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STAFFING A WEB VENTURE: PROFILES IN VISION #1

In 1997, Management Recruiters International (MRI) faced a critical problem. The World Wide Web, after several years of looking like a passing fad, appeared to be here to stay. MRI executives realized that continued success depended on fielding some sort of Web initiative.

Staffing became the critical question. In 1997, there were few web professionals. Even fewer combined the technical and professional strengths required by MRI's unique circumstances. Part franchiser and part "company store", MRI's 700 offices are legendary for their independence. A Web endeavor that served the branch offices while minimizing the drain on company resources was the objective. Who would run it was the question.

Cleveland, home to MRI's corporate headquarters, is also ground zero for the Rock and Roll Hall of fame and the world's most influential "performance art festival". With one foot in the Industrial era and another in pop culture, the city is schizophrenic at best. Viewed from the air, the city is 50% decaying steel mill and 50% shimmering 21st Century metropolis.

The right player would combine an unusual set of skills including technical savvy, the willingness to experiment, dogged persistence and the vision required to take a conservative organization into a fast moving future. In hindsight, you could hardly imagine a better place in which to discover a future web leader. At the time, the idea was a long way from being intuitively obvious.

Alan Schonberg, MRI's founder, built the company with 25 years of staffing brilliance, win-win motivations and sheer franchise smoke and mirrors. As he contemplated the decision, an unlikely candidate came to mind.

The Cleveland Performance Art Festival is the World's Largest . This annual multi-week Festival presents over 100 artists from

PEOPLE FINDERS REVISITED
WEBSITES & TECHNIQUES

Two or three years ago, we marveled at the Web's ability to find people. For the cost of Internet access and a computer running Internet Explorer, anyone could instantly retrieve a phone number, address and other simple information. Sites like **WhoWhere** (www.whowhere.lycos.com) led the pack then and continue to dominate service delivery today.

Like many web services, the most important thing to remember about finding people on-line is "Not all of the world's knowledge is on the Internet. Even less is in one single place." Rather, tracking people down requires the use of many resources. To gain effectiveness, Recruiters need to be familiar with a number of services.

The key is understanding what motivates the services in the

CONTENTS

Introducing

RECRUITING SEMINARS IN A BOX®
Advanced Searching And Sourcing Techniques

interbiznet.com

Internet Training - without lost office time!

You know the old adage, "Time is Money". Well, Time out of the office is Lost Money. Can you afford to pull your recruiters off the phone to travel to another city, stay at expensive hotels for several days, and listen to two-day lectures on How to Recruit? You're spending thousands per Recruiter to get a few search engine tips. When your Recruiters return, their workload is a logjam, and placements (Dollars) are permanently lost.

Is this what you really want?

IBN has the answer - **Seminar in a Box**. We have culled the absolute Best of Searching & Sourcing Techniques and compacted them onto CD's. Included are step by step instructions for Internet Recruiting quickly and efficiently. These CD's can be used when You want, without interrupting the flow of phone calls that represent the steady stream of cash into your Recruiting Operation. Train your Employees during the Down times in your office, whether it's an hour here or two hours there. Get extensive, repeatable training when you're ready, when your office can afford it, for one-tenth the cost you have been paying.

The IBN Seminar In A Box set is a video version of our wildly successful Advanced Searching and Sourcing Techniques Seminar. Over the past two years, we have delivered this material to more than 2,500 Recruiters who took the day out of the office, spent $995 and had one opportunity to absorb the ideas in our classes. Seminar in a Box gives the opportunity for repeated viewing scheduled around workload. You can send your entire staff to our workshop without disrupting your workflow.

Seminar in a Box CD set includes:

- **Technology Baseline**
- **Key Search Engines**
- **Advanced Search Tools**
- **Candidate Mines**
- **Results Management**
- **Passive Candidates**

- **Spiders & Robots**
- **Candidate Acquisition**
- **Candidate Pools**
- **Agents**
- **Email Integration**
- **Over Thirty Software Tools**

The labor shortage is getting worse, driven by the change in Demographics. You **Can** adapt to the newest technologies to get the competitive edge necessary to not only survive, but thrive. And you **Can** do it without bankrupting your firm.

Seminar in a Box is only $395 ($295 for advance orders!). Our CD set will be shipped to customers on 6/1/99, order your money saver and money maker today!

Use the order form on the back of the newsletter or Call our offices today at

415.380.8244

Accepting Advance Orders Now!!!

THE VIEW FROM 35,000 FEET

interbiznet.com

This column got its name during the years that we flew all over the country delivering seminars. Like carpetbaggers, we moved from city to city getting to know recruiters all over the country. Composed in cramped coach airline seats, we wondered if the electronic era would ever dawn.

Well, things are changing.

Along the way to building a seminar business, we discovered something obvious. Using the web as a Recruiting platform can not be taught in a single day's sitting. It can not be easily absorbed by a Recruiter who has a day out of the office environment in which to master a whole new way of thinking. Often, our students were awed by the potential only to be buried in standard workload when they returned to the office.

Imagine, if you will, that the 20th Century Recruiter has a future that resembles the Blacksmith of 1899. The assembly line all but eliminated the blacksmith from the American economy by 1920. Attending a one day seminar on assembly line techniques would have done as much for a blacksmith as a one day seminar on Internet Recruiting does today.

Migrating a Recruiting Operation from traditional methods to the Internet requires top down commitment that includes adequate funding. It includes recurring practice, time to explore the Internet's capabilities, adequate equipment, Internet Accounts and, most importantly, management's expectation that the Net will produce results. All is for naught if the desk based Recruiter is not held accountable for producing results with these new tools.

Rather than continue to pursue the myth that a classroom somehow confers instant understanding, we have re-wickered our education programs.

In June, we will start shipping our Seminar in a Box. The product, (a video version of our classroom seminar) is designed to conquer two things:
- The High Price and inconvenience of classroom based instruction and
- The theory that you can "get it" in one sitting.

