



interbiznet.com

Electronic Recruiting News

Fall 1998 Seminars: (see page 15)

Advanced Searching & Sourcing (see page 15)

- September 21 **Boston, MA**
- September 21 **San Diego, CA**
- September 23 **Los Angeles, CA**
- September 23 **Hartford, CT**
- September 25 **Walnut Creek, CA**
- September 25 **New York City, NY**
- September 28 **Las Vegas, NV**
- September 28 **Princeton, PA**
- September 30 **Reston, VA**
- September 30 **Denver, CO**
- October 2 **Schaumburg, IL**
- October 2 **Nashville, TN**
- October 5 **Detroit, MI**
- October 5 **Houston, TX**
- October 7 **St Louis, MO**
- October 7 **Tampa, FL**
- October 9 **Toronto, Canada**
- October 9

THE ALTA VISTA CAREER ZONE: SPIDERING MOVES TOWARDS MATURITY

The web offers lots of ways to waste time. Today's professional Internet Recruiter is the master of codes, passwords, accounts, URLs and targeted advertising budgets. From a manager's seat, it's the triumph of admin-istrivia. From a Recruiting Results point of view, it's been worth the hassle.

We've been reporting on a variety of companies tackling pieces of the workload problem. Last issue, we looked at advertising transportation services like **Jungle**. A provider of middle-ware, you can't currently purchase an account with **Jungle**.

Their customers gain the ability to pick up the job advertisements on your website. They then "pour" your material into their systems. You're the farmer, **Jungle** is the trucking company and your recruitment advertising service providers are the market. The truck comes to you automatically. You pay a marginal premium for the service.

The backbone of this late night magic trick is called **spider**

technology. (Okay, there are other names for it. We're just trying to keep things simple.) **Spidering** is useful in a variety of ways. In fact, the leading edge players in our industry are developing customized spiders for a variety of purposes.

Competitive usage of **spiders** ranges from very targeted candidate acquisition to competitive intelligence gathering. **Spiders** are used to generate targeted email lists, wade through billions of bits of data and to track changing conditions.

The largest bulk developers (and users) of spiders are the giant search engines like **AltaVista** or **HotBot**. Their **spiders** scavenge the web each night looking for new or changed material. They create large indexes of the material so that you can search. Covering 140 million or so pages means that they have to be very good at the development of efficient **spidering**.

At the same time, the search engines are under heavy economic

(Continued on page 4)

COLLEGE RECRUITING TOO LATE ALREADY? RETAIL SEEKS A JUMPSTART

Does the idea of a Recruiting ghetto make sense to you? On the web, the Retail Industry occupies the largest slum. The ill attended industry has little in the way of Internet presence in Recruiting.

Online or off, recruiting in retail is a tough grind. The declining pools of college graduates have been courted earlier and are going elsewhere. This year's college recruiting season begins in earnest in early September.

Where's the money? To date, online Recruiting has been overly focused on picking the low hanging fruit. It's been fun, A technical medium for recruiting the technical cream at a time when they are in short supply. The money flows and the grumbling from customers about results can be written off to national shortages. It is an extraordinary environment that fosters irresponsibility.

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ELECTRONIC RECRUITING NEWS: SUBSCRIPTION WEBSITE

The key to successful online recruiting is a mindset. The tools change. The opportunities change. The requirements change. The mindset stays the same. The trick is keeping abreast.

Each week we publish a focused, easy to understand set of tips for maximizing your use of the net as it directly applies to recruiting. If you give us 10 minutes a week, we'll keep you current. Not in philosophy. In directly applicable techniques that expand your reach as a recruiter.

Don't trust your learning curve to chance. The Electronic Recruiting News Subscription Site will give you a focused learning program. Let your competitors re-invent the wheel.

A subscription to the Website retails for \$395 per year per desktop. All graduates of our current seminars receive a one-year subscription. To order, call our office at 800.358.2278.



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1. Starter Tools

"If you give us 10 minutes a week, we'll keep you current."

ELECTRONIC RECRUITING NEWS: STAYED SUBSCRIBED

WARNING!

This may be your last issue.

IBN: interbiznet.com keeps you up to date in the latest in Electronic Recruiting.

We deliver the Print Edition of the Electronic Recruiting News to the desks of interested recruiting professionals.

But, we need your help!

As we maintain our mailing list, we want our loyal readers at the Top of the List. To be sure your name stays on the list, please, fill out the form on our website:

<http://www.interbiznet.com/ern/2day/newsletter.html>

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Please include: Name, Company, Title, Address, City, State, Zip, Phone, Fax, Email, URL.

Thanks for your help!



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THE VIEW FROM 35,000 FEET

As this newsletter hits your desk, we'll be putting the finishing touches on our annual industry analysis. The **1999 Electronic Recruiting Index** (the third in our series) will hit the streets on or about September 15, 1998.

