Post	Traditional Media	\$571.59	\$555.88	-2.75%
YHOO	Yahoo	Internet	\$128.94	\$432.69	235.58%

Electronic Recruiting Company Stock Performance 1999



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Our Industry Value Forecast, 01-00 \$40B Market In 2005



Our market analysis shows over \$15B in spending on Electronic Recruiting in 1999.



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Recruiter's Survey Of Vendor Performance

Our survey of over 3,000 Recruiters covers the following variables for 50 online services.

Attribute	Description
Brand Strength	The combination of market awareness and customer satisfaction. Should be compared against market awareness for clarity. In cases in which market awareness is high and brand strength is low, word of mouth marketing will not increase revenue. Low brand strength and high market awareness is an indication of the severity of the customer satisfaction problem.. On the other hand, high brand strength with low market awareness is an indication of advantage available for revenue increases through guerilla style advertising and marketing.
Market Expansion Potential	The inverse of Market Awareness. Answers the question "How effective would additional advertising and marketing expenditures be at increasing sales." An alternative view of this attribute might include a question about the enterprise's emphasis on technology over marketing.
Sales Effectiveness	Of those potential customers who are aware of the service, how many have tried it as paying customers. The attribute can also be seen as the effect of over budgeting in advertising at the expense of growth in the sales force. This strategy is used frequently by Public companies whose sales team is really charged with increasing the stock price.
Market Awareness	Of all of the Recruiters we surveyed, what percentage has heard about the service and can distinguish it from others. This is the most basic measure of marketing budget adequacy and effectiveness.
Customer Satisfaction	A summary score that describes, with equal weighting, the experience of paying customers. Variables including interface design, Resume quality and posting results are included in the score.
Acquisition Desirability	A combination of Brand Strength and Sales Force Effectiveness. The ranking is applied evenhandedly whether or not a particular service is available for acquisition. Acquisition desirability is a measure of the likelihood of sustained market expansion given the current set of business practices.
Immediate Growth Potential	A measure of the potential impact of an immediate increase in the sales budget. It is the difference between market conversion and market penetration.

The survey is of particular interest to buyers and investors who are grappling with market reach and cost effectiveness questions. The survey, based on the experience of paying customers clearly defines the winners, losers and market opportunities in the Electronic Recruiting Marketplace.



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Covered Vendors and Category Definitions

Service	Category	Service	Category
Net Temps	3rd Party Job Posting Svc	Vault.com	Board
Recruiter's Online Network	3rd Party Job Posting Svc	RecruitUSA	Consolidated Posting
Alta Vista	Board	Hiresystems	End To End Solution
America's Job Bank	Board	Personic	End To End Solution
Best Jobs In The USA	Board	Resumix	End To End Solution
Career Builder	Board	WebHire	End To End Solution
Career Engine	Board	CareerCast	Posting Distribution Svc
Career Magazine	Board	Brilliant People	Recruiting Svc
Career Mosaic	Board	CareerCentral	Recruiting Svc
Career Web	Board	Employmet	Recruiting Svc
CareerCity	Board	Hire.com	Recruiting Svc
CareerPath	Board	Isearch	Recruiting Svc
Careers.wsj.com	Board	ITTA (ProRecruiter)	Recruiting Svc
CareerSite	Board	kforce.com	Recruiting Svc
Classified 2000	Board	The Works USA	Recruiting Svc
FutureStep	Board	Computer Jobs	Targeted Board
Headhunter.net	Board	DICE	Targeted Board
Help Wanted USA	Board	Job Trak	Targeted Board
Hot Jobs	Board	LatPro	Targeted Board
Job Bank USA	Board	Leaders Online	Targeted Board
Job Engine	Board	Med Search	Targeted Board
Job Options	Board	Minority Job Bank	Targeted Board
jobs.com	Board	techies.com	Targeted Board
Monster Board	Board	Virtual Job Fair	Targeted Board
NationJob Network	Board		

Category Descriptions

1. Board

The typical (still primitive) online job service featuring job postings, resumes, a search engine and a matching process.

2. 3rd Party Job Posting Service

Companies that work exclusively for 3rd party staffing firms. They post jobs to broad distribution lists and hundreds of websites. Typically a subscription service, these companies broadcast job postings in order to extend the reach of their customers.

3. Recruiting Service

This category, pioneered by TheWorksUSA, manually attracts and sorts candidates in direct response to customer requirements. There is a large element of human involvement in the development of the resume database and customer effectiveness. Many of the entries proffered by existing staffing forms fall into this category.

4. End To End Solution

Typically, end to end solutions are proposed by companies from the traditional staffing automation industry (Resumix, Greentree, etc). In theory, they claim to deliver everything from candidate attraction to hiring process management.