Priced at $395, ($295 for advance orders) the CD package is designed so that the entire staff can benefit from the seminar, at their own pace.

If you've budgeted the typical $995 for an Internet Techniques seminar, we suggest that you use the savings to take yourself and a friend to a fancy hotel with no requirement to be in an uncomfortable classroom.

The other project we've begun involves a higher level, more customized consulting service. The offering can be tailored from a range of options designed to teach approaches that are specific to your organization. Call our offices at 415.380.8244 for more information.

The web is all about individualized service delivery. Here at IBN, we make an effort to develop products, services and educational materials that are really relevant. We think we can make the overall market prices drop while increasing the quality of service we provide. That's how the web works.

Finally, we're experimenting with video. Any day now, the basic Recruiting transaction will be a desktop video conference. We'll try to make all of the mistakes before you do. That way, we can help you avoid the learning curve. Keep your eye on the website for more detail.

IBN: INTERBIZNET.COM

IBN: interbiznet.com is a Northern California company dedicated to:

Defining Excellence in Electronic Recruiting.

We publish free award winning daily newsletters on the World Wide Web at :

http://www.interbiznet.com

We also publish an annual survey of the Electronic Recruiting Industry called The **Electronic Recruiting Index**.

Each year we review and evaluate all of the Websites from HR Departments, 3rd Party Recruiters, Newspapers and Recruitment Advertising Agencies.

We identify the industry leaders, define trends shaping online Recruiting

and offer strategic and tactical advice for companies who use the Internet as a Recruiting Tool.

Our services include enterprise consulting, in-house training and continuing education for Electronic Recruiters.

RECRUITING AS A PERFORMANCE ART: MRI SETS THE STANDARD FOR VISION

interbiznet.com

(Continued from page 1) around the world and offers more than 100 performance events dozens of venues throughout the region. Hundreds of artists worldwide send applications to the Festival and a respected constituency representative panel selects featured artists to present new performance art work, lectures, workshops, residencies, educational programs, and showcase opportunities in collaboration with area schools, theatres, universities, art centers, shopping malls, night clubs, museums and public spaces. The Performance Art Festival has gained national attention for its rigorous aesthetic, artistic risk-taking, and community participation and involvement.

Performance Art, in case the term is unfamiliar, is cutting edge temporary (performance) art. Known for sustained levels of culture-shock and an ethic of questioning the authority of cultural norms, the art form includes the works of well known practitioners (Yoko Ono and Laurie Anderson, for instance) as well as legions of lesser known artists. Thomas Mulready, the festival's founder and director, routinely assembles the

Diverse cast of characters who deliver the festival throughout Cleveland. A performance artist himself, Mulready is personally responsible for the degree to which this new challenging art form has taken root. His annual
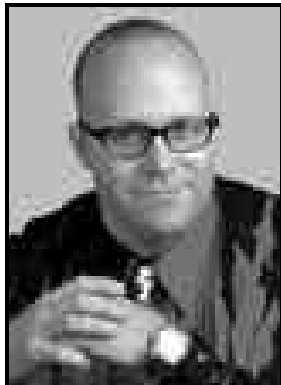
Thomas Mulready, Web Guru

festival provides a launch point for both new and established performance artists.

It took the mind of someone like Alan Schonberg to see that the same energy required to make Cleveland the world's center of performance art would be required to make MRI's efforts viable on the web. To deliver a decade's worth of festivals, Mulready combined frugality, guerilla promotion, persistence and vision into a single seamless, constant push.

The same energy would be required to bring MRI from the technical Stone Age into the 21st Century. It took remarkable vision to see that

XII Performance Art Festival
April 12 – May 2, 1999
Cleveland, OH USA

CALL FOR ARTISTS

application (pdf)   application (printable text)

email the festival

Once again at the Cleveland Public Theater
6510 Detroit Rd
Cleveland, OH 44102

Performance Festival Home Page

creating an avant-garde festival from whole cloth and nurturing a corporate web endeavor have much in common. Mulready's work stands as a testament to Schonberg's vision.

Imagine the challenge of promoting something as odd as a performance Art Festival to the sturdy, conservative mid-western culture of Cleveland, Ohio. While the task would be daunting in San Francisco, where the city is a sort of performance art, Cleveland is a no-nonsense town (with the possible exception of its long term infatuation with the losing "Browns" football team). Mulready viewed the self-made opportunity as "a chance to grow a virus in the least hospitable place". This same taste for impossible tasks is the foundation of his current successes at MRI.

Mulready, Performance Artist

When he arrived on the job, MRI's web presence consisted of three or four web pages. The content of the pages was recycled from existing MRI brochures. The design was, to put it mildly, lifted indirectly from Microsoft's standard issue clip art folders. Simultaneously handicapped and liberated by his complete lack of formal Recruiting experience, Mulready began to look for leverage points in the system.

MRI is organized into about 700 fiefdoms. While the offices learn from each other, they also compete heavily for corporate resources. The essence of the MRI franchise system is that the branch offices pay a routine "tax" to headquarters. Out of this kitty, the company returns a stream of services to the offices. Profitability is, on one level, the difference between what is take in in "tax" and what is delivered as services.

From a tactical perspective, this means that corporate resources are allocated and budgeted with extraordinary thriftiness. There is little room in a system like this for new initiatives.

