



interbiznet.com

Electronic Recruiting News

Winter 1998 Seminars:

Advanced Searching & Sourcing

(see page 15)

December 2
Buena Park, CA

December 4
San Francisco, CA

December 7
Dallas, TX

December 9
Boston, MA

December 11
New York, NY

December 14
Philadelphia, PA

December 16
Atlanta, GA

December 18
Chicago, IL

Executive Out-Briefing

(see page 10)

December 18
San Francisco, CA

1999 ELECTRONIC RECRUITING INDEX: THE INDUSTRY MATURES THE EXECUTIVE SUMMARY

IBN: interbiznet.com is a niche consulting firm located in Mill Valley, CA. Each year, the company produces an analysis of the Electronic Recruiting Industry. This year's report, entitled the 1999 Electronic Recruiting Index (1999 ERI), covers the following terrain:

⇒ Trends Driving The Growth Of The Internet As A Recruiting Tool

⇒ Growth Statistics and Forecasts (Sales, Postings, Websites)

⇒ Consequences of Growth On Recruiting Practice

⇒ Available Market Niches and Exploitation Strategies

⇒ Optimal Corporate Strategies For Labor Supply Management

⇒ Web Design Methods and Processes

⇒ Clear Forecasts of Industry Growth and Convergence

⇒ Traffic Development Goal Setting and Processes

⇒ Key Content and Contact Information For 300 Trade Magazines

⇒ Business Model Boilerplate and Cost Drivers

⇒ Evaluation of Over 1,500 Web Recruiting Endeavors

(Continued on page 2)

PEOPLE SEARCH TOOLS

People Search Tools

Here's the scenario. You found a Web site loaded with white papers that include names of programmers, developers, and intranet experts. You have no clue where they live, who they work for, or who they are. You're on a mailing discussion list and have just read a rather interesting post, but the person left no signature and the name in the from box is clearly a nickname. You're interested, but want to check her out first. You find, in your massive address files, the email address for a person who might just be perfect for a position that just opened up so you shoot off an inquiry to him. Your mail is returned with

(Continued on page 14)

THE 1999 ELECTRONIC RECRUITING INDEX	7
THE EXECUTIVE SUMMARY	1
PEOPLE SEARCH TOOL	1
THE VIEW FROM 35,000 FEET	3
LABOR SHORTAGES IN CONTEXT	4
JOB SITE RANKINGS	13
RECRUITER'S TOOLKIT: TRAFFIC BUILDERS	14
ADVANCED SEARCHING AND SOURCING TECHNIQUES SEMINARS	15



(Continued from page 1)

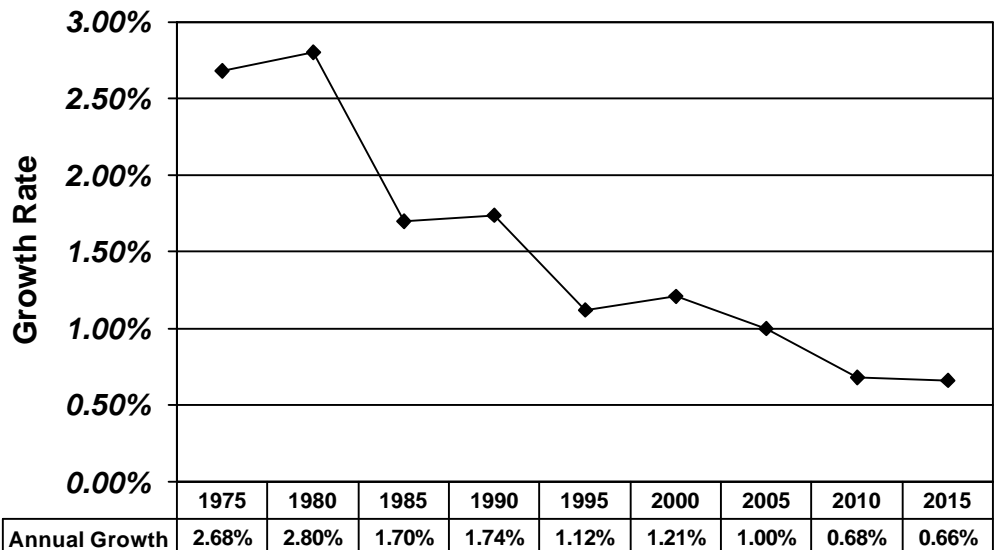
The work is rooted in two comprehensive Industry surveys.

IBN surveyed 2,620 users of Web Recruiting services with a 400 question instrument that assessed needs, customer satisfaction, techniques and various perceptions of 45 Web Recruiting Service Providers. The report includes summary level data from this survey including:

- ⇒ **Customer Satisfaction, Market Penetration and Sales Effectiveness of 45 Web Recruiting Services (Job Boards)**
- ⇒ **Ranking of Job Boards For Short and Medium Term Investment Potential**
- ⇒ **Assessment of Key Recruiter's Needs (Market Opportunities)**
- ⇒ **Usability, Results and Quality Measurements For 45 Job Boards**
- ⇒ **Performance Rankings Of 45 Job Boards**
- ⇒ **Web Design Methods and Processes**
- ⇒ **Traffic Development Goal Setting and Processes**
- ⇒ **Business Model Boilerplate and Cost Drivers**

2,500 Job Boards were also surveyed in detail. Responses from 400 include service offerings, pricing, contact information, and internal diagnostics.

Changes In Labor Force Growth Rate



The single most important dynamic driving Electronic Recruiting is not electronic at all. As global population growth drifts toward zero (pure replacement), a significant change takes place in a variety of aspects of Recruiting.

58 Countries reported birth rates below the replacement level in 1997. Among these countries were Great Britain, Japan, Russia, China, most of Europe and Asia. Declining birth rates have been translating into declining population growth for more than 20 years.

The results are predictable. While economic growth depends on the availability of workers, they are available at decreasing rates. Labor shortages, often reported in the press in the Information Technology (IT) sector, are widespread. Over 60% of the Re-

cruiters who responded to our survey experienced labor shortages in areas other than IT.