In the middle of the newsletter, you'll find a four page description of this massive, ground breaking study. The two volumes cover major trends and practical advice for online recruiters. We've contacted and evaluated the top 1,000 job boards and paid advertising sites, surveyed over 2,500 recruiters and interviewed the movers and shakers in the business.

The study offers an encyclopedic view of our growing Industry. We're expecting to see measurable advertising sales in excess of \$1B in 1999, the growth of a reseller channel, increased levels of automation and expanding options for Recruiters.

By providing a comprehensive study, we aim to give Recruiters, Ad Agencies, Online Job Boards, HR Departments and Software Developers a solid point of departure.

Our Recruiters survey looks at the experiences and expectations of the people who use the Internet as a Recruiting Tool on a daily basis.

Our Vendor survey gives the first

ever performance and cost-effectiveness measures of the various services in our universe.

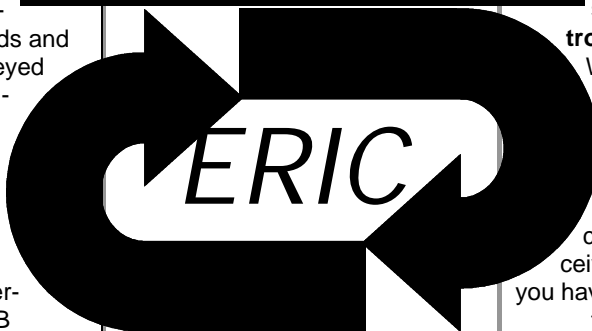
If you're going to make headway in 1999, The Electronic Recruiting Index is designed to give you a head start.

Conference (page 14) in the Spring.

Since IBN's overall mission is to provide a comprehensive view of Excellence in Electronic Recruiting, we're planning the conference as a gathering of all of the vendors in the business. Call our offices for additional information.

Spring 1998

Electronic Recruiting Industry Conference



Linking The Players In Electronic Recruit-

San Francisco

Like proud parents, we'll be strutting through the exhaustion.

As a direct result of the research on the Electronic Recruiting Index, we're offering two additional events. Besides our normal heroic seminar schedule (page 15), we'll be offering an industry out-brief of our research in three cities (page 11) and launching the first ever Electronic Recruiting Industry

The Executive outbriefing is a focused day long briefing of the detailed results of our surveys for the **Electronic Recruiting Index**. We've severely limited the seating and delivery dates.

Our Advanced Searching and Sourcing Seminars continue to be well received around the country. If you haven't dropped in on one of these sessions, please add us to your calendar.

Finally, thanks for taking the time to open our newsletter. We purchase lists to build our readership. To make sure that you continue to receive your copy, visit our website and sign up.

- John Sumser

John is the CEO of IBN: interbiznet.com, publisher of The **Electronic Recruiting News** and the **1999 Electronic Recruiting Index**. Currently sequestered in our Research cottage, he is surrounded by phones, computers, researchers and piles of data. He remembers the days that there were only five

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

Defining Excellence in Electronic Recruiting.

We publish three 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 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.

We deliver seminars around the United States every other month.

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

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ALTA VISTA'S CAREER ZONE

SCORE ONE FOR INTERIM

(Continued from page 1)

Interim clearly understands that building a web based business means extending value up front: first you build and then you bill.

pressure. Following the model set by Yahoo!, they are broadening their offerings. In recent months, predictable alliances between search engines and job boards have sprung up all over the web. **Career Mosaic** (the **Bernard Hodes'** market leader), the **Monster Board**, **Hot Jobs** and others have all signed deals with major Internet destination sites. Predictable players in predictable alliances.

The AltaVista Career Zone is another thing entirely.

To cut to the chase, look at the **resume search interface**. It allows keyword searching of all of the major career site databases and individual resumes out on the web. If you **submit the URL of your job listings**, the AltaVista project will come out and add them to their database on a regular basis.

We're unclear about their business model. It looks like they might offer banner advertising tied to keywords in exchange for a split of the revenue. They have a career bookstore as well.

Models aside, the **AltaVista Career Zone** stands right in front of the search engine's fire hose of traffic and gets to use their **spidering** capabilities to build content.

For the most part, Staffing companies (from temporary agencies to executive recruiters) have been tentative and inward looking as they approach the web.

That gives the enterprise the opportunity to experiment a while.

The project, which we think is a harbinger of full-tilt **spidered** employment services, involves a relationship between **Interim** (the staffing company) and **AltaVista**.