At the same time, Mulready was able to see the remarkable untapped synergy available from getting the offices to cooperate with each other. He is fond of saying that MRI has the largest team of professional

MRI S WEB VENTURES *(CONT D)*

interbiznet.com

Intelligent Staffing Solutions for the New World of Work

The Current MRI Corporate Website:
A Yawning Chapter From The Microsoft Clip Art Book
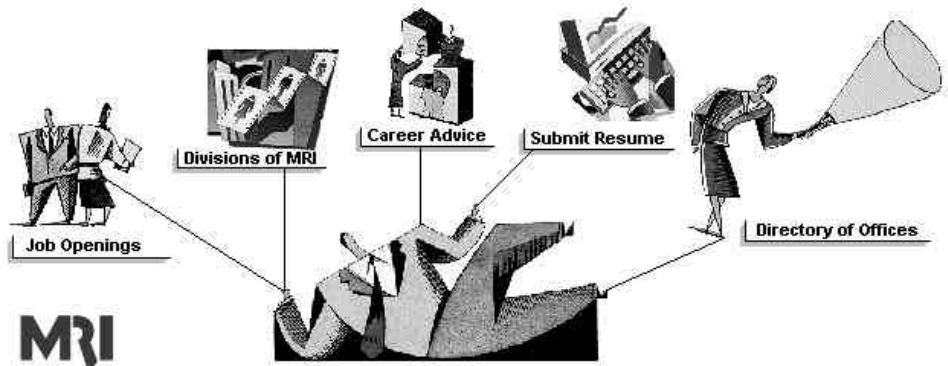
(Continued from page 4)
recruiters in the industry. He is less likely to remember the extent to which these professionals are forced, by corporate structure, to compete with each other. Although there were no obvious corporate resources to invest, Mulready set about harvesting the synergy.

Rather than bemoaning the lack of funds, Mulready devoted the early days of his tenure to developing a massive Intranet project. An Intranet is the term used to describe internal offerings that use Internet technologies as their basis. While the Internet moves data and communications between people and organizations, an Intranet moves data and communications within an organization.

The MRI Intranet is a stunning technical achievement. With little in the way of capital to invest, Mulready and his

offices are at least somewhat likely to handle any staffing request that comes their way. Mulready, free from the biases of franchising, realized that

Providing a technical infrastructure and making it work are two separate problems. 4,000 professional Recruiters can either be a strategic weapon or a total drag on corporate productivity. Given the fact that MRI's historical approach to training professional team members relies on heavy attrition to weed the good from the bad. Heavy investments in technology have been traditionally discouraged both at headquarters and in the various branch offices. The massive MRI workforce required motivation, demonstrations of results and adequate technology. While lobbying for additional funding (a past-time he de-

MRI s Core Market Problem: Brand Discrimination
### Bad Timing Prevented Recognizable Domain Ownership

http://www.mri.com	Mentor Graphics
http://www.mri-inc.com/	Management Resources, Inc
http://www.mricorp.com	Management Reporting Inc
http://www.managementrecruiters.com/	Management Recruiters Tallahassee
http://www.mgtrecruiters.com	Still Available!
http://www.mr.com	Micro Resources, Inc
http://www.mri2000.com/	Labco
http://www.mri-world.com/	Moores-Rowland International
http://www.recruiters-mri.com/	MRI of Birmingham, AL
http://www.netmri.com	MRI Central Island
http://www.mrinet.com/	The Actual MRI Corporate Site

small team managed to license (at almost no cost) a new technology for Website Development created by a pioneering entrepreneur in Cleveland. Called **Site Objects** ®, the tool allows any user, given the correct security levels, to modify and improve the area of the the Website for which he (or she) has responsibility. The degree to which **Site Objects** ®, allows decentralized decision making is at the root of Mulready's extraordinary design concept.

Traditionally, MRI offices are organized around geography. Rather than serving discrete industry niches, the offices have the charter for a specific region. As a result, most MRI

Industry specialization runs across the branch offices and has little to do with specific regions of the country. His initial, and still most important, concept was to organize the 4,000 or so MRI professional Recruiters into so-called Villages that are segregated by Industry orientation.

The **MRI Recruiter s Village** as the Intranet project is known internally, is a series of self governed entities that routinely exchange Resumes and Job postings. There are ongoing conversations in mailing lists and "chat areas". The company's substantial video training resources are being delivered, through the Intranet, in streaming video formats.
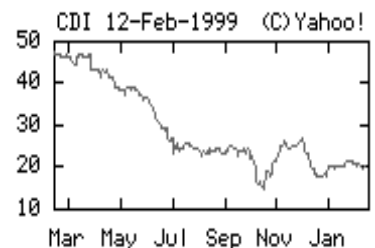
CDI: 52 Week Stock Performance
(MRI's Parent Presents Funding Challenges)

scribes as "a vocation derived from years in the non-profit sector"), Mulready harnessed himself to the task of being an evangelist to the 700 offices in the United States. Even the birth of

The Top 100 Electronic Recruiters
(From The 1999 Electronic Recruiting Index)

Sponsored by ComputerWorld IT Careers (http://www.computerworld.com/ car)

interbiznet.com

Each year, we survey the Electronic Recruiting Industry looking for trends, winners, losers, techniques, emerging tactics and the best tools for Recruiters. This years survey contains the results of a survey we conducted. The 400 question "instrument" was answered in full by over 2,500 Recruiters.

Based on their evaluations and our analysis, we developed a list of the best places (most effective for Recruiting) to post jobs online. We produce this "Top 100" ranking each year as a part of the Electronic Recruiting Index.

The awards are given by category. In the larger categories, we've identified the "Best In Class". Overall, the Recruiting Site Of The Year Award went to Junglee (recently purchased by Re-strac). According to the Recruiters we surveyed, the #1 site for Customer Satisfaction was the Computer Jobs Store.