We are at the beginning of a shift in the way that work is understood and accomplished that is driven by these shortages. The changes are not forecasts. They drive the performance of excellent Recruiters and inhibit the results of the rest of the pack.

For the 1999 Electronic Recruiting Index, we have prepared a number of labor force forecasts. The most conservative, which predicts a modest shortage of 2.3 Million workers in the American economy by January 1, 2000 is shown below. We use these figures as a way of maintaining credibility. The real scope of the problem is significantly greater than shown.

(Continued on page 4)



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THE VIEW FROM 35,000 FEET

We have completed our annual industry analysis. The **1999 Electronic Recruiting Index** (the third in our series) hit the streets in September. Some of the results of the research were predictable, while many were surprising.

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 Recruiter's Survey looks at the experiences and expectations of the people who use the Internet as a Recruiting Tool on a daily basis.

Our Vendor's 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.

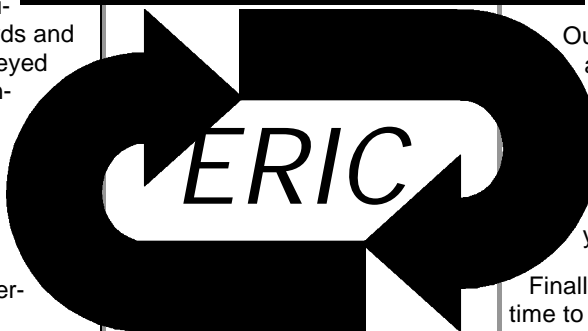
Since IBN's overall mission is to provide a comprehensive view of Excellence in Electronic Recruiting, we're planning the conference as a gathering of all of the vendors in the business. Call our offices for additional information.

The Executive outbriefing is a focused day long briefing of the detailed results of our surveys for the **Electronic Recruiting Index**.

Don't miss the final session for this year.

Spring 1998

Electronic Recruiting Industry Conference



Our Advanced Searching and Sourcing Seminars continue to be well received around the country. If you haven't attended 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.

Linking The Players In Electronic Recruiting

San Francisco

As a direct result of the research on the Electronic Recruiting Index, we're offering two additional events. Besides our Advanced Searching seminar schedule (page 15), we'll be offering an industry out-brief of our research in San Francisco, December 18, (page 10) and launching the first ever Electronic Recruiting Industry Conference in the Spring.

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

- John Sumser

John is the CEO of IBN: interbiznet.com, publisher of The **Electronic Recruiting News** and the **1999 Electronic Recruiting Index**.

IBN: INTERBIZNET.COM

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 tacti-

cal 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.

All material is © 1997, 1998 by IBN: interbiznet.com Mill Valley, CA



Executive Summary (continued)

(Continued from page 2)

Although Human Resource Departments have been articulating the requirement that employees be treated as precious commodities, Demographic circumstances dictate major changes in policy and actual practice. Real shortages are being amplified by a wage migration. The pull and tug of compensation driven by the acute shortages in Information Technology is creating a waterfall effect.

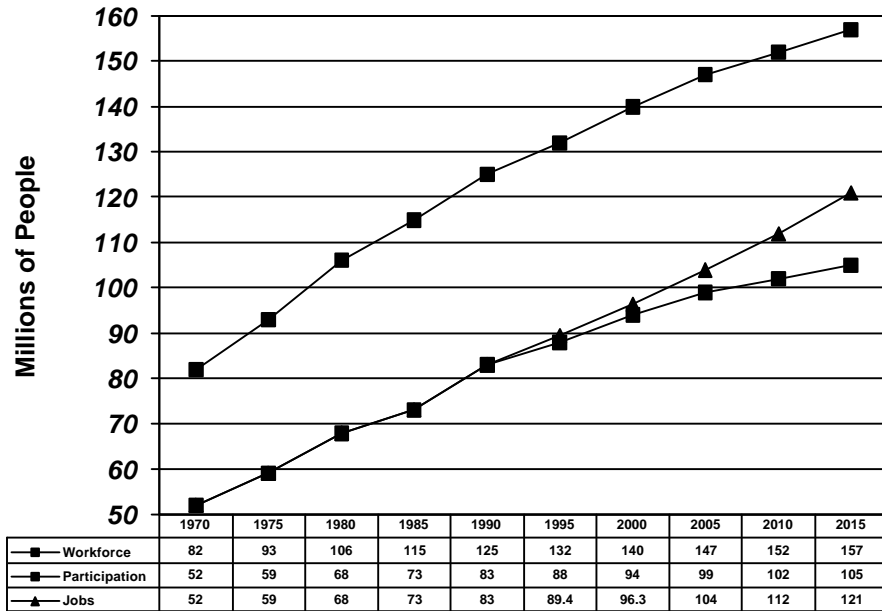
In this setting, Recruiting becomes a question of managing scarcity. As such, the rules of the new game are 180 degrees different from techniques that worked as recently as five years ago. Recruiting is changing into a discipline of Labor Supply management.

Over a relatively short time, Recruiting has changed from a discipline devoted to winnowing the wheat from the chaff to one that hunts and attracts candidates. It is no accident that nearly 2 out of every 5 dollars spent on radio advertising are devoted to Recruitment. Non-network (cable) advertising revenues derived from Recruiting operations are rising at 20% per year.

Recruiting is the marketing and advertising relationship between a company and its potential and current employees.

In the 1999 Electronic Recruiting Index, we present a seven-phase model for Life Cycle Recruiting that encompasses early familiarization and outreach and extends to the end of an employee's relationship with the company.

Labor Shortages In Context



■ Workforce ■ Participation ▲ Jobs

Ultimately, the importance of the Internet as a Recruiting tool is that it prepares Recruiters for the full spectrum of Responsibilities in 21st Century Recruiting.

