

India **ICMA** General Meeting:



FLAVOURS OF SUCCESS

Hosted by:



10-12 November 2005

Hyatt Regency Delhi

New Delhi

India



India ICMA General Meeting: FLAVOURS OF SUCCESS



10-12 November 2005, Hyatt Regency Delhi, New Delhi, India

Dear Friends,

As we in India say in greeting with folded palms - *Namaste!* I bow to you in welcome! Yes, welcome to India and to its capital New Delhi.

India is the confluence of a historic past, throbbing presence and wondrous inviting future. And New Delhi, with its modern hotels, shops, restaurants, cuisines, cultural heritage, monuments reaching into past centuries and all the requisites of the infrastructure of a capital, is the ideal place for our meeting. And it is close to that wonder of the world - the Taj Mahal!

And if you can visit other parts of our country you will find an unforgettable, rewarding experience of a feast of rich social and cultural exposure of this ancient, modern and futuristic land of the 21st century. And an unusually warm-hearted welcome everywhere.



As east meets west, the General Meeting promises to be an interesting mix of a relevant business and enthralling social agenda. It is our privilege to be your hosts and will be happy to assist to make your stay comfortable and memorable.

So *Namaste*, welcome to India - Incredible India!

Sidharth Gupta
COO, FreeAds - India



FLAVOURS OF SUCCESS - PROGRAMME OVERVIEW

Thursday 10 November

- 11.00 - 14.00 Registration
- 12.30 - 13.30 Meet and Greet Lunch
- 14.00 - 18.00 Rickshaw Treasure Hunt through Old Delhi
- 19.00 - 22.00 Welcome Reception and Dinner in the Hyatt Regency Delhi

- 10.30 - 11.00 Coffee Break
- 11.00 - 12.00 **Session Two**
 - Aggregators and price-comparison tools - friends or foes?
- 12.00/12.45 **Workshops**
 - Adding value online
 - Keeping it local
 - Workshop 3

Friday 11 November

- 09.00 - 10.00 Keynote Presentation - National Classifieds Online
- 10.00 - 10.30 Coffee Break

- 10.30 - 17.30 Publishers' Meeting - 'Managing your costs'**
 - 10.30 - 12.30 What are you doing to address the "Free-Free" threat?
 - 12.30 - 13.30 Lunch
 - 13.30 - 15.30 Counting the pennies... cost-saving ideas through outsourcing and other initiatives (twin-track)
 - 15.30 - 16.00 Coffee Break
 - 16.00 - 17.30 Getting the most out of your resources

- 10.30 - 17.30 Online Revenue Generation Forum**
 - 10.30 - 12.30 Spotlight on sales
 - 12.30 - 13.30 Lunch
 - 13.30 - 15.30 A walk online...
 - 15.30 - 16.00 Coffee Break
 - 16.00 - 17.30 Online sales clinic
 - 18.30 - 22.30 Open-air BBQ at traditional Indian farmhouse

- 13.30 - 14.00 Conference Wrap-up and Close
- 14.00 - 15.00 Lunch - Introduction to Toronto
- 15.00 - 16.30 ICMA Business Meeting
- Evening Gala Party



Saturday 12 November

- 09.00 - 10.30 **Session One**
 - Accounting for online costs and revenues
 - Online Business Models - the best and the rest...
 - The Third Generation

Sunday 13 November

- 08.00 - 19.00 Day trip to Agra and the world famous Taj Mahal



INDIA PROGRAMME, 10-12 NOVEMBER 2005

THURSDAY 10 NOVEMBER

11.00 - 14.00 Registration

Register for the India General Meeting in the hotel lobby and receive your name badge, your conference booklet and your tickets.

12.30 - 18.00 Table Top Displays

Meet the suppliers to your businesses and find out how they can help you to optimise the use of resources to maximize revenues and lower costs. Take the opportunity to hear what they can do for you!

Confirmed exhibitors at the time of print are:



See the ICMA website (www.icmaonline.org) for an updated exhibitor list.

12.30 - 13.30 Meet and Greet Lunch

14.00 - 18.00 Rickshaw Treasure Hunt through Old Delhi

19.00 - 22.00 Welcome Reception and Dinner in the Hyatt Regency Delhi

FRIDAY 11 NOVEMBER

09.00 - 18.00 Table Top Displays

09.00 - 10.00 Keynote Presentation – National Classifieds Online (and for a billion people...)