3rd Party Recruiter

	Butler International, Inc.	http://www.butlerintl.com
	Financial Jobs.com	http://www.financialjobs.com
	Interim Services Inc.	http://www.interim.coom
	TaxSearch Incorporated	http://www.taxsearchinc.com
	Manpower	http://training.manpower.com
Best In Class	Matrix Resources	http://www.matrixres.com

Corporate

	KPMG Campus	http://www.kpmgcampus.com
	GE Careers Online	http://www.gecareers.com
	Hewlett-Packard	http://www.hp.com/jobs
Best In Class	Microsoft	http://www.microsoft.com/ skills2000/

Industry Enabler: Applicant Tracking

HireSystems	http://www.Hiresystems.com
Net Start	http://www.netstartinc.com
Personic	http://www.personic.com
Soft Shoe	http://www.softshoe.com

Industry Enabler: Company Research

Wet Feet Press	http://www.wetfeet.com

Industry Enabler: Distribution

Excite/ Classifieds2000	http://www.classifieds2000.com

Industry Enabler: Hands Off   *Recruiting Site Of The Year*

Junglee	http://www.junglee.com

Recruiting Site Of The Year

Industry Enabler: Hands-Off, Do It All

Careercast	http://www.careercast.com

Industry Enabler: Job Copy Models

Dream Jobs	http://www.hotwired.com/dreamjobs

Industry Enabler: Resource Collector

Recruiters Network	http://www.recruitersnetwork.com

Industry Enabler: Setting The Pace

Best In Class	CareerMosaic	http://www.careermosaic.com

Industry Enabler: Site Developer

I Search	http://www.isearch.com

Industry Niche: Accounting

Accounting.com	http://www.accounting.com

Industry Niche: Advertising

Ad Week	http://www.adweek.com/

Industry Niche: Banking

Jobs for Bankers	http://www.bankjobs.com

Industry Niche: BioTech

BIOCareer Center	http://www.biocareer.com

Industry Niche: College Students

College Grad Job Hunter	http://www.collegegrad.com
Job Trak	http://www.jobtrak.com

Industry Niche: Contract Technical

Contract Employment Wkly	http://www.ceweekly.com

Industry Niche: Education

K12JOBS.COM	http://www.k12jobs.com

Industry Niche: Engineering

Engineerjobs.com	http://www.engineerjobs.com

Industry Niche: Healthcare

HealthCareerWeb	http://www.HealthCareerWeb.com
HelathOpps	http://www.healthopps.com

The Top 100 Electronic Recruiters
(From The 1999 Electronic Recruiting Index)

Sponsored by ComputerWorld IT Careers (http://www.computerworld.com/ car)

interbiznet.com

Industry Niche: High End Temps

DICE	http://www.dice.com
Net Temps	http://www.net-temps.com

Industry Niche: Hispanic Careers

Saludos Career Web	http://www.saludos.com

Industry Niche: Insurance

Coverage.com	http://www.coverage.com
Insurance Career Center	http://www.insjobs.com

Industry niche: MBAs

MBA Employment Connect	http://www.MBANetwork.com

Industry Niche: Military Transition

Corporate Gray Online	http://www.greentogray.com

Industry Niche: Non-Profits

Community Career Center	http://www.nonprofitjobs.org

Industry Niche: Outdoor Jobs

Cool Works	http://www.coolworks.com

Industry Niche: Pharmacy Professionals

Pharmacy Week	http://www.pweek.com

Industry Niche: Recruiting Network

Recruiter's Exchange	http://rex.TopEchelon.com
Recruiters Online Network	http://www.ron.com

Industry Niche: Resume Database

Passport Access, Inc	http://www.passportaccess.com

Industry Niche: Truckers

Truckdriver.com	http://www.Truckdriver.com

Information Technology Specific

Infoworks: USA	http://www.it123.com
Virtual Job Fair	http://www/vjf.com
Computer World	http://www.computerworld.com/car/
EmergIT	http://www.emergit.com
Job Engine	http://www.jobengine.com
TechWeek	http://www.techweek.com
Best In Class Computer Jobs Store, Inc	http://www.computerjobs.com
#1 in Customer Satisfaction	**http://www.computerjobs.com**

Master Site

4Work	http://www.4work.com
Career Central	http://www.careercentral.com
Career City	http://careercity.com
Career Magazine	http://www.careermag.com
Careercast	http://www.careercast.com
CareerPath.com	http://www.careerpath.com
CareerWeb	http://www.CareerWeb.com
Espan	http://www.espan.com
Headhunter.net	http://www.headhunter.net
Virtual Job Fair	http://www/vjf.com
Best Jobs In The USA	http://www.bestjobsusa
Career Builder	http://www.careerbuilder.com
CareerSite	http://www.careersite.com
Hot Jobs	http://www.hotjobs.com
Monster Board	http://www.monster.com
Nation Job Network	http://www.nationjob.com
Online Career Center	http://www.occ.com
Best In Class CareerMosaic	http://www.careermosaic.com
Best In Class Wall Street Journal	http://www.careers.wsj.com

New Models: Ad Partnership

Best In Class Wall Street Journal	http://www.careers.wsj.com

New Models: Consulting Opportunities

ConsultLink, Inc.	http://www.consultlink.com

New Models: Interim MBAs

MBA Freeagents.com	http://www.mbafreeagents.com

New Models: Pricing

Career Central	http://www.careercentral.com

New Models: Umbrella Distribution Net

Digital Cities	http://employment.digitalcity.com

WEBSITE REVIEWS
MCKINSEY.COM

Expected changes in selected service jobs

Exhibit 6

Thousand jobs	Expected shrinkage	Expected growth	
Financial records processors	−250	562	Cashiers
Bookkeeping and accounting clerks	−178	559	Janitors and cleaners
Bank tellers	−152	479	Waiters and waitresses
Private household workers	−126	473	Physicians' assistants
Computer operators	−114	428	Home health aides
		415	Guards
		387	Nurses' aides

Source: US Bureau of Labor Statistics
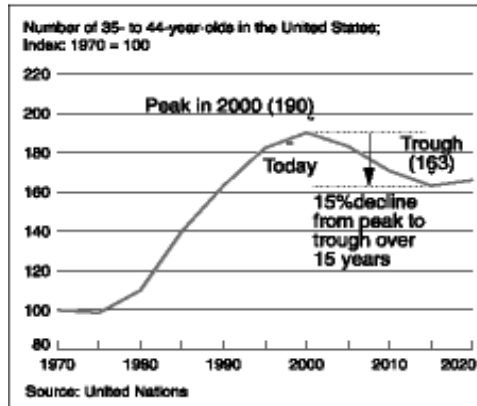
In a perfect world, everyone would have access to a team of researchers and consultants from the McKinsey company. Their aggressive recruiting strategy absorbs the best and brightest from the major Business Schools (Harvard, Wharton and Columbia), McKinsey has been defining the way we think about business for over a generation. From tactical advantages gained by firms who employ McKinsey consultants to the writings of Tom Peters, the company exerts an extraordinary influence on the way we see things in the business culture.