The explosion in Internet Recruiting tools and sources is in its infancy. The companies that are busily securing niche positions are doing so to hedge against the coming labor shortages. They are preparing themselves and their staff for an environment that demands proactive involvement of the Recruiting team in strategic decision making.

In a shortage environment, the most important skill a Recruiter can develop is the ability to attract candidates and develop long term relationships with them. This approach, Candidate Pool Development, requires a

reversal in traditional Recruiting economics. Since the Recruiter's success is now dependent on the ability to produce candidates when required, value must flow to candidates from the Recruiter.

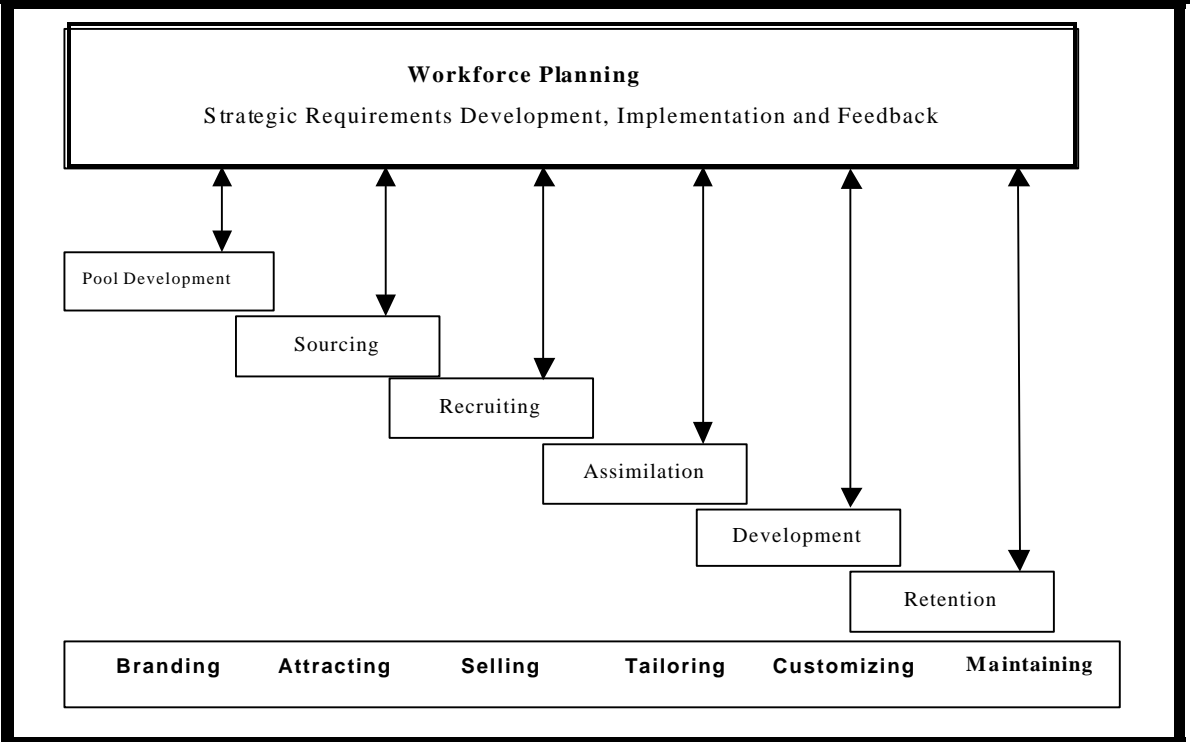
In earlier days, success depended completely on delivering value to the paying client. Candidates were an abundant commodity and involved almost no cost on the part of the Recruiter. Like oil to the oil companies in the 1950s, the raw materials were a minor component of the overall cost of a transaction. The Recruiting Marketplace is suffering undiagnosed shocks as the cost of acquiring an individual candidate rapidly escalates.

Methods for identifying, targeting and evolving long-term relationships abound on the Web.

(Continued on page 5)



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(Continued from page 4)

From mailing lists to interactive forums, the essence of Web businesses is the development of long term relationships mediated by digital communications. The difference between Recruiting and most businesses that move to the Web is the degree to which Recruiters have been able to avoid developing these relationships. The costs of using the Web add more to an already escalating price for new hires. Many companies have begun experiments that would have seemed

outrageous only two years ago.

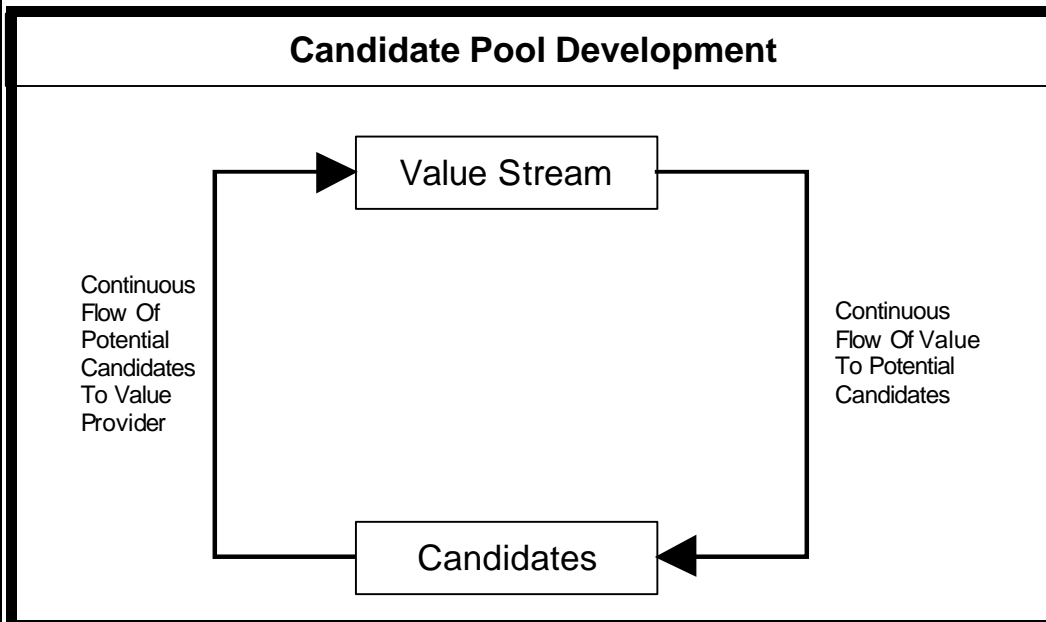
A growing trend is the exchange of Resumes for training. In professions where continued professional growth is a matter of survival, smart companies are becoming the source of free training for upwardly mobile candidates. The company gets a relationship and the certain knowledge that a particular candidate has passed a particular course. This dynamic alone will be responsible for the rapid entrance of training companies into the Industry. Current players will be faced with acquisition decisions in this arena.