Interim is the force behind the sexiest staffing company web page in

Key Links

Altavista's Career Zone
<http://www.careeraltavista.com/>

Resume Search Interface
<http://www.careeraltavista.com/searchresumes.htm>

Submit Your Postings
<http://worklife1.av.pa-x.dec.com/postjoblistings.htm>

AltaVista
<http://www.altavista.digital.com>

Interim Staffing
<http://www.interim.com/>

Junglee
<http://www.junglee.com>

HotBot
<http://www.hotbot.com>

Career Mosaic
<http://www.careermosaic.com>

CareerPath
<http://www.careerpath.com>

Monster Board
<http://www.monster.com>

Yahoo!
<http://www.yahoo.com>

Bernard Hodes Advertising
<http://www.hodes.com>

the business. We're particularly fond of **Interim's** candidate search page and emerging workforce survey.

It's early in the process and there's much that we'd change. But, keep your eye on this project. Coupling a staff-

ing company and a search engine changes the playing field. As we've been predicting, it's getting harder to tell who is in which business.

For the most part, Staffing companies (from temporary agencies to executive recruiters) have been quite tentative and

The job boards and other online recruiting services have clearly encroached on Recruiter's traditional turf. The AltaVista Career Zone is a first shot in the counter-

inward looking as they approach the web. It's the unfortunate consequence of incumbency. The job boards and other online recruiting services have clearly encroached on Recruiter's traditional turf. The **AltaVista Career Zone** is a first shot in the counter-offensive.

What's really interesting is the remarkable utility that the site provides. A Recruiter can search resumes from all of the major job boards and the rest of the internet. A simple line of data entry can cause the service

5 Second Tip

All of the major Search Engines will give you better results if you bracket your search with quotation marks (" "). If you were searching for **database administrator**, for instance, the search engine would give you the URLs of all pages which contain the word **database** or the word **administrator**.

If you searched for "**database administrator**" (including the quotation marks), the search engine will only show you URLs where the two words occur together.



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Electronic Recruiting 101



Attracting Candidates



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Books On Robots and Spiders

Here are the best books on the shelves for learning to think about, build and use Robots and Spiders. They are available online from Amazon.com, the source of the reviews.

<http://www.amazon.com>

- John Sumser

Bots : The Origin of a New Species

Andrew Leonard

"Is cyberspace the new primordial ooze in which out-of-control bots are mutating, multiplying, and engaging in a near-Darwinian struggle to survive? Where is this escalation heading? This is the first book written on the subject of bots. It is an in-depth investigation into a new reality of sky-rocketing complexity, dangerous malfunction, and master-

ful malice, drawing a powerful parallel between the biological and the digital evolution of species."

- Amazon.com

Bots and Other Internet Beasties

Joseph Williams

"Among the recent of swarm of "how-to-build-your-own internet-software-agent" books. Not heavy on the programming end of things, but a good and comprehensive overview. The big advantage of this volume is that it was collaboratively written by 20 agent researchers representing many implementations and ideological biases."

- Amazon.com

Internet Agents : Spiders, Wanderers, Brokers, and 'Bots

Fah-Chun Cheong

"One of the most dreaded questions in Usenet newsgroups devoted to the World Wide Web, programming, or MUDs is "How do I write a 'bot, DooD?" Well, now that Cheong has written Internet Agents, anyone can curl up with their terminal, a bottle of Jolt, and the Internet, and roll out their own. Cheong does a good job of pulling together the heretofore scattered and sometime occult arcana of arachnology and botology. Includes sample code for WebWalker, a Web maintenance robot, and WebShopper, a

College Recruiting: Retail Seeks A Jumpstart (continued)

(Continued from page 1)

In mid June, Sears convened a summit of major Retail employers. The recruiting problem in the industry is complex. Retail was once a sought after profession. It's been a traditional route for immigrants and the lower class to enter the middle and upper classes. These days, however, Retail Recruiting is haunted by the ghosts of the 1980's: mega mergers, bankruptcies and layoffs.

Currently, no one wants a job in Retail. The national demographic shortages (which run across the board) are aggravated by history and the lack of status.

The Retail industry is showing all of the signs of becoming the first major casualty of the dynamics that will drive 21st Century recruiting (online and off). The Sears sponsored summit proposed to begin addressing the issue.

We think that this creates an extraordinary opportunity for job boards, online recruiting services and recruiters. Retail has the potential to solidly demonstrate the real potential of the Internet as a Recruiting tool.

Here's a market that needs (and is liable to pay for) a service that goes far beyond our current models of overly stuffed job databases and automated research/outreach. Abundant job opportunities, a severe PR problem, a dawning awareness of the issue and real consequences for failure make the Retail industry a powerful setting for the next generation of online recruiting.

What would it look like?

For beginners, the idea that web users are going to "go" anywhere to review retail job postings is a Red Herring. That's a definition of the problem, not the solution. So, the image makeover and market penetration has to precede the recruiting pitch. And, it has to reach potential candidates where they are.