The Times of India is one of India's best-established newspapers and certainly one of the most innovative when it comes to its classified offering. In this keynote presentation, one of its leading classified executives analyses the strategy behind its success, particularly in its sophisticated online activities, and charts its future developments in the rapidly developing largest democracy in the world.

Speaker: R. Sundar, Director (Corporate), The Times Group (India)



10.00 - 10.30 Coffee Break

10.30 - 17.30 PUBLISHERS' MEETING (see box below)

10.30 - 17.30 ONLINE REVENUE GENERATION FORUM (see box below)

18.30 - 23.00 Open-air BBQ at traditional Indian farmhouse

FRIDAY 11 NOVEMBER 10.30 - 17.30 PARALLEL SESSIONS

10.30 - 17.30 PUBLISHERS' MEETING

Chair: Rob Paterson, Group Managing Director, Friday-Ad (UK)

10.30 - 12.30 What are you doing to address the "Free-Free" threat?

A round-table discussion on what actions ICMA publishers have taken to tackle the low-cost challenge of Craigslist and other "free-ads, free-access" competitors. How has this sector developed in your market in the last six months? What has been the consumer/advertiser take-up? And what tactics work (and don't) to enable classified media publishers to compete more effectively. Rob will be detailing what Friday-Ad has completed from their "To Do" list so come prepared to share!

12.30 - 13.30 Lunch

13.30 - 15.30 Counting the pennies... cost-saving ideas through outsourcing and other initiatives (twin-track)

India is one of the world's favourite destinations for outsourcing or off-shoring business processes to save money, improve efficiency and enhance management focus. Learn from an expert consultant about how outsourcing can benefit you, and the real-life lessons from two classified media outsourcing pilot studies. Or participate in a quick-fire cost-saving idea session – prize for the best idea shared!

Speaker: Ajay Sethi, Corporate Director, Corporate Catalyst (India)

15.30 - 16.00 Coffee break

16.00 - 17.30 Getting the most out of your resources

Cost-cutting is an excellent objective in its own right but the smartest and most successful publishers are often those who know how to leverage their resources best. This final session will allow publishers to break into smaller workgroups to ask each other what they're doing to go that extra mile, get that additional sale, squeeze a little more profit from current activities, get more from their people, and re-use their content most creatively and cost-effectively.

10.30 - 17.30 ONLINE REVENUE GENERATION FORUM

Co-chaired by: Peter Zollman, Founding Principal, Classified Intelligence (USA) and Jill Armer, Director of Operations, Buy & Sell (Ireland)

10.30 - 12.30 Spotlight on sales

What's the best way to sell an online classified product? The case for the integrated sales team is strong but what can a dedicated specialist approach offer? Participants will compare these two approaches and debate their advantages. If online is packaged with print (and should it be?), how can online targets be set and incentivised effectively? And how can you simplify the online proposition to make it more attractive to advertisers?

12.30 - 13.30 Lunch

13.30 - 15.30 A walk online...

Online pure-plays keep their costs low by making their customers do most of the work, when was the last time you spoke to a real person at Amazon.com? But as research tells us that over 60% of shopping carts are abandoned, how can you make sure that your self-service page delivers on usability as well as maximising the upsell? Peter will walk the group through the best and worst ad-taking pages around and help you identify the winning features.

15.30 - 16.00 Coffee break

16.00 - 17.30 Online sales clinic

What's your biggest challenge in generating revenue online? The three most relevant issues submitted by delegates will be analysed by Peter and Jill, and then thrown open to the group so that all participants can contribute their thoughts and experiences. Here's your chance to get expert help to tackle those online challenges and win!



SATURDAY 12 NOVEMBER

09.00 - 17.00 Table Top Displays

09.00 - 10.30 SESSION ONE

Accounting for online costs and revenues

With packages and bundled sells, teams that cross-sell print and online, and online and offline channels drawing on the same admin and support services, how can the average publisher attempt to make sense of the real bottom line for their online activities? Measuring and attributing accurately is not nearly as dull as it sounds and will ensure that you can track your return properly.

Speaker: *leading multi-national classified business (name to be confirmed)*

Online Business Models - the best and the rest...

Are there viable alternatives to the move to the "free-free" model and the focus more on monetising the web through upselling from a free-ad basis? Peter Zollman will conduct a timely review of the options available to classified publishers and assess their various merits.