At IBN: interbiznet.com, we pride ourselves on articulating the driving forces behind the Electronic Recruiting explosion. We've had a number of clients within McKinsey. They can tell a good thing when they see it. Recently, we began exploring the massive and well executed Website at http://www. McKinsey.com. Cleverly combining a sales

Declining supply of future executives

Exhibit 1

Number of 35- to 44-year-olds in the United States;
Index: 1970 = 100

Peak in 2000 (190)

Today

Trough (163)

15% decline from peak to trough over 15 years

Source: United Nations

pitch for the company, a job application function and a treasure trove of well researched articles, the site deserves a prominent place on your list of favorite bookmarks.
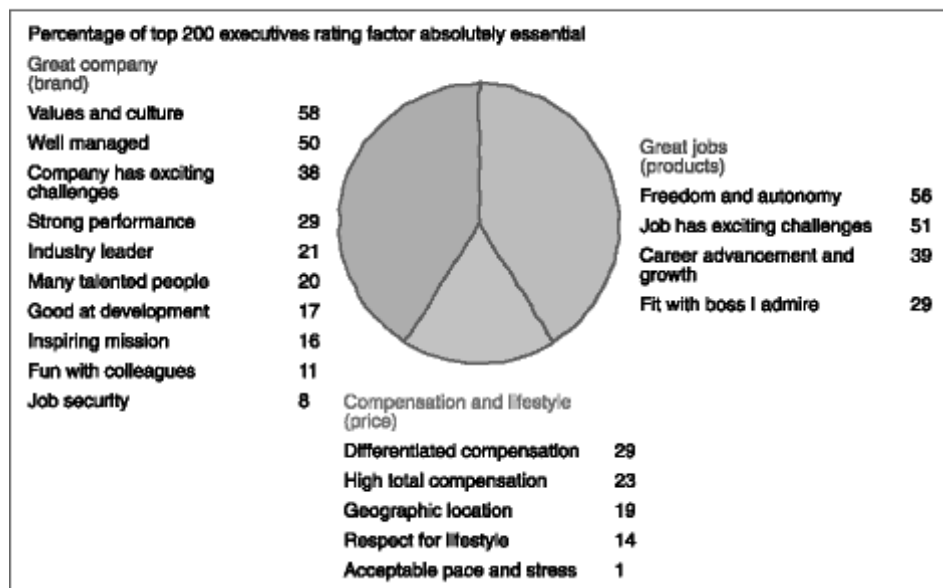
The material at McKinsey.com is not going to give you a single answer about Electronic Recruiting tactics. Rather, the site provides a refined diet of food for thought. Of particular interest is the McKinsey Quarterly at http://www. mckinseyquarterly.com.

Generally published for a fee in off-web settings, the past issues of the magazine offer significant and deep insight into useful tactics in Electronic Commerce. Coupled with several important articles on changes in workforce composition, the war for talent and retention tactics, the site provides a solid grounding in the information required to effectively compete in today's marketplace. We're certain that any reader of this newsletter would gain a meaningful benefit from a couple of hours spent perusing the Website.
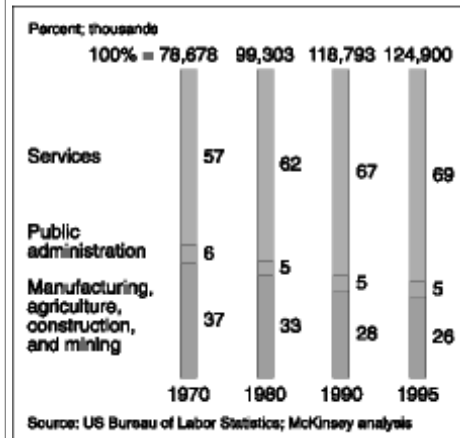
Each of the graphs on this page are taken from articles in the McKinsey archives (and are © McKinsey). They illuminate our assertion that the basics of Recruiting have changed. 21st Century Recruiting involves tactics that are the direct opposite of 20th Century tools. The material you can find on McKinsey. com reinforces the urgency of discovering an answer. The e-commerce material shows a view of customer relations that is the heart of any real solution.

What motivates talent?

Exhibit 3

Percentage of top 200 executives rating factor absolutely essential

Great company (brand)

Values and culture	58
Well managed	50
Company has exciting challenges	38
Strong performance	29
Industry leader	21
Many talented people	20
Good at development	17
Inspiring mission	16
Fun with colleagues	11
Job security	8

Great jobs (products)

Freedom and autonomy	56
Job has exciting challenges	51
Career advancement and growth	39
Fit with boss I admire	29

Compensation and lifestyle (price)

Differentiated compensation	29
High total compensation	23
Geographic location	19
Respect for lifestyle	14
Acceptable pace and stress	1

Distribution of jobs in US economy

Exhibit 1

Percent; thousands

	1970	1980	1990	1995
100% =	78,678	99,303	118,793	124,900
Services	57	62	67	69
Public administration	6	5	5	5
Manufacturing, agriculture, construction, and mining	37	33	28	26

Source: US Bureau of Labor Statistics; McKinsey analysis

THE 1999 ELECTRONIC RECRUITING INDEX
(The Industry Matures)

interbiznet.com

John Sumser's *1999 Electronic Recruiting Index* *(http://www.interbiznet.com/1999ERI)*

…captures the Demographic and Statistical Information necessary for the continued survival of Recruiting Websites, Online Recruiters, and the Agencies that serve them. The 1999 ERI includes a detailed Strategic Plan to help Online Recruiting Firms adjust to the changing realities in Electronic Recruiting. No other report on the industry includes comprehensive analysis of both Electronic Recruiters and the Vendors that supply them.