We can easily imagine a full court press that focuses first on using the web to rearrange the perceptions of the industry. The problem is big enough and the web is (**currently**) inexpensive enough so that a small (relative to the alternatives) bit of money can be taken a long way. Don't get us wrong, we're talking lots of money. It's just that the alterna-

tive approaches contain an additional zero (or two).

The play would have to be much more sophisticated than the current model (come on over here, we have

For beginners, the idea that web users are going to "go" anywhere to review retail job postings is a Red Herring. That's a definition of the problem, not the

jobs). It would need to coax awareness and build response with patterned targeting over time. It would require subtlety, coordination and persistence on a grand scale.

We're very excited about the prospect. Over the long haul, our industry will migrate from technical enthusiasm and pathetic business models to exciting business usage with a modicum of technology. It's the natural progression. Retail is liable to be the inflection point.

We'll fill out the details of this kind of approach to web recruiting in the **1999 Electronic Recruiting Index** (we'll publish in September '98). The story will be a part of our fall Industry Outbriefing for Executives.



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Announcing:

THE 1999 ELECTRONIC RECRUITING INDEX AVAILABLE MID SEPTEMBER, 1998

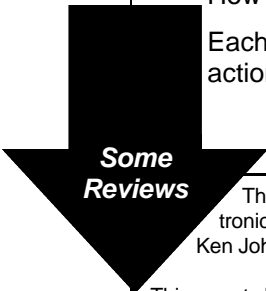
Last Year's "Steam Powered Aeroplane" is this year's jetliner. Inconceivable flickers on a computer screen have evolved into a Billion dollar Recruiting Industry. The playpen of the techies is the Recruiting essential of the 21st century.

And so it goes on the World Wide Web. With 1999 Revenues forecast to top \$1Billion, the **Electronic Recruiting Industry** has achieved critical mass in advance of the most optimistic forecasts.

There are 100,000 websites offering job advertisements. Nearly 2,500 offer advertising services for a fee. Recruiting Firms are launching advertising agency-like operations. Advertising agencies dominate the online employment business. Little known start-ups offer competitive advantage to long established players. Traditional boundaries between companies are growing permeable.

How do you make sense of the chaos?

Each year, IBN: interbiznet.com (Publishers of the Electronic Recruiting News) delivers an action packed survey of the Trends and Tactics that drive Electronic Recruiting.



Read On: The 1999 Electronic Recruiting Index Arrives in Mid September, 1998

The **Electronic Recruiting Index** is the only comprehensive guide to trends, techniques, tools and tactics in the Electronic Recruiting Industry. Each new edition enhances the map of the industry and gives us a leg up on the competition. - Ken Johnson, **The Duffy Group**

This report should be near the top of the reading list of any staffing executive who is truly serious about finding or maintaining a significant place in the Web recruiting infrastructure.... - Peter Yessne, **Staffing Industry Report**

IBN: interbiznet.com produces an annual industry analysis that should be the prototype for all others - **Wall Street Journal**

...the report is designed to give deep insights into "the needs of the paying customers for employment advertising." And if it's not obvious, newspapers now have a LOT of competition for employers' recruitment dollars by cyber-competitors. To stay in the game, and avoid an eventual decline in employment ad revenues due to losses on the print side, publishers need to be developing electronic recruitment services themselves. - **Editor and Publisher Interactive**

Sumser and his team at IBN are creating the essential map of this emerging industry. The **Electronic Recruiting Index** makes the chaos intelligible. We use the material to plan and execute our web Recruiting Strategy. The forecasts have always been spot on. - Mike Braun, **Zimmerman Partners**

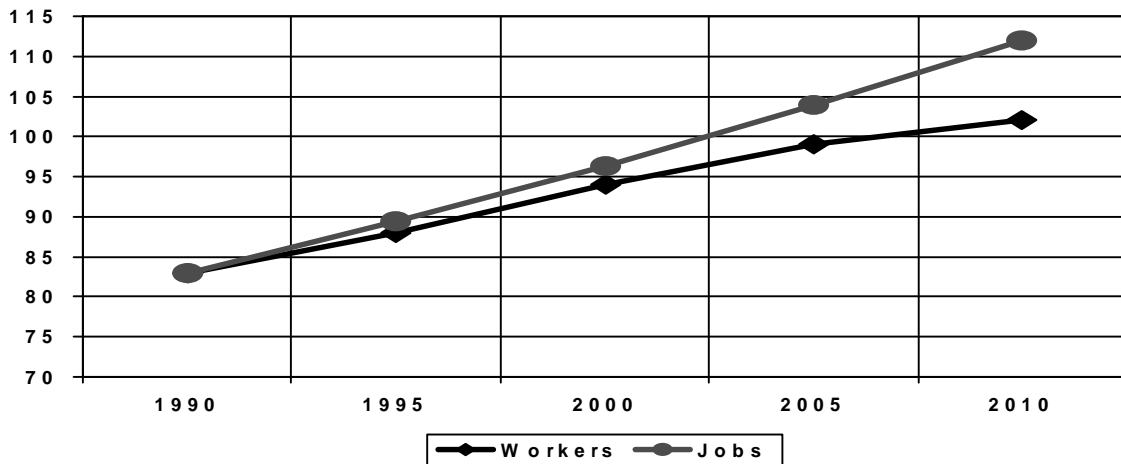
For the past three years, we've depended on the Electronic recruiting Index to help us chart our digital future. I can't wait for the next one. - Tom Isley, **Integer Temps**