Speaker: *Peter Zollman, Founding Principal, Classified Intelligence (USA)*

The Third Generation

Print and mobile have always been thought of as the "eggs and bacon" of channels, a natural complement and support to each other. As 3G is rolled out in more and more markets, what are the opportunities for classified media to leverage the uptake of this new technology?

Speaker: *major mobile operator (name to be confirmed)*

10.30 - 11.00 Coffee break

11.00 - 12.00 SESSION TWO

Aggregators and price-comparison tools – friends or foes?

Users love the one-stop shop of the aggregator environment, and the chance to save money through price-checking tools. But are they stealing your ads? Or starting to supply services and information to your customers that you could do? This session looks at the impact that these new players have had on the classified market.

Speakers to be confirmed

12.00 – 13.30 WORKSHOPS (45 minutes, repeated twice)

• Adding value online:

led by Sally Winfield, Managing Director, LOOT, (UK)

How can you improve the online user experience whilst maximising exposure for advertisers? Sally Winfield explains the rationale behind the recent developments at LOOT.com, and discusses the different online marketing tactics open to publishers.

• Keeping it local: led by Yahoo! (US)

How to combine global breadth and depth with the relevance of local classifieds? One of the biggest search and portal players discusses what going local means...

• The journey from paid to free...

led by Kaisa Ala-Laurila, V-P Classified, Ilta-Sanomat (Finland)

Making the switch from a user-pays model is not an overnight affair. This workshop will discuss some of the strategic and tactical issues involved and Kaisa will share some of the lessons learned from the Finnish experience.

13.30 - 14.00 Conference Wrap-up and Close

14.00 - 15.00 Lunch - Introduction to Toronto - the next General Meeting destination!

Once again to North America in spring 2006, and to one of the most civilised cities around, Toronto sits on Lake Ontario and boasts the CN Tower, the nearby Niagara Falls, and the world-famous Mounties. Enjoy a taste of Canada as an appetiser to the next GM venue!

15.00 - 16.30 ICMA Business Meeting

No elections this time but a presentation on the 2006 budget, a report on the launch and progress so far of PHOENIX, and a round-up of the projects that ICMA has been working on since Barcelona. Play your part and make sure your vote counts.

Evening

Gala Party

SUNDAY 13 NOVEMBER

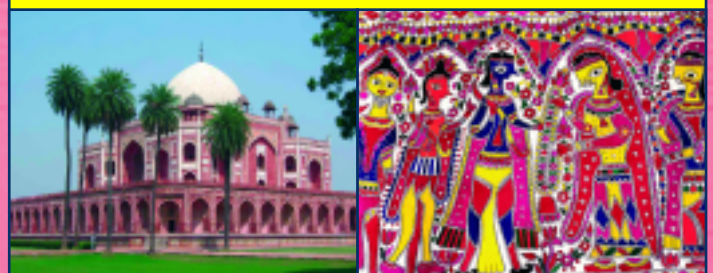
09.00 - 19.00 Day trip to Agra and the world famous Taj Mahal

INDIA - DELHI



Delhi, capital of India, land of mysteries, snake charmers and magicians is complex, contradictory, beautiful and dynamic. It is where the past lives alongside the present. Delhi is not just a city, it's a book which tells you the history of India. Seven times this city went through the struggle of being built and rebuilt.

Delhi is a historical city, rich in beautiful architecture and monuments, which tell the saga of another time. The charm of Delhi has attracted all kinds of people from emperors and conquerors to the very poor. It is said that Delhi is a city of 'Dilwalas' or in other words for people 'with a heart'. This phrase will show its true colours when you wander the streets of Delhi.



GENERAL MEETING SOCIAL EVENTS

The costs for these unique social events are included in the General Meeting registration fee (except the Gala Party and the trip to the Taj Mahal, which cost extra). Please indicate your interest when you register, to guarantee your attendance.

THURSDAY 10 NOVEMBER

Meet and Greet Lunch

Get reacquainted with your fellow ICMA members and make new friends in the ICMA Lounge located in the Regency Ball Room III.



Rickshaw Treasure Hunt through Old Delhi

Using the traditional rickshaw transport, delegates will compete in teams to answer the questions and solve the clues as they tour the heart of Old Delhi. The magnificent Red Fort, the largest mosque in India the Jamma Masjid, and the soaring tower of the Qutb Minar are just some of the sights that this tour will cover. As usual, everlasting glory and lavish prizes will be awarded to the winning team!