1999 ERI:The Industry Matures
Table Of Contents

Volume I:

Volume II:

1999 Electronic Recruiting Index

If you are a: *You get:*

Recruiting Manager- Life Cycle Recruiting Model
Labor Force Trends
Web Design Process
Strategic Planning Model
Job Posting Strategy & Design
Job Board Rankings

Advertising Agency Rep-
Market Segmentation
Job Posting Volume/Forecasts
Listings of Potential Customers
Market Opportunities
Key Contacts for all Job Boards
Top 100 Recruiting Websites
Marketing Online Services

The 1999 ERI covers the demographic shifts that are revolutionizing the Recruiting Industry. It answers fundamental Industry questions with strategic facts and forecasts, sorting through the "how to's And how not to's" of Electronic Recruiting Website development and implementation. Included with a ranking of the Top 100 Electronic Recruiters and the Top 1000 Job Boards, you'll also find information on over 1000 Industry Vendors, 7500 Electronic Recruiting websites with contact names & numbers, and a survey of 2500 Recruiters.

IBN: interbiznet.com is well known throughout the Online Recruiting community for its quality research publications and leading edge analysis. Our *1999 Electronic Recruiting Index* catalogues and critiques all available recruiting websites, and our free daily online newsletters (www.interbiznet.com) are rated # 1 in content for recruiting by Dow Jones. The **1999 ERI** is only $1495.00 for the two-volume set.

For more information, contact us at **800-358-2278**.

To review our 1999 ERI Executive Summary, go to: http://www.interbiznet.com/1999ERI/execsummary.PDF
To review our most recent Job Board Rankings, try: http://www.interbiznet.com/1999ERI/customersat1.PDF

IDEAS FOR WEB RECRUITERS

interbiznet.com

How does $87 Billion Grab You?

The latest Internet population statistics place 76 Million Americans online with a global estimate of over 150 Million total users. AOL signed up 1 Million new users in the first five weeks of 1999, the fastest ever subscriber growth rate. Over half of all households now own a Personal computer. Cable modems and other high bandwidth schemes are coming fast. Every one of these users will change jobs an average of once every six years (unless they are in Silicon Valley where things move at a faster pace).

Discounting high turnover regions, that's 12.5 Million job changes this year. With something like 3 Million discrete job postings, nearly a quarter of Recruiting has some sort of online component.
What's the transaction value?
We have long held the notion that third party fees are pegged at market rates. While we get some disagreement from HR players, we think that internal costs (not all of which are measured well) generally equal the low end of third party rates (20%). The median national salary is about $35K/year. From that angle, the cost of recruiting a single employee looks like $7,000.

It is very conservative to describe the Recruiting expense associated with 12.5 Million job changes as $87,500,000,000 (Eighty Seven Billion Dollars).

In fact, the number is much higher. Labor shortages, which run from Information technology through retail, are driving the cost per recruit closer to 50% of the first year's salary. As cost accelerate rapidly, little is done to track actual expense.

The next doubling of the Internet user population, likely to happen before the end of 2000, will make Internet access nearly universal in America. With a market potential extremely conservatively described as nearly $18 Billion, the sheer volume of potential transactions will have interesting consequences in our industry. The six year job change cycle makes investments in long term relationships a situation requiring very patient investment.

Recruiting As A Marketing Problem

It's surprising how little attention is really paid to the development of an adequate definition of a company's recruiting needs. The top level questions in Online Recruiting are the beginnings of a comprehensive problem statement. Without a clear definition of recruiting requirements (over a five year time frame), the notion of a "strategy" is silly at best.

The essence of a Recruiting Strategy is the development of sources of candidates and potential candidates. Like any network or supply development process, the critical elements are relationship stability and something that resembles brand recognition. Credibility translates directly into supply reliability. Consistency is often more important than quality. Well known companies have an easier time in certain segments.

If this sounds like MBA-speak, accept our apologies. The implementation of a Recruiting Strategy is a marketing problem and carries the baggage of marketing jargon. In simple terms, a standing requirement for "left-handed astrophysicists" is best facilitated by a simple, consistent outreach to the "American Society of Left-Handed Astrophysicists", the alumnae and undergraduate programs of the schools that produce them and the scholarly journals that serve them. If your standing requirements exceed a certain threshold, offering useful professional material for these professional on your website is an absolute must.

Besides being a marketing problem, Recruiting Strategy requires the breakdown of the traditional boundaries between hiring managers and recruiters. After all, who knows better where the candidates are and what interests them than the actual hiring manager (at least in theory)?

Much fuss is made about "media planning". The central question is simple...where are the candidates likely to get their news, professional and entertainment information? That's the easiest place to find them.

Marketing: 1 Technology: 0

In the short and medium term, good marketing trumps great technology. Timing (sometimes called the "first mover" advantage) can beat both. You have to get through the first two wickets (short and medium term) to have a chance to perfect the technology. By that time, the business may be too mature to bother with the technology.

Said another way, being the "best" is not inherently tied to profitability or longevity. Finding a need, filling it, developing a brand reputation and growing based on marketing investment is more likely to produce profits. Technical solutions (which apparently have infinite room for improvement) end up being a cash drain. The easiest way to control technical costs is to set a limit and stick to it.
Given a choice, it's better to have a brand and no technology than the reverse.

Having a brand simply means that a potential client knows who you are in advance of direct personal contact. The whole point of brand development is to shorten the sales process by increasing your credibility. The single largest change facing recruiters in the 21st Century is the growing requirement for brand marketing to candidates.