Candidate pool development represents the fastest growing, though not the largest segment of the Industry.

With over \$4B in observable expenditure during 1998, the Industry clearly ranks as the best kept secret Online. Advertising revenues on job boards alone accounted for nearly \$450M of this total. The bulk of the remainder involves spending on Website development by the owners of over 200,000 Websites actively engaged in Recruiting candidates.

As with many things on the Web, the early com-

(Continued on page 6)





Executive Summary (continued)

(Continued from page 5)

mercial entrants actually define the roles and responsibilities of the individual businesses that will come to dominate the Industry. We find it unlikely, (over the long term), that the Industry will retain its current shape and structure. Job Boards, in their current incarnation, simply assume that a huge database is a good thing. Unfortunately, the dynamics are that each additional job listed in the database diminishes the effectiveness of all of the others. Job Boards are best seen as traffic generators for company Recruiting Websites.

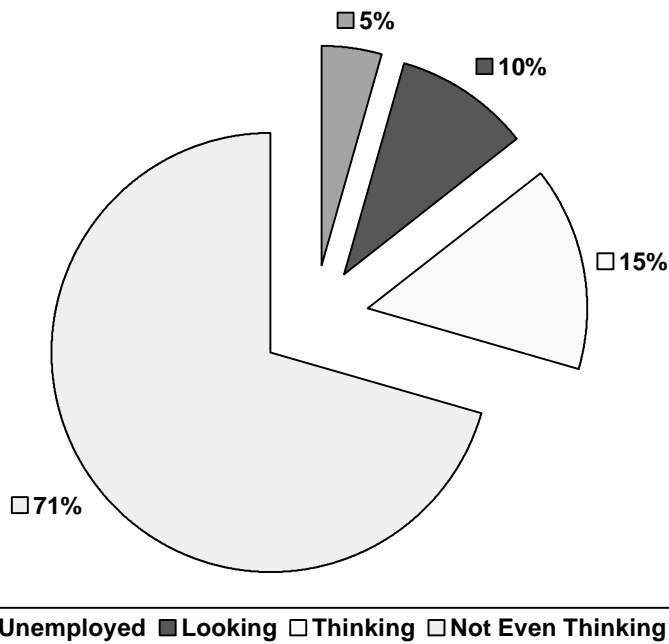
In fact, the largest single trend of the last year indicates that they believe this to be the case as well. Individually and collectively, the Job Boards have built collections of alliances and affiliated Websites in order to bring increasingly larger flows of traffic (or eyeballs) to their databases. Begun by a small pioneering Job Board (Net-Temps), the Industry has taken hold of the idea. Most well known job boards have some form of alliance or distribution network in place. There has been a particularly deep round of activity in the formation of these alliances

with so called "Portals". A "portal" is a large site with lots of traffic (like Yahoo!, AltaVista, Netscape, Excite, Infoseek, or Lycos). Job Boards, from CareerPath to CareerMosaic, have built relationships that exchange traffic, content, or cash in exchange for positions on these Giant Websites.

While we expect extraordinary things from the Excite Career Service Line, it is because the relationship involves ownership rather than exchange. Excite purchased the very interesting startup Classifieds2000 and positioned it, in part, as the Career

Who visits Job Boards?

The Unemployed and the Looking, and they comprise only 15% of Internet Users.



engine for the Excite Network. This is substantially different from most alliances and vests the portal's interest in the Recruiting Marketplace. Meanwhile, most of the efforts of the Job Boards (and Recruiters in general) mimic the existing classified advertising business.

The unfortunate part of this approach is that it misses the large majority of Web users who have not committed to a Job Hunt. These "passive" job hunters make up the Lion's share of Internet users. As companies learn to master retention (after a decade long

phase of ignoring the issue), the number of active job hunters is bound to decline. The future of Online Recruiting clearly rests in outreach to the potential candidate who is not actively engaged in a job hunt. They clearly do not visit large Job Boards,

(Continued on page 11)



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Announcing:

THE 1999 ELECTRONIC RECRUITING INDEX AVAILABLE NOW

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.

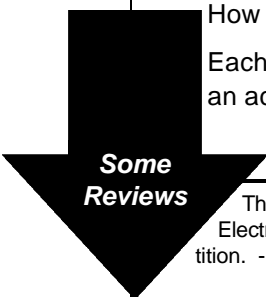
And so it goes on the World Wide Web. With 1999 Revenues forecast to top \$1Billion, the **Electronic Recruiting Industry** has achieved critical mass in advance of the most optimistic forecasts.

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 Has Arrived!