5. Posting Distribution Service

Somewhat badly named, this category was pioneered by Junglee. It has been called "zero effort recruiting". Companies in this category provide robotic acquisition, reformatting and distribution of job postings from a corporate job site to a job board (or boards).

6. Consolidated Posting

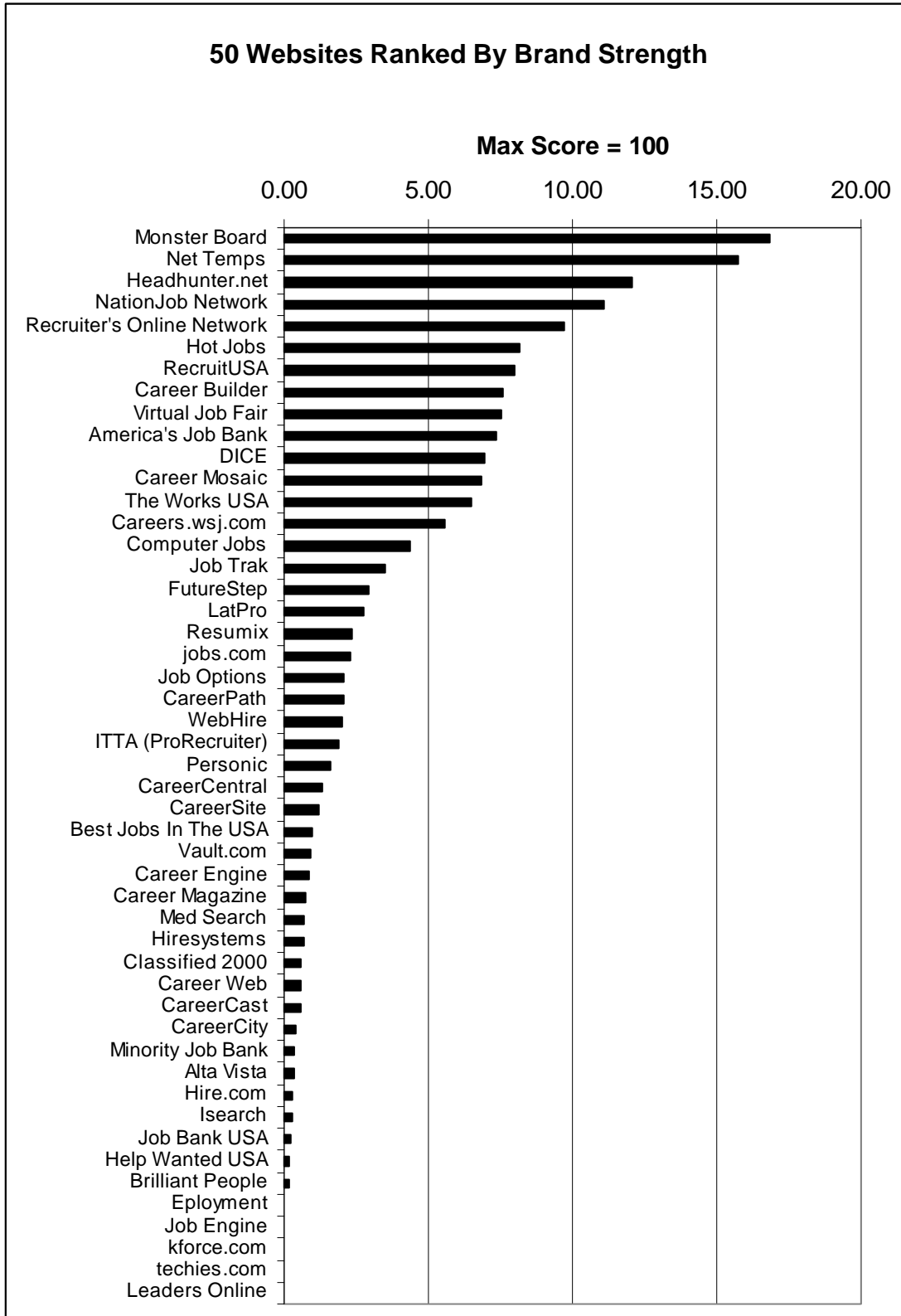
1999 brought the emergence of services that provide one-stop shopping (the beginnings of targeting) for job posting placement. From Best Internet Recruiter to IIRC, the companies offer services that are the equivalent of services that used to be offered by ad agencies. Unified billing (select your targets, get one invoice) is the hallmark of a fully mature player in this sphere.

7. Targeted Job Board

The future of online recruiting (in the medium term) is going to be held by niche operations that deliver targeted job opportunities to specifically defined audiences. Surprisingly slow to mature, these narrowly defined operations are relatively easy to operate profitably.