For third party firms, this boils down to a market driven demand for specialty focus. For HR Departments, it means a greater integration with the marketing function. In either case, budgets are going up as a part of the competition for scarce workers. It is smarter to spend on marketing than technology.

Non-web direct marketing tactics (phones and faxes) require a base of technical competence. You have to be able to dial it. You have to understand the techniques of verbal persuasion. There has to be paper in the fax. You have to be able to change the print cartridge.

Web marketing requires a similar baseline. If you are moving your operation online, it's more important to have core web usage competence than it is to have a hyper-effective-gee-whizz database.

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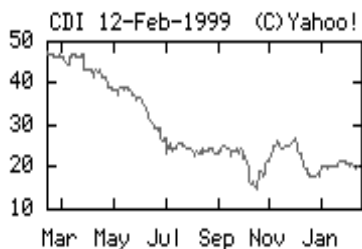
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Phone: _____ **Fax:** _____ **Title:** _____

Email: _____ **URL:** _____

CDI: 52 Week Stock Performance
(MRI's Parent Presents Funding Challenges)

(Continued from page 5)

two children during his tenure has barely slowed an aggressive travel schedule demanded by the funding shortfall.

Training and evangelizing occupy the bulk of Mulready's time these days. As CDI's stock price (MRI's parent) has continued its year long decline, internal budgets have been slashed. Projects like the web, which produce on a longer than quarterly horizon, are often vicitims of the chopping block in these sorts of situations. The evidence is everywhere.

Even as Mulready crisscrosses the country like an itinerant preacher, the publicly visible Website (at http://www.mrinet.com) suffers from a lack of design investment and marketing attention. Because MRI was so late to the game, the company's domain name (as in http://www. **domainname**.com) is hard to remember. Although branch offices own memorable names, the essence of franchising makes it difficult for headquarters to capitalize on their good fortune. A lack of available monies has left the company's Internet showcase as a low priority.

To make things worse, Yahoo!, the great web directory, recently changed its policy. Where all MRI office websites used to be listed in Yahoo, the site now offers a single pointer to the corporate home page. We imagine that traffic to the company's office websites (all 200 or more) must have dried up overnight. Nonetheless, Mulready persists. His

staff trains groups of 20 Recruiters at a time through an agonizing teleconference arrangement. The process, driven to its lowest common denominator by a lack of technical readiness in the branch offices, proceeds at an incredibly rapid pace.

The future seems to guarantee a diminishing role for MRI. Whether it is unwillingness or inability, the company is missing the boat on a top level Internet strategy. Each day of waiting simply brings higher costs. While the competition amasses hundred million dollar war chests, MRI is saddled with the sins of its parent.

The strategy Mulready is pursuing is a reasonable alternative to huge investments in web operations. In spite of the obstacles, the company will derive hundreds of millions of dollars in additional revenues from Mulready's Intranet project. As he is fond of saying. "If all you have is stones, you'd better make stone soup."

It is important to note that Mulready, far from complaining about his circumstances, is resilient and working to expand the leverage he has been given. No stranger to tight financial circumstances, he plows ahead with the same vigor

he applied to running the Performance Art Festival. The world is full of stories of valiant soldiers fighting passionately for a doomed cause, however.

MRI's difficulties are a part of the natural turnover that comes with a radicalization of the marketplace. Without significant investment in a public website, the company is doomed to lose very profitable business to nimble, venture financed competitors who hope to buy market share.

As the company enters the 21st Century, MRI is taking on increasing numbers of contracts to fulfill all of the Recruiting requirements of single large customers. The grapevine reports that all of Gateway's (the computer manufacturer) new retail stores will be staffed exclusively through a single MRI office. The question is simple in some ways. Will MRI swim further upstream towards more stable business with lower profitability or will it embrace the higher risk, more entrepreneurial Web environment.

As the company wrestles with the question like Hamlet, Mulready continues to pursue his mission: find all of the synergy in the system and leverage it using the web. He's doing an amazing job in an environment that would chew up a less flexible person.

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People Finders Revisited
Websites & Techniques (continued)

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The Best People Finders: White Pages

Yahoo!	http://people.yahoo.com/
WhoWhere?	http://www.whowhere.lycos.com/
Excite	http://www.excite.com/reference/people_finder/
SwitchBoard	http://www.switchboard.com/
InfoSpace	http://in-115.infospace.com/info/index_ppl.htm
Bigfoot	http://www.bigfoot.com/
AOL	http://www.aol.com/netfind/whitepages.adp

The Best People Finders: Email

AOL	http://www.aol.com/netfind/emailfinder.adp
IAF	http://www.iaf.net/
SearchAmerica	http://www.searchamerica.com/
PeopleSearch	http://peoplesearch.net/
White Pages	http://peoplesearch.net/
MESA	http://mesa.rrzn.uni-hannover.de/

(Continued from page 1)

first place. For the most part, and there are some notable exceptions, Internet services are free to the user. This is made possible by the advertisers who sponsor the service. It is much less important that you get the results you seek than that the advertiser gain the opportunity to display advertising to you. That means that there is little incentive for the companies to provide comprehensive answers.

The result is a cornucopia of services with partial answers. But, this is really nothing new for Recruiters.

In the boxes are the URLs of the best sites on the web for finding people you already know something about. There is a reasonable amount of certainty that you can find a phone number or email address if you look in enough spots.