1999 ELECTRONIC RECRUITING INDEX

Open Jobs Exceed Available Workers For Generations



Key Trends

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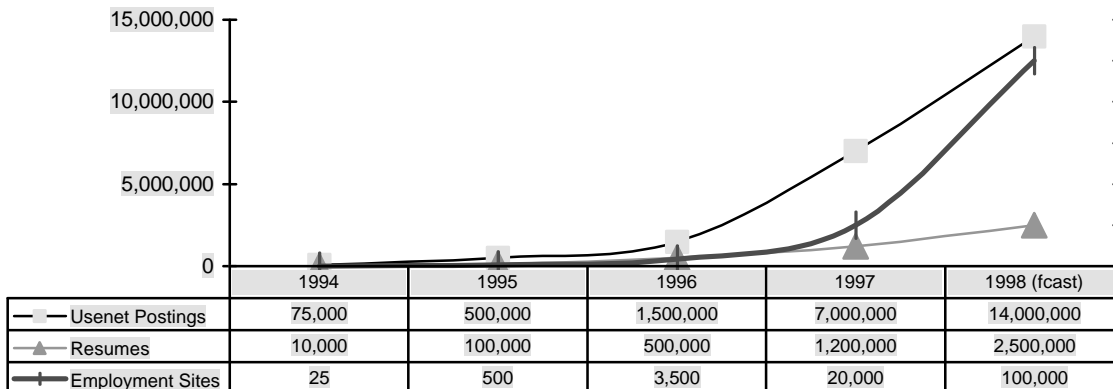
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1999 ELECTRONIC RECRUITING INDEX

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1999 ELECTRONIC RECRUITING INDEX

The 1999 Electronic Recruiting Index is a two volume, 750 page report. It offers a comprehensive view of the marketplace for :

- | | | |
|------------------------------|-------------------------|----------------|
| Investors | HR Managers | HRIS Managers |
| Third Party Recruiting Firms | Media Planners / Buyers | CIOs |
| Advertising Agencies | Newspaper Industry Pros | Job Board CEOs |

With intelligent guides for tactics, trend anticipation, results improvement, implementation and market dynamics, the Electronic Recruiting Index is an essential, encyclopedic planning tool. The two volumes include the first ever comprehensive view of performance and pricing for the Top 1,000 fee based online job advertising outlets with useful measures of cost effectiveness.

If you are an executive involved in the use of the Internet for Recruiting purposes,

Learn More

You Must Read This Report

The Briefing

1999 Electronic Recruiting Index	Executive Out-Briefing	Out-Briefing and Report Package
\$995 Prepub Price (Payment Received By Sep 15, 1998)	Oct 12, San Francisco	\$1,795 (Payment by Sep 15) (Pick One City)
\$1,495 Retail Price (Payment Rec'd After Sep 15, 1998)	Oct 14, Chicago \$995 (Pay By Sep 15)	\$2,295 (Payment After Sep 15)
Act Now!	Oct 16, New York City \$995 (Pay By Sep 15) \$1,295 (After Sept 15)	Limited Out-Briefing