Welcome Reception and Dinner in the Hyatt Regency Delhi

After an exciting afternoon 'rickshawing' around town, come and join us for the Welcome Reception and group Dinner at the hotel. This is your opportunity to renew those contacts with all your fellow members.

FRIDAY 11 NOVEMBER

Open-air BBQ at traditional Indian farmhouse

After a busy meeting day, join us for a fantastic, casual BBQ at a beautiful Indian farmhouse. You will be welcomed in the traditional Indian way, and can enjoy an evening filled with folk music, lovely food and of course, great company.

SATURDAY 12 NOVEMBER

Gala Party at the impressive hotel The Imperial



The Imperial, built in 1931, is reckoned to be one of the world's finest hotels, and will be the venue for the ICMA Gala Party (at least the first part!). After a banquet fit for a Maharajah, the tempo will quicken as delegates are whisked from the era of the Raj to a magnificent Bollywood-themed finale – you'll have to be there to believe it!

Tickets for the Gala Party are separate from the General Meeting Registration Fee.

SUNDAY 13 NOVEMBER

SPECIAL – Day trip to Agra and the world famous Taj Mahal

After a great party on Saturday night, start your day with a visit to the world famous Taj Mahal. This monument of love was built by the Emperor Shah Jehan as a memorial for his beloved queen Mumtaz. After a delicious lunch, you will have a chance to visit a workshop of marble craftsmen and of course have some time to shop. Visiting the Taj Mahal is one of these things that you must do when you are in Delhi. For full details of this trip, please visit the website www.icma-online.org.

Tickets for the trip to the Taj Mahal are separate from the General Meeting Registration Fee.

VENUE DETAILS

HYATT REGENCY DELHI, NEW DELHI, INDIA



We will be staying at the deluxe, Hyatt Regency Delhi, architecturally inspired by the Golden Gupta period, located in one of the capital's most exclusive residential, diplomatic and commercial districts.

ICMA delegates can enjoy a special hotel rate for this meeting, we have a selection of two kinds of rooms:

- **Pool view room:** Single room US\$ 165 (approx. €137) and double room US\$ 175 (approx. €145). There are only a small amount of these rooms available, the sooner you register the bigger your chance to reserve one of these rooms!
- **Hyatt Club Room:** Single room US\$ 200 (approx. €166) and double room US\$ 210 (approx. €174). When you book this type of room, you will get a lot of extras! You will be staying on the elegant Hyatt Regency Club floor with the exclusive use of the Regency Club Lounge. In the Club Lounge you can enjoy complimentary coffee, tea and evening cocktails with hors d'oeuvres. This also includes one-way airport transfer by Limousine and complimentary access at Club Olympus, with its sauna, steam bath and Jacuzzi.

Rates are per room per night, excluding tax, including buffet breakfast. The rates listed are only valid for reservations made through ICMA. Higher rates may apply if booked directly with the hotel. Hotel requirements are to be applied for on the online registration form by the official registration deadline. ICMA will arrange your booking/reservation and confirmation will be sent two weeks before the date of the event (or less depending on when you send your registration form). ICMA will not be responsible for any rooms booked directly with the hotel by the participant. Please read the hotel cancellation and payment policies carefully.

Hotel address:

Hyatt Regency Delhi
Bhikaiji Cama Place
Ring Road
New Delhi 110066
India
Tel: +91 11 2679 1234
Fax: +91 11 2679 1122
Website: www.delhi.hyatt.com



Hotel Reservation - Method of Payment

- When you register, ICMA will guarantee your room reservation with the hotel. For this purpose, ICMA requires a credit card guarantee by each individual participant. Without this, the hotel room cannot be held.
- No deposits or pre-payments are required. Settlement of all charges is to be made directly to the hotel by each individual upon checkout.

Hotel reservation - Cancellation

- Individual cancellations will be accepted until **12 October 2005**. Any room cancellation received after this date or No Show will be charged the number of nights of the original booking to the credit card used as guarantee.
- If you wish to cancel or change your hotel reservation, please contact ICMA Head Office.



REGISTRATION & FEES

Please register at our website www.icmaonline.org

REGISTRATION DEADLINES AND FEES:

- Early Bird conference registration by 21 September 2005 € 349
- Standard conference registration by 12 October 2005 € 395
- Late and onsite conference registration after 12 October 2005 € 449
- Non-member registration fee (invitation only) € 449
- Publishers' Meeting fee € 225
- ICMA Gala Party ticket € 100
- Guest Registration fee € 275
- Day trip to the Taj Mahal € 59*

*We can only guarantee this price with a minimum of 30 participants



Registration will only be accepted for personnel from ICMA members or potential members (upon invitation from ICMA Head Office), who are directly involved in the publishing of classified advertising periodicals.