The Best People Finders: Web Pages

AOL	http://www.aol.com/netfind/hometown.html
ATT	http://community.att.net/
AngelFire	http://www.angelfire.com/
GeoCities	http://www.geocities.com/
Tripod	http://www.tripod.com/
The Globe	http://www.theglobe.com/
Xoom	http://xoom.com/home/

Another option for finding people online is to take a very close look at the "communities" of free Home Pages. While these simple websites are rarely as complete as a resume, they offer a clear insight into their owners. In the labor shortage, finding these passive job hunters is a real goldmine.
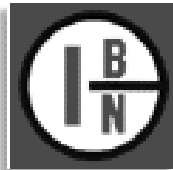
Tidbits and Tools

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JobWarehouse
Http://www.jobwarehouse.com
This site offers a good look at how to design a search interface badly. Imagine being a job hunter who, on ewntry top the search page, is asked which job requidsition number (s)he wants to search for. http://www.jobwarehouse.com

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When making the decision to use a job board, check out the links that point to the site. This can be easily by visiting a Search Engine like AltaVista (http://www.altavista.digital. com) or HotBot (http://www.hotbot. com), On AltaVista, enter the query link:http://www.domain name.com (using the prospective job board's URL). HotBot offers a pull down menu so all you need to do is copy the URL from your browser and paste it in HotBot's search box.

The number of links that point to a website determines a large share of the site's traffic. If the number is low, be prepared to ask the account representative why.

To give you some idea for what you are looking for, here are some well known sites and the number of links that point to them.

CareerMosaic	18,430
MonsterBoard	14,653
OCC	13,467
Net Temps	1,120
DICE	1,571
Hot Jobs	1,070
4Work	1,297
BestJobsUSA	1,279
JobWarehouse	59
CareerCentral	233

While the number of inbound links is not a universal measurement, it does give you some idea of the depth of the company's marketing resources. Obviously, if the Job

Board specializes in a very refined nich (say Oracle DBAs) there won;'t be as many inbound links. For a general purpose site, 750 is a bare minimum.

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Recently, DICE was purchased by Earthweb. Congratulations to all of the DICE employees who were a part of the stock program. You built a great company. http://www.dice.com

======######======

Online testing is becoming a part of the norm. HotJobs introduced a tool that allows a Recruiter to assign screening tests to every job listed in the database. Although they don't serve the third party community, this kind of feature separates them from the pack. http://www.hotjobs.com

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The Recruiters Online Network has launched an interesting marketing tool. Called the Recruiter's Café, the service offers magazine style content and a discussion area for Recruiters. http://www.ron.com

======######======

Net-Temps continues to set the standard for job listing broadcast services. With more than 400 websites in their "network", third party recruiters get great exposure from a single listing.

======######======

The large Executive Recruiting Firms (often called the "silk slipper companies") are starting to unfurl their investments. Look for serious plays by all of the majors this year.

======######======

CareerCentral, who is going to some lengths to under-price traditional headhunters, was the subject aof a remarkably deep analysis in the January Issue of Inc Magazine.

======######======

We continue to be impressed with the efforts at Datamain. Staffed by refugees from the Intellimatch debacle, the company is a braintrust of search, website, design and standards engineers. Their modest website belies their potential. http://www.datamain. com

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To make our tidbits complete, we can't miss a mention of CareerCast. The tightly run entrepreneurial juggernaut is in the throes of perfecting critical technologies for our market. Trying to pick up the pace in the listing distribution business, CareerCast has made some ground during the time that Restrac absorbed its late fall acquisition of Junglee.
http://www.careercast.com
http://www.junglee.com
http://www.restrac.com

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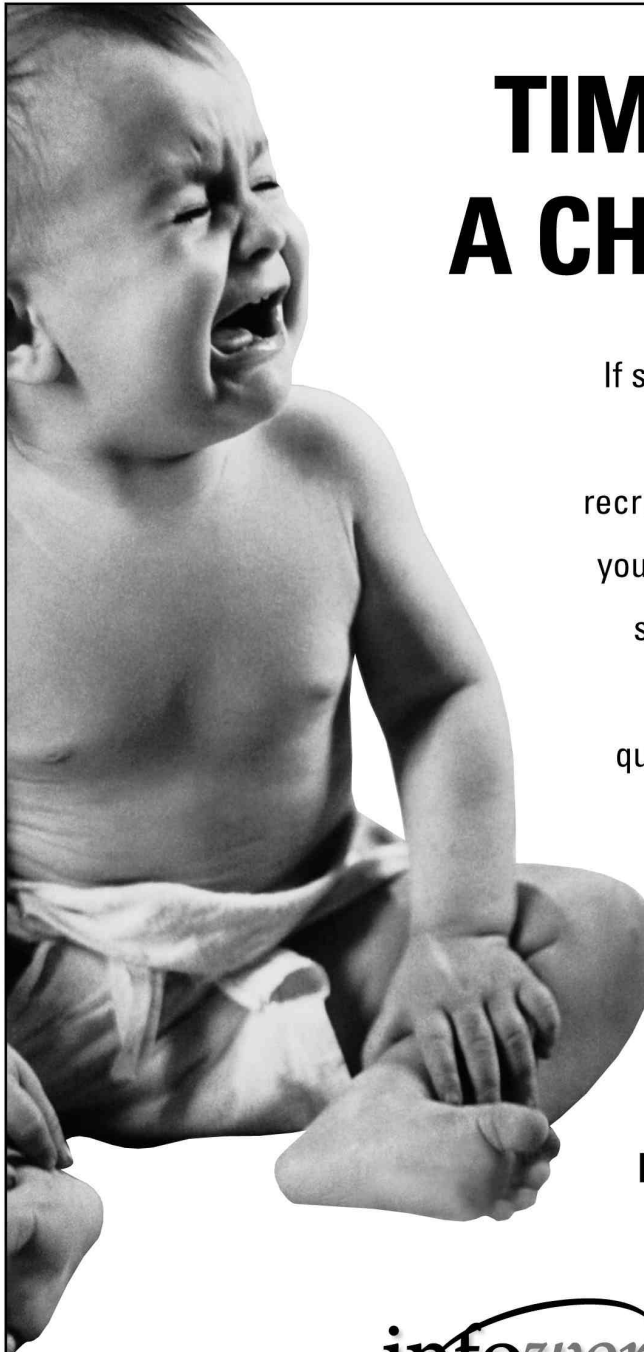**Stay Subscribed.**

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