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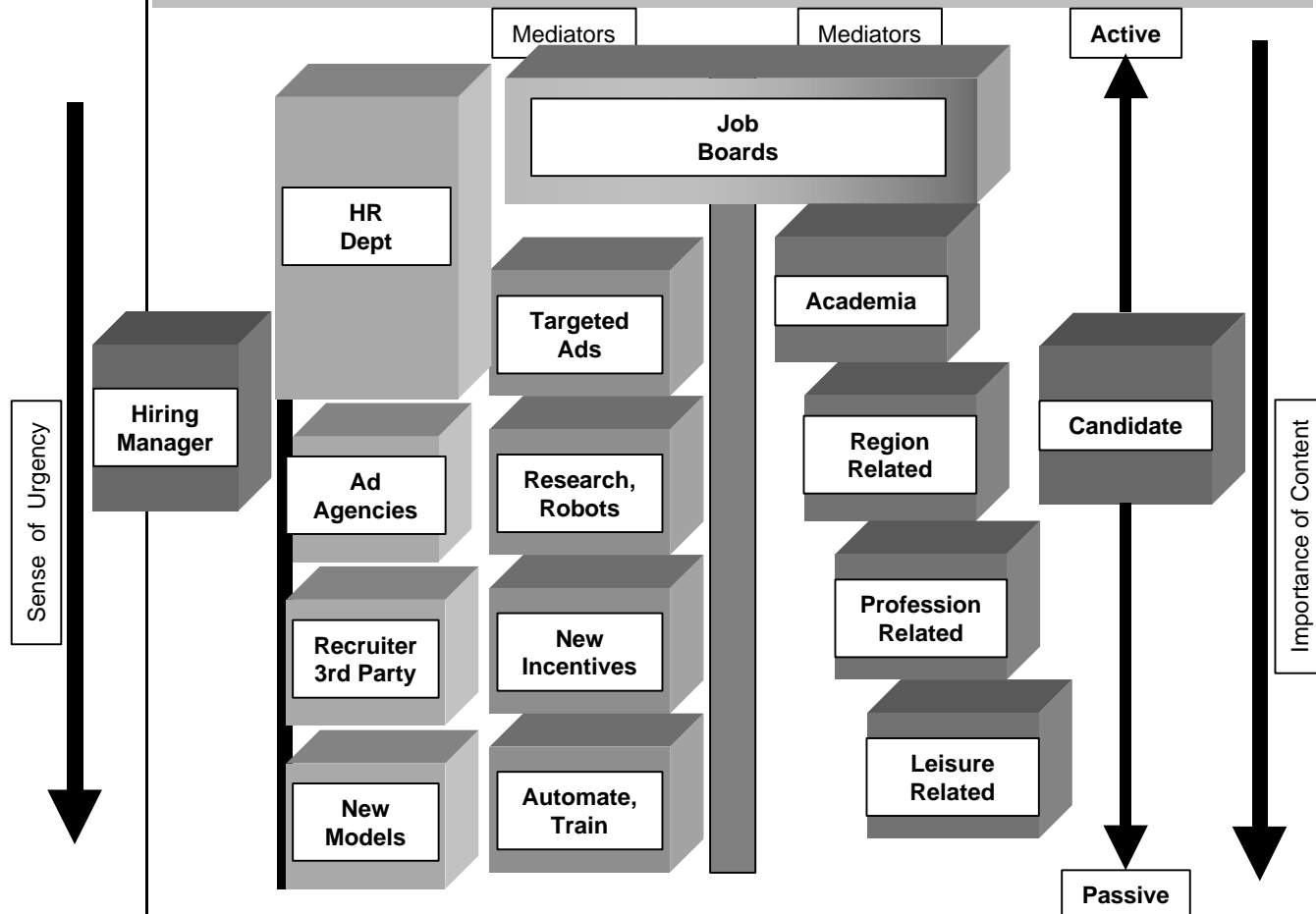
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INDUSTRY OUTBRIEFING FOR EXECUTIVES

We're Not In Kansas Anymore, Toto



The most successful offices of the largest Recruiting Organizations have made the transition. Within a year of TMP's initial Public Offering, some analysts valued the Monster Board at 50% of the company's worth. Newspapers are in Recruiting. HR Departments are opening internal temporary agencies. Recruiting firms are partnering with traditional media outlets. Job Boards are teaching HR Departments how to recruit on the Radio. Cable provides targeted access. Staffing firms are partnering with Search Engines. Spiders, Spiders everywhere. Options abound. Decision making is cluttered.

Join us for a special, focused one day briefing.

To complete the *1999 Electronic Recruiting Index*, we surveyed 2,500 Recruiters and 1,000 fee based Job Boards. During this special briefing, John Sumser will detail the findings, opportunities, risks and tools we uncovered.

- October 12 San Francisco
- October 14 Chicago
- October 16 New York City



Order Now, seating is extremely limited.



Mining Lists: Knowing What To Look For

Where are they now?

Figures from the **US Bureau of Labor Statistics** on projected job growth over the years 1996 - - 2006 appear to confirm what we knew - and what you experience on a daily basis.

Major areas of job growth will continue to be in high-tech and health-care. The Top Five are:

1. **Database administrators & computer-support specialists:** 249,000 new jobs (+118%)
2. **Computer engineers:** 235,000 (+109%)
3. **Systems analysts:** 520,000 (+103%)
4. **Personal and home-care aides:** 171,000 (+85%)
5. **Physical and corrective-therapy assistants and aides:** 66,000 (+79%)

No world-shattering news there, but certainly an indication that pressure on HR departments and recruiters to find qualified candidates will continue to increase into the foreseeable future.