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**

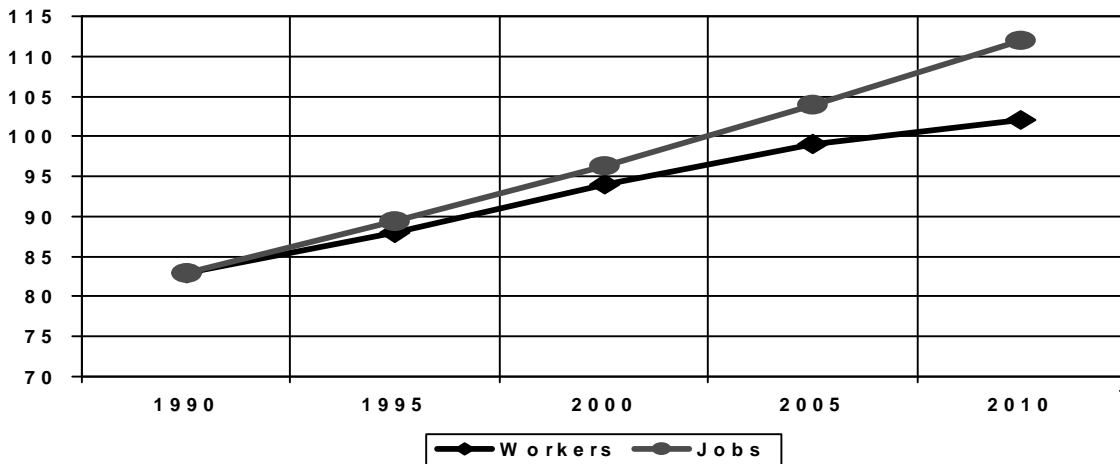
For the past three years, we've depended on the Electronic recruiting Index to help us chart our digital future. I can't wait for the next one. - Tom Isley, **Integer Temps**





1999 ELECTRONIC RECRUITING INDEX

Open Jobs Exceed Available Workers For Generations



Key Trends

1999 ERI: The Industry Matures Table Of Contents

Volume I:

1. Executive Summary
2. Introduction
3. Demographics And The Change In Recruiting
4. The Online Recruiting Industry
5. The Company Website: Strategy Centerpiece
6. Promoting Your Recruiting Website
7. Perfecting The Job Advertisement
8. Survey Results: 2,500 Recruiters
9. The Top 100 Electronic Recruiters
10. Industry Forecasts

Volume II:

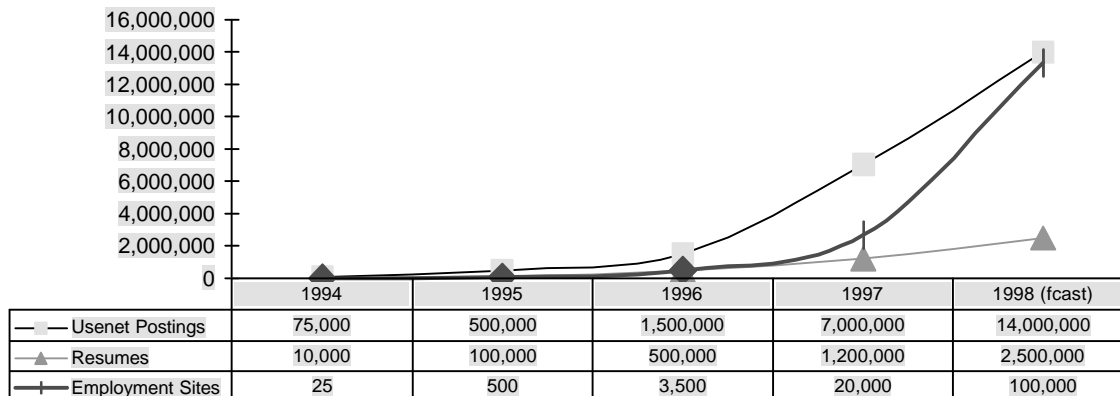
1. Vendor Services
2. Sites and Contacts
3. Third Party Recruiters

Real World Forces

Contents and Benefits
(SEE NEXT PAGE)

Changing Internet Marketplace

Internet Options Growth: Volume = Complexity



Useful Tools



1999 ELECTRONIC RECRUITING INDEX

Contents of the 1999 Electronic Recruiting Index

Chapter	Contents
Introduction	Overview and Guide
Demographics That Drive Recruiting Trends	Labor Force Growth In Detail Training as A Candidate Pool Builder Wage Migration Labor Shortages Life Cycle Recruiting Explained
The Electronic Recruiting Industry	Job Posting Volume and Forecasts Sales Volume and Forecasts Industry Segment Analysis Driving Forces Behind the Players Dynamics That Drive Productivity Cost Factors Market Opportunities
Corporate Website Development	Design Process Developing and Using a Spec Making Sure It's Job Posting Friendly
Perfecting The Job Posting	Writing Guidelines Placement Guidelines Strategy and Website Integration
Survey: 2,500 Electronic Recruiters	Satisfaction Levels Ranking of Tools Awareness and Market Opportunities Job Board Investment Rankings Job Board Quality Rankings Job Board Sales Effectiveness Job Board Brand Awareness
Top 100 Recruiting Websites	Grading Accomplishments Evaluation Contact Info
300 Job Boards	Contact Info Pricing Features Composition
2,500 Recruiting Domains	Key Contacts for all Job Boards
3,200 Third Party Sites	Our Current Inventory





1999 ELECTRONIC RECRUITING INDEX

The 1999 Electronic Recruiting Index is a two volume, 800 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	
	\$1,495 Retail Price		Dec 18, San Francisco \$995 (Pay By Dec. 1)		\$1,795 (Payment by Dec 1)
	\$1,495 Retail Price		Dec 18, San Francisco \$1,295 (Pay After Dec 1)		\$2,295 (Payment After Dec 1)

