

A new start....

Lisbon is almost upon us, the ticker on the new website as I type this tells me that we only have 43 days to go before we all meet in one of the prettiest towns on the Estoril coast to renew our business contacts and continue the "re-volutionising" of our businesses. It's just 6 months after the marvelous Munich GM where Quoka did us so proud, and I know that Helmut and the Ocasião team are planning to extend a very warm Portuguese welcome to ICMA delegates, so if you haven't already registered, what are you waiting for? Check out the latest information on page 3 of this newsletter, or better still on the new ICMA website and book your place pronto.

Whilst attendance at Business Meetings has declined to a small hard-core of interested members (I tell myself that this is because you

are pretty happy with what we're doing!), I urge you all to attend in Lisbon where we will be discussing issues and voting on matters vital to the Association's future. Just as your businesses are changing, the Association has to evolve to remain a relevant and useful partner, and the Committee is proposing to make some changes to the Articles and Bylaws to ensure that we continue to improve the value that we offer to you. Full details will be emailed to member publishers by April 4



latest and posted on the ICMA website, and I welcome comments and feedback from all interested parties - l.hime@icmaonline.org

No business can succeed if it stops growing and I'd like to ask members

again to pass on any recruitment leads so we can follow up and convert them. Jack Humphreville of Target Media Partners has been the star performer in this category but I am now getting more leads from other members (Eniro, Inform Media, Loot and Quoka just recently). Recruiting new members is so important and benefits us all through the injection of new ideas, fresh approaches, and different issues to tackle together, not to mention the bounty payment .

I had my own "new start" on 23rd February when I got married to Mark Kenny (some of you may remember him as the photographer in Dublin and Barcelona). Even on honeymoon in South Africa and Mozambique, I didn't forget ICMA totally though, witness the JunkMail T-shirt!

See you in Lisbon!

Lucie Hime, ICMA Executive Director

Dear all,

This is my last article as Chairperson of the Committee as I am standing down in Lisbon. It's been a real adventure and pleasure to serve for the last few years and I've learned a lot about what the other members are doing and their innovations in the marketplace, and I hope, helped to spread that knowledge further.

As well as enjoying the company of a great bunch of people, I've visited seriously different destinations around the world from Brighton to Capetown to Amsterdam

and the infamous ice hotel in Finland! So if you are interested in joining this band of intrepid "classified media explorers" contact any of the Committee or Head Office now or in Lisbon and we will tell you more about it.

A big thank you from me to Lucie, Karina and Craig for making my journey a great one.

At Buy & Sell we can see that the future cannot rely on traditional print revenues

and so we have invested substantially in a revamping of our website, a development of community and dating forums, and soon a series of vertical channels that we can customise from web to print. But we will not forget print, and neither should you.

Being a member of ICMA has been a fantastic opportunity for us to develop relationships with businesses and see how things work outside our market so we can apply those lessons in Ireland. We have been able to forge partnerships and access software developments which we would have found difficult to source on our own - so thanks to ICMA and to those publishers in particular that we have had discussions with in recent months, in Austria and in the UK.

Lisbon will again give us the chance to look at the "re-evolution" of the classified business and the use of new technologies and channels to re-fashion our businesses and to develop new revenue streams. It is nearly upon us and we have a great agenda for you to enjoy both social and business - so register early!

Looking forward to seeing you all soon.

Jill Armer, ICMA Chairperson



In this issue:

Great weather, the beach, wine tasting, fish restaurants, fantastic Gala Party... those are the side-kicks of the General Meeting in Cascais, Portugal 3-5 May 2007. What the main purpose is, you can read on page 3.

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ICMA revamps online

Thanks to the excellent team at Koopjeskrant in Antwerp, the Association has just launched a new, much-improved website for members. We thought long and hard about what members had told us over the years about the website (and of course, tried to remember everything we've learnt from presentations at the GM's!), and we have aimed to organize the content into more logical areas, simplify the navigation and provide better search tools wherever possible.



There are 5 key areas - About, Events, PHOENIX, Info and Members Worldwide - on the top navigation bar, and you can then drill down into the content under each

area by using the left-hand navigation bar that appears. The clickable "breadcrumbs" in the centre show you exactly where you are in the site, and there is an interactive site map as well.

Instead of a "members' site", Karina came up with the concept of "members' rights", and so rather than creating parallel sites (and doubling the maintenance), the new system sets "rights" on each page, and we can even customize the content that the user sees depending on his membership status.

We've increased the pages which promote ICMA to potential members, and expanded the partnership section. Do check out the discounts that ICMA has negotiated for you from market-leading companies such as Borrell Associates, Classified Intelligence, Juniper Research, Kelsey Group and the World Association of Newspapers - you can find these under the About section. There's an extended events calendar, a detailed events archive, and the usual information on the forthcoming ICMA events.