In our last issue, we looked at using newsgroups and discussion and mailing lists as media of communication with qualified candidates.

Let's take a look at carrying out specific searches for defined groups of potential candidates within the newsletter and discussion list universes.

A search at **CataList**

(http://www.lsoft.com/lists/list_q.html)

- the "search by interest" page of "the official catalog of LIST-SERV@lists") for "database administration" yielded precisely no results. Neither did a search for

"database administrator".

However, searching simply for "database" gave us a total of 31 lists. These ranged from

ORACLE-L@KBS.NET: ORACLE

database mailing list with 2,433 subscribers, and

ACCESS-L@PEACH.EASE.LSOFT.COM:

Microsoft Access Database Discussion List with 2,780 subscribers to such arcana as

EDUCDENT@ITSSRV1.UCSF.EDU:

list for UCSF/UCLA Dental Database Group (6 subscribers).

All the results are clickable to a page listing more information about the list and how to subscribe. The list descriptions range from vestigial to comprehensive, as they are provided by the list administrators.

A search for "physical-therapy" yielded similarly meager results. But searching simply for "therapy" gave us a total of 21 lists, several of which were concerned with physical- or occupational-therapy.

The trick with searching **CataList** is to avoid the temptation to be too specific. Remember that list names and descriptions are supplied by list owners/managers and may well include industry-specific jargon.

Over at **Liszt**

(<http://www.liszt.com>),

the comprehensive database of discussion lists, we carried out searches for "systems analysts" and "physical therapists".

Selecting the "any of these words" option from **Liszt's** pull-down menu after entering "systems analysts" gave us 278 mailing and discussion lists. Search results are color-coded to indicate the amount of informa-

tion **Liszt** carries on each group, so you can get a good idea of which ones are worth pursuing.

Our search for "physical therapy" ("all these words") gave us six mailing and discussion list, while using the "any of these words" gave us 82 lists with widely varying degrees of relevance.

Liszt's advantages are in its ability to filter spam and the high degree of control you can exercise. **Liszt** catalogs over 84,000 lists, so they have attempted to categorize them in the style of Yahoo!

We believe that, as the Web becomes more cluttered and mainstream, professionals will increasingly migrate to electronic newsletters and discussion lists as a means of communicating with their peers.

Both **CataList** and **Liszt** are resources well worth becoming familiar with as a means of forging relationships with professionals in the areas

10 Second Tip

Since the resumes of experienced people rarely contain the word **Resume**, you can't find them by typing the word **Resume** into the search query. (Search engines look for documents and files that contain the word you ask them to find.) In fact, searching for the word **Resume** usually produces a number of **Job Postings**. Why? Because many job postings contain a phrase like "**Send your Resume to...**" or "**Submit your Resume here**".

If you want to find Resumes using Search Engines, look for the elements that you know they contain. Use words like **Objective, Experience, References, Education, GPA, BA**, a college name, and so on.

Search Engines automatically make large indexes of words found on the web. They have no idea what a Resume is. So, you have to tell them by looking for words that are commonly found on Resumes.



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Recruiter's Toolkit: Traffic Builders

We think that the company Website will play an increasingly important role in online recruiting. But, like the tree in the freshman Philosophy course, a Website is nothing unless someone hears it.

We recommend that you plan to

The most basic principle of web communications is that you develop content and then pay people to view it.

invest at least as much in traffic development as you do in the design of the site itself. If you're a corporate recruiter, the Employment section of your site will require its own marketing and traffic development.

The most basic principle of web communications is that you develop content and then pay people to view it. When you're budgeting your web recruiting efforts, do not overlook this critical factor.

The web forces you to develop a "candidate acquisition cost" target. When considering the potential usage of the web, you are allocating some of your candidate acquisition cost to this medium.

There are a variety of ways to increase traffic to your job open-

Like the tree in the freshman Philosophy course, a Website is nothing unless someone hears

ings. They range from banner advertising to inbound link development to the use of "Tags".

This article covers the use of the "<Title" tag and is a good starting point in making sure that the Search Engines send you as much traffic as they can.

Building Traffic With Titles

Let's take a step back at this point and take a fairly broad overview of the function of Search Engines and one way in which you can improve your placement in them.

The Web currently has literally thousands of Search Engines and Directories where you can list your site.

In point of fact, most traffic travels through seven engines and one directory. It's therefore sensible to concentrate your efforts (at least initially) on trying for good placement on those sites.

The major directory is Yahoo!. It differs from the engines inasmuch as sites are selected for inclusion by people, and are arranged by both subject area and geography.

Regard it, if you will, as a Table of Contents of a book, with the search engines functioning as indices (with greater or lesser levels of inclusion).