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10 Differences Between Ecommerce and Electronic Recruiting

1. **Shortages.** Most Ecommerce environments assume that the supply of goods, material or services is infinite. Inventory management, when practiced, is an ordering discipline, not a supply management discipline. At the root of any growth in Electronic Recruiting is not technology but labor shortage. The demographics indicate sustained labor shortages for many generations. Economic growth has outpaced the labor supply.
2. **Customization.** All recruitment transactions involve nitty gritty customization. "This employee in that workforce" is a decision with enormous investment, cultural and risk aspects. The fit, never perfect in times of abundance, is increasingly brokered. Since the transaction always involves detailed customization, the industry leads the technology instead of the more normal Ecommerce circumstance (customization in search of a product).
3. **Regionality.** We imagine an employment marketplace with at least 3 dimensions (It is more like 7 but understanding a 3 dimensional marketplace is tough enough to grasp). The market begins as a web-like environment and is radically decentralized as an historical artifact. The dimensions of the marketplace are: Geographical/Professional Region, Industry and Customer size. We imagine a market that can sustain at least 20,000 profitable nodes (250 MSAs times 4 types of customer times 20 industries). As an example, an operation that recruits mechanics for small businesses in Oklahoma City is unlikely to be a viable competitor with a company who recruits IT professionals across Lucent Divisions in Northern New Jersey.
4. **Internet Penetration / Demographics.** The employment question is extremely complex because it ranges across demographics (everyone works). The tools and techniques required to fill retail management slots are different from those that work in IT projectization, from those required for different kinds of nursing and so on. Success in the marketplace depends on having adequate momentum to establish a working market in a particular arena. That means that market timing is a real (and sophisticated) issue.
5. **Non-Standard Inventory.** Since customization is the norm, the essentials of current Ecommerce initiatives tend to fail. There is no standard definition for most of the variables (i.e. a civil engineer at Campbell's Soup performs an extremely dis-similar function to one at Boeing. The very language used to describe the two jobs reads identically but means radically different things). In other words, there is no ISBN (International Standard Book Number) in employment.
6. **Supply Dislocation.** In current and future employment marketplaces, the question will always be "Now that I can define what I want, what constitutes an acceptable substitute". So, rather than exact matching of needs and capabilities, the conclusion of an employment transaction always involves a great deal of approximation.
7. **Radical Changes In The Management of The Market.** The labor shortage has the net effect of shifting the power in the traditional employment equation. Employees are now the buyers and employers the sellers. Five years ago the situation was reversed. Prior to five years ago, no human being had ever experienced a permanent labor shortage. Therefore, the attitudes, techniques, opinions, ethics and skills of "Recruiters" are under extraordinary pressure. It is not fundamentally a technical problem though it may have a partial technical solution. It is a market problem with an interesting aspect...A technology has emerged that can be used as a training ground for a new kind of recruiter.
8. **Market Penetration.** There appears to be a five year cycle for the full adoption of new recruiting techniques and market mechanisms. Job Boards took five years to mature from a footnote to the predominant recruiting method. Talent Auctions will take the same amount of maturation. Both buyers and sellers have to adjust to the new mechanism. Employees (the buyers) adjust more rapidly than Companies (the sellers) so the early days of market adoption provide real windfalls for early adopters.
9. **Industry Incentives.** The most observable players in the space are media companies (newspaper empires), ad agencies (who used to own the market), search firms (Heidrick and Struggles, CDI), HR Software Companies, contract firms (mostly technical), job boards, HR Departments, temporary agencies and so on. Each group brings a historical bias, investment capability and culturally driven decision making cycles. The market is entered based on a pain threshold for the most part. Many of the players are adopting the pricing and market models of the others as they enter the arena.
10. **Market Awareness.** Few of the players are able to see beyond their own noses. Though we've sketched a broad view of an extremely distributed, shortage driven, very nichey marketplace (perfect for the web, don't you think), each individual player tends to see a more monolithic landscape. Often, successful growth and profitability are the victims of a weak understanding of the market. This lack of market clarity can be directly attributed to pre-shortage market behavior. It simply was not necessary to have a focused understanding of the market until recently.



LifeCycle Recruiting

In our **1999 Electronic Recruiting Index**, we defined the parameters of LifeCycle Recruiting. Emphasizing skills that are most likely a part of other organizations, 21st Century Recruiting demands a radical reorientation for the core Recruiting process. Whether or not today's Recruiters accomplish the effort, successful firms will have to come to grips with managing the labor force as a supply/inventory/availability problem. Today's chaotic Electronic Recruiting Marketplace is simply a symptom of the transition. As companies become more skilled in the development of long range staffing resources (candidate pools), the market will reorient itself to provide those services.