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Name: _____ Company: _____

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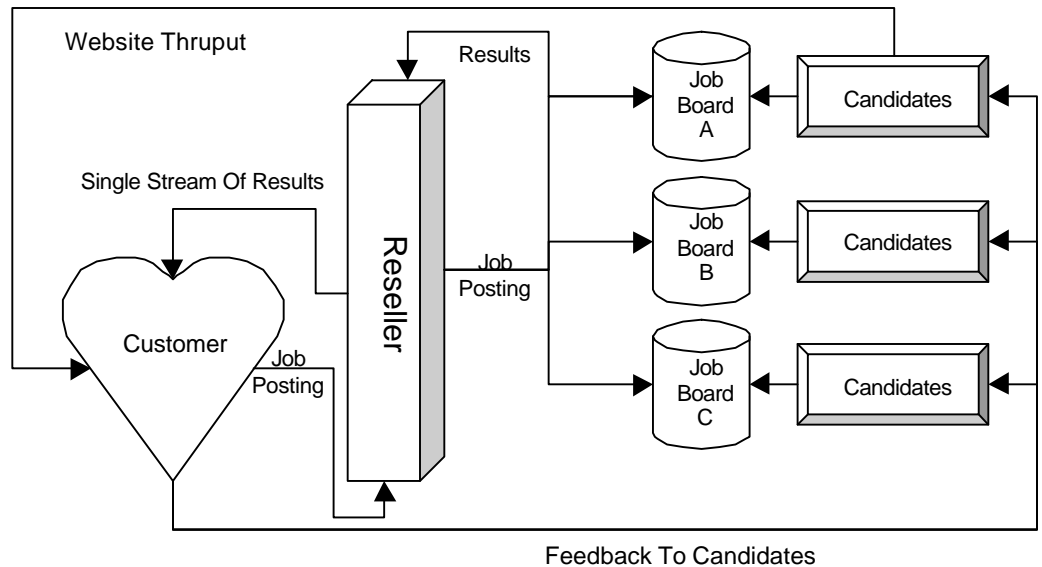
Email: _____ URL: _____

Credit Card #: _____ Expiration Date: _____

Signature: _____ PO# (Bill Me): _____

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 Corporate Recruiting Sites, or 3rd Party Recruiters.

The 1999 Electronic Recruiting Index explores the business dynamics that drive Web Recruiting operations whether they are formal Job Boards or internal posting systems for companies or 3rd Party Recruiters. Our polls of Job Hunters indicate that they can not tell the difference and that brand names are not as important as "finding the site". With 2,500 sites offering job posting services, the media planning required by a normal desk based Internet



Recruiter is quite extensive. Most Recruiters feel overwhelmed by the degree of choice offered by the Web. It is humanly impossible for an individual Recruiter to become usefully familiar with all of the options.

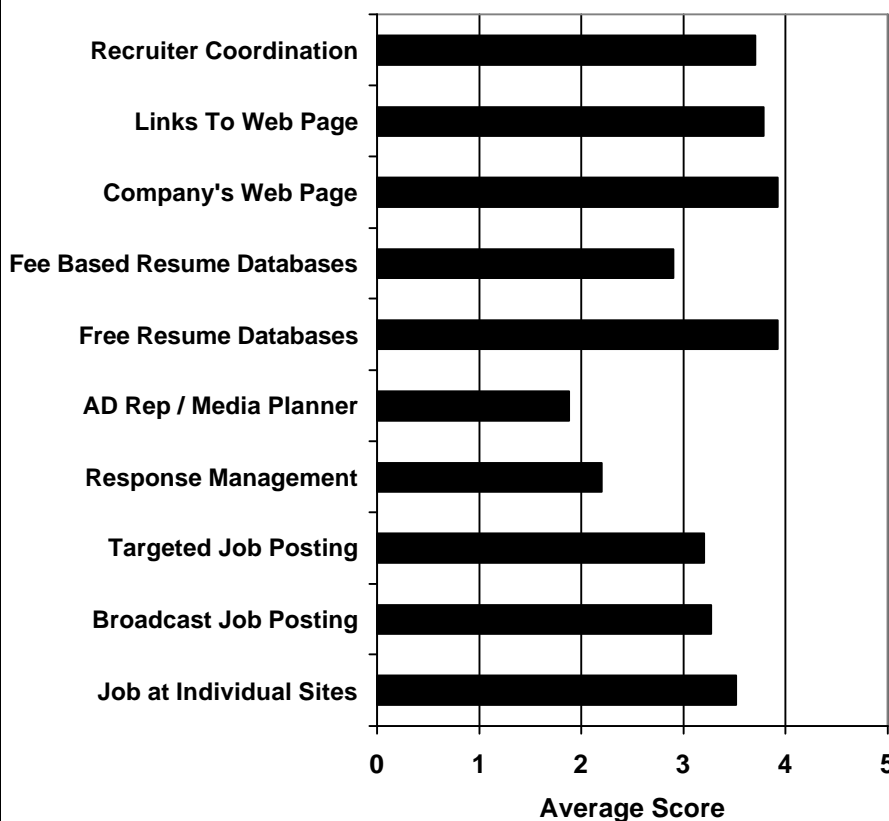
Because they are under pressure induced by the lower transaction costs of Web advertising and the substantial cost of training a sales force, the advertising agencies have left an interesting market opening.

1998 saw the emergence of the Internet Recruitment Advertising reseller. From Best Internet Recruiter (an automated Posting system) to HR Sites International (a demographic targeting tool), these operations allow a Recruiter to reduce administrative time while increasing results.

In a similar vein, the biggest technical move forward was brought to the market by a company called "Junglee". The company sells "middleware", meaning that a Recruiter can not purchase anything from Junglee (at this time). The company's service involves automated pickup and delivery of Job Postings from a company site for placement on a Job Board. With nearly 50 clients in the Job Board business, Junglee has become a de facto standard in the reduction of administrative effort for recruiters and advertis-