The major Search Engines are:

- Excite
- Infoseek
- Alta Vista
- Lycos
- WebCrawler
- HotBot and
- Northern Light

This last, Northern Light, is a relative newcomer. It reputedly has the most comprehensive index of the Web. It also "pre-sorts" the results of a search - information is, allegedly, a mere "four clicks away" from hitting the search button. Northern Light also provides access to information not on the Web through its "Special Collection", which is available on a "dollars for data" basis.

Each engine categorizes and ranks sites slightly differently. Many engines use "meta tags" as a means of categorization and assessment, while other, most notably Excite! ignore them.

The concept of "keywords" is central to any meaningful ranking in the engines. "Keywords" are words - and combinations - which define the

content of your page(s). The important thing is to remember that they need to be chosen from

The web forces you to develop a "candidate acquisition cost" target. When considering the potential usage of the web, you are allocating some of your candidate acquisition cost to this medium.

the potential user's point of view.

For example, as a recruiter based in Kansas and looking to fill retail positions in the North East, you may perceive your "keywords" as "Kansas, recruitment, retail, North East, career, careers, job, etc."

However, if you shift perspective to the user's point of view and try to imagine what search terms would give rise to your listing, you would probably come up with a very different list - for example "executive, career, opportunity, retail, Boston".

Keywords first come into play in the "<TITLE" tag of your page. Your title should be descriptive and emotive. Don't shy away from emotive words like FREE ("free listings for applicants!"). Eschew the use of the word "homepage" - it says nothing and is over-used.

Unless you have great brand-recognition, avoid the use of your company name - it takes up space (usually only the first 64 characters of the title are used) and adds little. And avoid repetition. This is known as "search engine spamming" and is penalized by most engines.

To keep abreast of the issues that define traffic development, marketing and website design, check out our newsletter **1st Steps Marketing and Design Daily** at: <http://www.interbiznet.com/nomad>.

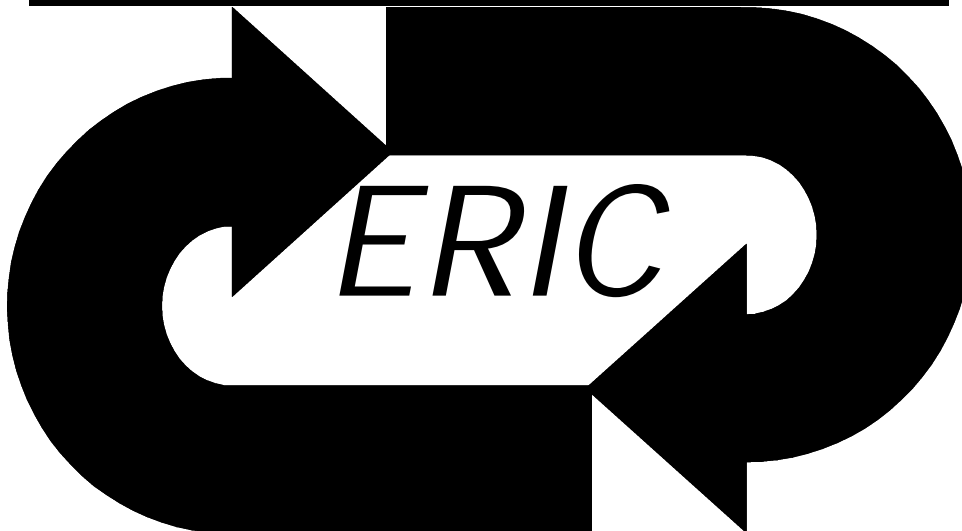


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As the labor shortage expands, you can get a jump start. While the others are busy patting themselves on the back for increasing requisition backlogs, we'll show you how to fill those open slots with viable candidates.

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- 8:30 Registration
- 9:00 Introductions/Overview
- 9:30 Technology Baseline
- 10:00 Key Search Engines
- 10:30 Advanced Search Tools
- 11:00 Candidate Mines
- 11:30 Results Management
- 12:00 Lunch (Working)
- 1:00 Spiders
- 1:30 Candidate Acquisition
- 2:00 Agents
- 2:30 Email Integration
- 3:00 Candidate Pools
- 3:30 Other Tools
- 4:00 Integration
- 4:30 End Of Day

Fall '98 Schedule:

- Sep 21 **Boston, MA**
- Sep 21 **San Diego, CA**
- Sep 23 **Los Angeles, CA**
- Sep 23 **Hartford, CT**
- Sep 25 **Walnut Creek, CA**
- Sep 25 **New York City, NY**
- Sep 28 **Las Vegas, NV**
- Sep 28 **Princeton, PA**
- Sep 30 **Reston, VA**
- Sep 30 **Denver, CO**
- Oct 02 **Schaumburg, IL**
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