The essentials of Life Cycle Recruiting include:

- ⇒ A focus on the candidate as the holder of value;
- ⇒ A deployment of long term relationship management tools and skills;
- ⇒ An understanding of real value delivery;
- ⇒ A comprehensive view of long term hiring requirements;
- ⇒ A vision of Recruiting reaching from earliest vocational choice to retirement;
- ⇒ Tight control of the orientation (assimilation) process;
- ⇒ Development programs that defy current organizational boundaries (ie, continuing education for former employees, skills development in advance of hiring, the development of new skills pools and so on);
- ⇒ Presourcing programs that reach well into local businesses and education establishments years in advance of a specific hiring requirement;
- ⇒ Value added relationship development programs that focus on the benefits to the potential candidate;
- ⇒ The expansion of referral programs in ways that give each employee Recruiting responsibilities;
- ⇒ Reorientation of HR as a profit contributor;

Making HR a Profit Center



Contents Of The 2000 Electronic Recruiting Index

Area	Contents	Audience Uses
Introduction	<ul style="list-style-type: none"> ⇒ Annual Sales Volume ⇒ Market Segmentation ⇒ Job Posting Volume ⇒ Key Milestones, 1999 	General, Market Research, Industry Background, Investment Parameters
The Structure of the Industry <ul style="list-style-type: none"> ⇒ Overview ⇒ Players, Motives and Viewpoints 	<ul style="list-style-type: none"> ⇒ 29 Player Types Examined ⇒ Motives and Viewpoints ⇒ Differences By Customer Size ⇒ Market Complexity Explained 	Customer Segmentation, Translation of Sales Hype, Sizing and Expansion Potential, Investment Segmentation
The End to End Solution <ul style="list-style-type: none"> ⇒ Functions Of A Solution ⇒ Candidate Acquisition ⇒ Hiring Manager ⇒ The Recruiting Campaign ⇒ The HR Manager's Perspective ⇒ The Synthetic View 	<ul style="list-style-type: none"> ⇒ Detailed Explanations ⇒ Synthesized Map ⇒ Background For Comparison ⇒ Models For Integration 	Buyers, Investors, Developers, Managers and Line Recruiters need this overview to understand the differences between suppliers in the industry. A synthetic map is explained as a way of comparing the companies in Volume II
Price of A Resume <ul style="list-style-type: none"> ⇒ Meaning Of A Resume ⇒ Specific Information Influences ⇒ Value Of A Resume ⇒ Opportunity Cost 	<ul style="list-style-type: none"> ⇒ Detailed Valuation Guidelines for Resume Data ⇒ Includes Time Sensitivity 	Buyers, Investors and Managers who own Resume Databases can use this valuation model to define the worth of a specific Resume Database
Recruiters' Survey Results <ul style="list-style-type: none"> ⇒ Introduction ⇒ Service Types ⇒ Ranked Results 	<ul style="list-style-type: none"> ⇒ 3,000 Recruiters Interviewed ⇒ 50 Services Evaluated ⇒ Rankings In 8 Categories 	Buyers, Investors and Brand managers will find the measures of Satisfaction, Brand Strength and Acquisition Desirability useful for comparisons.
Competitive Analysis <ul style="list-style-type: none"> ⇒ Overview ⇒ Background ⇒ Competitive Thrust ⇒ Competition Summary ⇒ Scenarios 	<ul style="list-style-type: none"> ⇒ Sample Staffing Firm ⇒ Competitive Scenarios ⇒ Investment Alternatives ⇒ Consequences Of Failure 	Managers, Investors and Buyers will find the scenarios useful for strategy development. The generic white-paper is a warning to the overall Staffing Industry.
Recruiting Stocks - <ul style="list-style-type: none"> ⇒ Performance Analysis I ⇒ Electronic Recruiting Stocks ⇒ The Traditional Staffing Industry ⇒ Stock Performance-Internet Play 	<ul style="list-style-type: none"> ⇒ 62 Public Companies ⇒ New Players ⇒ Traditional Players ⇒ Performance Comparisons 	Buyers, Managers and Investors will clearly benefit from the detailed comparison of stock price performance and the correlation to web investment.
Forecasts and Predictions	<ul style="list-style-type: none"> ⇒ Our Annual View Of What's Next 	Investors, Managers and Buyers get a view for strategic planning purposes
Volume II	<ul style="list-style-type: none"> ⇒ 250 Web Companies ⇒ Evaluated ⇒ Mapped By Contribution 	Buyers, Investors and Managers will get clarity about the relative strength of a company's web offering as well as its functional contribution to an end to end solution



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