Helping members find information more efficiently was a priority, and the Info link will take you to the new searchable databases of documents (now numbering over 250), news (being updated over the next few weeks), member database, PHOENIX FAQ's and the new ED Blog. Yes, Lucie has finally succumbed and blogs more or less every day some random thoughts, news and views which occur to her. There are already quite a lot of postings so check them out and if you find it interesting, you can subscribe via RSS and have these "pushed" to your inbox every day.

Completely re-designed around the new 20th anniversary logo, the website look-and-feel is much cleaner and more contemporary with a fresh white background, sign-posting in ICMA's corporate colours of dark blue and yellow, and an accent colour of lighter blue. This scheme now forms the basis of all ICMA communication materials, and you may have noticed it in the new letterhead and envelopes.

We already have plans for the second phase of development but we'd really like to hear from you about what you think of our work so far. It's your site so please let us know by mailing Karina on k.vanlenthe@icmaonline.org.

Committee brief



The Committee met in Brighton at Friday-Ad's offices in late January - thanks again to Rob Paterson (and his excellent PA, Sarah Back) for all the help in arranging the meeting (and Sue Paterson for driving us about!). Despite the British Airways' strike, and Gerald taking a bus to London Stansted instead of Gatwick, we spent a very productive one and a half days.

Key issues discussed included:

- Benchmarking** - the Committee agreed to work on conducting a study in 2007 which would address a tightly-defined area of members' activities such as online ad sales and enable members to compare "apples with apples" and see exactly where they stood relative to their peers.
- Criteria for membership** - the Committee asked Head Office to develop proposals for further relaxing of the Association's membership criteria so that members can benefit from the expertise and experiences of companies who are active in the classified sector but do not have a dedicated classified product. The proposals will be presented to the membership by April 4 and be voted on at the Lisbon Business Meeting on Saturday 5 May, so make sure you're there!
- Committee elections** - the current Committee stands down in Lisbon and elections will be held for a new two-year term (2007-09). There will be at least three vacancies that will need to be filled, and so if you want to influence the direction of the Association, please contact any of the Committee via their details on the back of this newsletter, or Lucie at Head Office to find out what's involved.

The next Committee Meeting will take place on Thursday 3 May in Lisbon, if you would like to raise any issues for consideration, please send details to Head Office by 23 April latest.

New members

We're delighted to welcome the following new members who have joined the Association in recent months:

- Cox Autotrader, USA** - thanks to Jack Humphreville for making the introduction
- El Clasificado, USA** - who can forget Martha et al in Munich! Another one of Jack's...



In the pipeline:

- Beijing Hand-to-Hand Technology Company, China** - we're very grateful to Valeria Baulina of Pronto Moscow for her help in securing this member
- Alyam Newspapers, Saudi Arabia** - thanks to everyone in Munich for making Saleh feel so welcome

And there are a couple more that I'm working on, please do keep the leads coming!



All aboard for the Lisbon GM!

Karina, with considerable help from Helmut Pollinger, has found us a beautiful hotel on the sea-front which provides just the right mix of professional conference capabilities and layout, and the 5-star standard of comfort and services that help facilitate networking. Make sure you bring your swimsuit as the Hotel Miragem Cascais has a huge infinity pool which looks out over the Atlantic Ocean, and providing the weather is kind to us, we are planning to have the Welcome Reception and Dinner here so we can enjoy the view together.



But whilst we all enjoy the social aspects of GM's and recognise that the parties provide great networking opportunities, we know that delegates attend GM's to learn from the expert speakers and presenters on the formal programme, and take home practical ideas that they can apply to improve the profitability and longevity of their businesses. So the Lisbon programme is designed to do exactly that, help you "re-volutionise" your business to meet the challenges of today and tomorrow. Jim Townsend of Classified Intelligence, and the ever-popular Peter Rees will lead a special double Keynote session on identifying and understanding the new and potential competitors that you need to compete with. This topic will be extended into the Publishers' Meeting with a dedicated Q&A session for senior management to ask in-depth questions.



The social programme starts off with a tutored wine-tasting in a beautiful traditional cellar in Colares - Portuguese wines are so much more than the ubiquitous Mateus Rosé - and we think you'll be impressed with both the quality and variety. On the Friday evening, Helmut has found us a typical Portuguese restaurant to enjoy the local seafood, and as eating well seems to be an essential part of Portuguese life, that's something we're particularly looking forward to. The Gala Party will be held at Penha Longa, a former monastery, and we know that Ocasião is planning to host a great event.

When was the last time that you re-vamped your ratecard to reflect today's pricing reality? To help you do just that, ICMA has secured one of the leading pricing consultancy companies, Kubas Consulting from Canada, together with some real-life input from Trader Media East - don't miss this session! And with a panel on the personals vertical, featuring JunkMail, Buy & Sell, Ocasião and industry supplier Telecom Express, an update from Loot about their frequency change and the established round-table workshops, Friday will be a day well spent.