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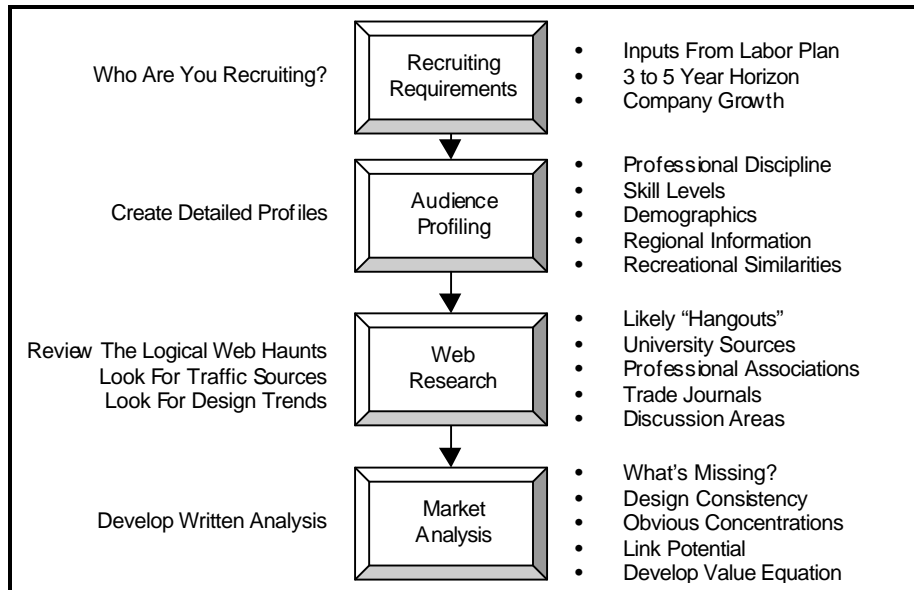
Importance of Various Recruiting Tools





Executive Summary (continued)

ing placement. Given the company's Recruiting acumen and their recent acquisition by Amazon, we imagine a Recruitment offering focused on interest areas sometime during 1999. Very surprisingly, given its lack of a retail product, Junglee was the tenth best recognized service provider in the marketplace. In spite of the dramatic proliferation of company Recruiting Websites, they are becoming more important, not less. Recruiters defined their company webpage and the links to it as two of the top five most important tools for Electronic Recruiting. This is in spite of the fact that it takes most Recruiters a good bit of energy to get a job posted on their internal site. The level of experience, education and Internet Recruiting experience of the typical Recruiter is quite remarkable. Sophisticated about Online Recruiting, exposed to most of the tools and self-trained, these are not the unsophisticated customers described by Job Board representatives. They are informed consumers looking to maximize value and have distinct opinions about the relationship of results to customer satisfaction.



The 1999 ERI takes a close look at the market penetration, sales effectiveness, usability, results, results quality, and customer satisfaction.

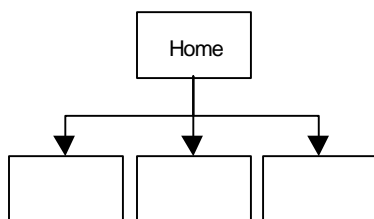
The key to effective utilization of a company Website for Recruiting purposes is effective quantitative objective setting and clear definition of the targets.

Far too often, design of a Website is confused with an exercise in graphical interface development. While this is an important component of the process, a great deal of money has been wasted in experiments that did not bother to clearly articulate the required research and expectations.

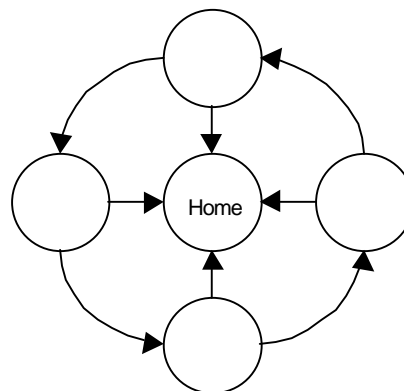
A solid, ongoing Web Recruiting operation requires a constantly active research function that targets and identifies groups of candidates around the Web.

Once the fundamental analysis is completed, the choice of site architecture is next. There are two basic approaches. The hierarchical (and most common) design looks like an organizational chart. Stiff and unyielding, the hierarchical model gives visitors one path through a simple maze.

The alternative approach is called "hive design" because of its similarity to a beehive. With multiple paths towards a center, the hive design makes some sort of accommodation for any visitor who enters the site. There are multiple paths and multiple opportunities. Coupled with automated posting, the hive site enables the development of long term relationships with pools of candidates.