Included in the registration fee

- Access to all conference sessions and activities on 10, 11 and 12 November 2005 (with the exception of the Publishers' Meeting on 11 November - separate tickets)

- All lunches and coffee breaks on 10, 11 and 12 November 2005
- Treasure Hunt on rickshaws through Delhi on Thursday afternoon, 10 November 2005
- Welcome Reception and Dinner on Thursday 10 November 2005
- BBQ at traditional Indian Farm House on Friday 11 November 2005

Not included in the registration fee

- Travel to and from the meeting venue
- Hotel accommodation
- Gala Party at The Imperial, Saturday 12 November 2005 (separate ticket)
- Day trip to the Taj Mahal on Sunday 13 November 2005 (separate ticket)

Partner/Guest Registration fee

Thinking of bringing your partner, a family member, or a friend to the ICMA General Meeting? No problem! Get a Guest ticket for only € 275 which includes:

- All lunches and coffee breaks on 10, 11 and 12 November 2005
- Treasure Hunt on rickshaws through Delhi on Thursday afternoon, 10 November 2005
- Welcome Reception and Dinner on Thursday 10 November 2005
- BBQ at traditional Indian Farm House on Friday 11 November 2005
- Gala Party at The Imperial, Saturday 12 November 2005

There are a few guidelines: first, the partner/guest should only be registered though an employee of an ICMA member and second, a guest may not be another employee of an ICMA member. Third, the partner/guest cannot attend any of the sessions during the whole conference.

Procedure to Register

You can register for this General Meeting on www.icmaonline.org. The online registration form is easy to use for everybody and it makes the whole process very efficient.

REGISTRATION DEADLINES

- Early Bird Registration by **21 September 2005** € 349
- Standard Registration by **12 October 2005** € 395
- Late Registrations will be taken **after 12 Oct 2005 and onsite** € 449

EXTRA PRE- AND POST GM TRIPS

To make the most out of your trip, extend your stay and book a pre- and post General Meeting tour, which are offered by ICMA partner Incentive Travel. You can book these trips directly with them, and of course they can help you if you want your own specialised trip. Please visit our website www.icmaonline.org for detailed information about these pre- and post conference tours.



GOLDEN BEACHES OF GOA - After a couple of days hard work, visit the beautiful beaches of the Arabian Sea for a relaxing holiday.



EXOTIC SPA HOLIDAY IN THE HIMALAYAS - Ayurvedic therapy, yoga and rafting on the Ganges, a trip you will never forget.



GOLDEN TRIANGLE - Visit all the beautiful historical sites of Agra and Jaipur. Agra Fort, the world famous Taj Mahal and the Amber Fort on the back of an elephant!



WILDLIFE TOUR - This tour is a mixture of wildlife and culture, visiting the national park you will enjoy watching the tigers and panthers.



RAJASTHAN TOUR - A camel ride, a spectacular sunset over the sand dunes and sleeping in a luxury nomad's tent in the desert.....an experience of a lifetime.

Members can register on the ICMA website in the member section (if you haven't registered for the member section or have lost your password, please fill in your details on the website and Head Office will give you access immediately).

Non-members (ICMA invitation only) can register in the public section. Alternatively members/non-members can download a PDF of the registration form at the website in the event section.

Remember when registering online:

You can only register one participant per form. Partner registration details must be included in the same form as the registering ICMA member. Payment must be arranged at the same time as registration. Only after receipt of payment is the registration deemed official. The hotel Hyatt Regency does not require a deposit, only a valid credit card in order to hold your room. Payment for your hotel room must be settled upon checkout.

Publishers' Meeting Regulations

- Only senior management of ICMA members and their holding companies* can register.
- An entrance fee of € 225 applies

*Holding companies must have a majority share in at least one ICMA member.

Cancellation details

- ICMA Head Office must be notified in writing of any cancellations. A cancellation fee of € 55 will be charged for cancellations received up to 12 October 2005. After this date, there will be no refund of the registration fee.
- Separate conditions apply for the hotel reservation. Please see details in Hotel Reservation section.