Hierarchy



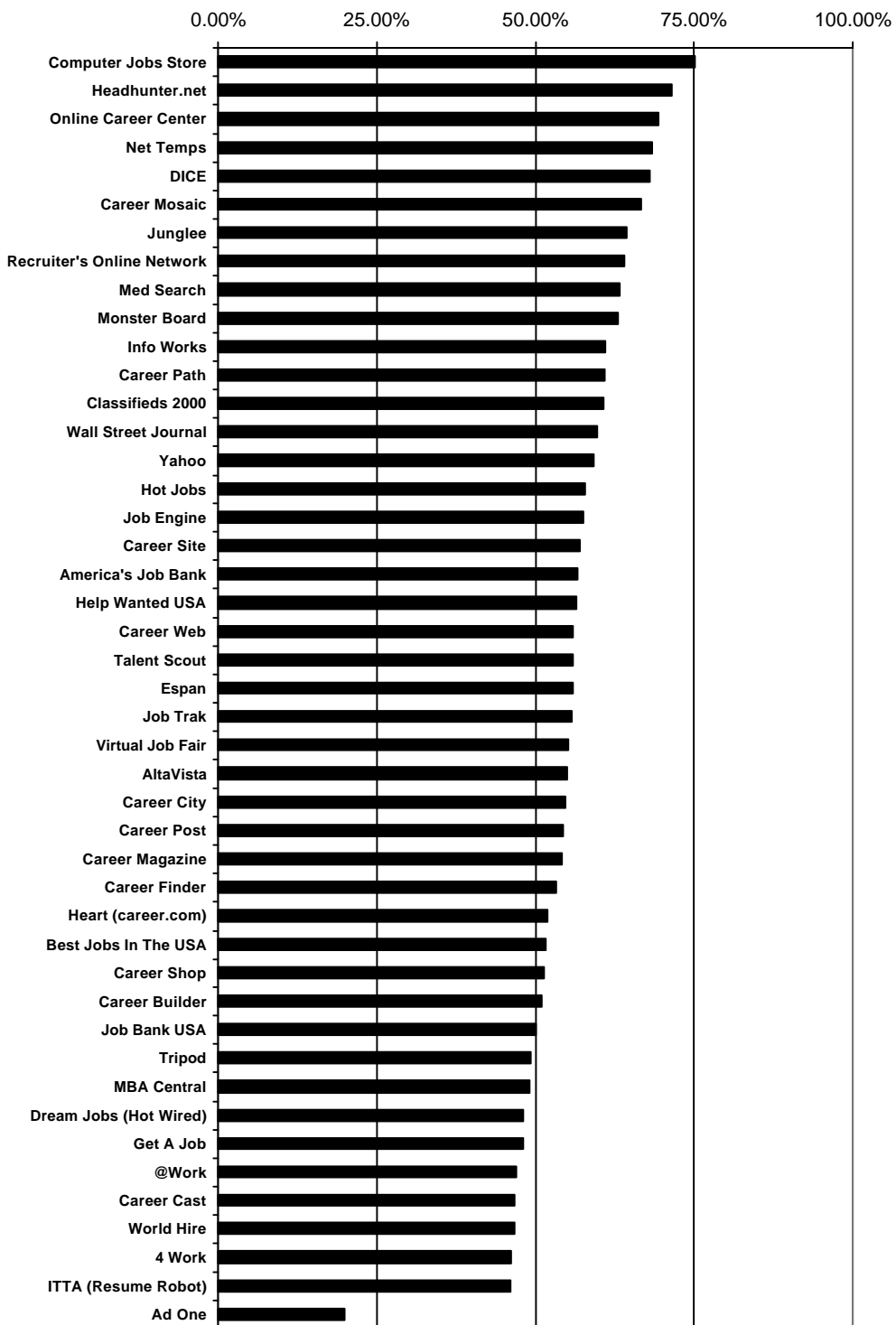
Hive

- John Sumser



interbiznet.com

Job Sites, Ranked by Level of Customer Satisfaction



The **1999 Electronic Recruiting Index** covers all aspects of the Industry and identifies key market opportunities, investment variables, performance characteristics, and the needs and perceptions of our core survey group of 2,620 working Recruiters.



(Continued from page 1)

"host or address unknown".

You've just learned some great stuff by reading a FAQ, but there's no contact point. Enter the great people hunt. Depending on what information you do have and what information you're looking for, any of the tools below can help. You can find street addresses, email addresses, organizational affiliations, and Web postings. To have these tools be of use you need either a name or an email address.

If you have a name, but no email address, you can try any of the tools. If you have an email address, limit your search to Internet Address Finder or Yahoo's People Search.

Tools:

- **Internet Address Finder** (<http://www.iaf.net>) has more than 6.7 million listings. You can search by last name or you can narrow it down by name, domain, or organization. What you get back is an email address along with domain and organization. It also lets you do a reverse lookup. If you have an email address, but no name, you can enter the address and retrieve the name.
- **Switchboard** (<http://www.switchboard.com>) lets you search for businesses, individuals, and email addresses.
- **Yahoo's People Search** (<http://www.yahoo.com/search/people/phone.html>) is another tool you can use to search for people's addresses and email. Its primary distinctive feature is that it allows email lookups based on search-

ing via old or outdated email addresses. (<http://www.yahoo.com/search/people/advermail.html#oldmail>)

- **Alta Vista**, (<http://altavista.digital.com>) with its massive index and smart searching features, lets you find just about anyone who's ever posted something to a news group or a Web site. Just type their name in, enclose it with quotation marks, and hit search. If you get no results, try a variation of the name. For instance, use lower case only, run the two words together, try just last name, etc. You can also limit the search to just Usenet (newsgroup) postings.
- **Hot Bot** (www.hotbot.com) has a pulldown menu on its search page where you can click on person and type in their name.

Recruiter's Toolkit: People Search Tools – Clean-up that Database!

AT&T Toll-Free Number Directory (<http://att.net/dir800>)

This directory provides all of AT&T's toll-free numbers, so therefore does not include *all* toll-free numbers.

Bigfoot Directory (<http://bigfoot.com>)

A global email directory, with phone numbers and addresses for the United States. Put in as little information as you want, but try to narrow your search as much as possible.

BigYellow (<http://bigyellow.four11.com>)

Search Nynex's BigYellow. You'll find more than 70 million residential listings here! Enter as much or as little information as you want. All fields are optional.

BzNetUSA (<http://top.monad.net/~gehrung>)

This service allows reporters to speak with experts at business schools.

CCSO Phonebook (<http://www.uiuc.edu>)

Search through 325 university and organization phone and email directories. It prompts you first for an org from the page, then for a person.

Four11 (<http://www.four11.com>)

A huge, White Pages-style email address and phone-number directory. It's easy to use, and (most of the time) it gets the job done. It also gives you a chance to say "411."

InfoSpace (<http://www.infospace.com>) phone directories for people and businesses. Also, fax directory, blue pages for government, city profiles under MyTown, along with maps for each listing. Use the forms below to search phone directories within the US, or go to InfoSpace to look up someone in Canada.

Internet Address Finder (<http://www.iaf.net>)

Five and a half million email addresses, indexed by Double-Click. The search form can be a little finicky, but it lets you use * as a wildcard character. The "Last name" field is always necessary.

Middlebury College's Phonebook Search

(http://www.middlebury.edu/cgi-bin/WebPh?other_ph_servers) Otis Gospodnetic has designed this interface to search through hundreds of international university phone books. It's as easy as plugging names into a Web form.

Switchboard (<http://www.switchboard.com>)

Cool searchable index of the master list of US telephone White Pages directories. The vice squad is even using it to track criminals. Go figure.



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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

Winter '98 Schedule:

- December 2**
Buena Park, CA
- December 4**
San Francisco, CA
- December 7**
Dallas, TX
- December 9**
Boston, MA
- December 11**
New York, NY
- December 14**
Philadelphia, PA
- December 16**
Atlanta, GA
- December 18**
Chicago, IL



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