On Saturday, the publishers will gather with Sidharth Gupta to focus on the advantages to be gained from new technology, and the workgroups which will

grapple with revolutionising the traditional ad sales model, preparing to switch to free-distribution and gazing into what the future might hold. The sales managers won't miss out either, addressing the changes to their teams' role in a free-distribution world, online sales, and the regular exchange of the latest and best revenue-generating ideas.

There's all this and much, much more waiting for you in Portugal - register online today at www.icmaonline.org/!



Azulejos to you too!

No visitor can help but be dazzled by the profusion of decorative wrought-iron balconies and panels of azulejos, the traditional hand-painted tiles of Portugal in Lisbon's ancient Moorish Alfama district. Outside the capital tile-decorated facades are everywhere and reflect the history of this once-powerful nation.

In 1415 the Portuguese captured Ceuta, in what is today Morocco and discovered the beauty of Moorish tiles, which were introduced to the area around the 13th century.



The first dated azulejos were believed to have been made in Portugal in 1565. They can still be seen at the Quinta da Balcalhoa, which was built in the mid-15th century and transformed into a palace by King Manuel I for his grandmother, the Queen Mother, Infanta Brites. The tiles at the palace are in blue - azul, in Portuguese - which accounts for the name azulejos.



By the 17th century the local artisans had mastered the craft and began to use yellow, purple and green in their purely geometric designs. By 1650 tile panels representing mythological scenes, hunting motifs and landscapes made their appearance and before long azulejos were decorated with garlands, cherubs and blazons.

A tile craze swept the country, creating so great a demand that tiles were even imported from the Netherlands, replacing the local kind in popularity.

In the early 18th century, Antonio de Oliveira Bernardes and his

son, Policarpo, set up a tile school in Lisbon, creating panels in the baroque style. By 1740 tiles began to be made on an industrial scale, resulting in a rapid deterioration in quality. Then, after the Lisbon earthquake of 1755, which destroyed most of the city and many of the factories, quality hand-made tiles again became popular. They have remained so ever since.



Location... location... location

Yes I know I have banged on and on about this before, but ask yourself (and your sales teams by the way) which countries do your advertisers WANT to advertise in? How do you know? Do you even ask them?

You know full well that there is no point in selling an international advertising package of Peruvian papers to antiques dealer in Spain if the complexities of export are a logistical nightmare! Instead, you target your efforts at identifying the places WHERE your advertisers are likely to be able to export to. Sounds very obvious but I bet you my last PHOENIX fan that you're not doing it.

Ok so how do you do it? Easy! Here's a recipe for research:

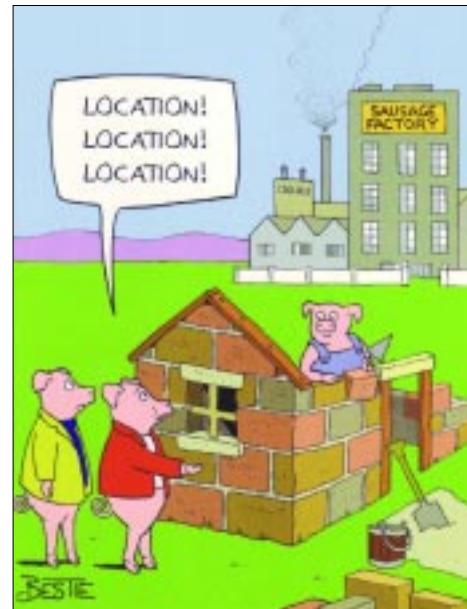
- First take 1 experienced sales person
- Choose ten existing classifications
- Call 2-3 advertisers within those classifications and ask them about any business conducted anywhere other than the country they are currently trading in

Why will they give you this information?

Tell them you are conducting research into new packages ('maybe' you are ONLY offering these to existing customers ;-) and you really value their expert opinion on whether there really is a market out there. Of course, being highly organized, your ACP will have provided you with some introductory packages that will enable you to offer this existing customer an immediate deal (should you sniff the merest whiff of interest of course).

So what will you find out?

1. If they do business outside your country
2. What type of business they do
3. How often - their advertising frequency
4. Historical results - have they tried it before?
5. What they think of your packages - value for money?
6. If this particular classification is worth selling to
7. If you can use this research method again
8. That being proactive actually works and you make money
9. If anyone else is selling this service to your advertisers
10. Possible new sales revenue for the cost of a phone call



Having worked many years in the professional research industry (ICL), I know a little research goes a long way. Working in the classified advertising industry, you know one call can make sales figures go a long way. Now what's stopping you?

We want you! (and your goodies)

Yes, the time has come for you and your papers to promote yourselves at the next ICMA General Meeting in Lisbon. Every year we put out the same request to our publishers and every year some publishers bring along wonderful bundles of their fine work and others do not ☹. ICMA understands that the cost of

shipping papers can be expensive but we know that some publishers also bring along an extra suitcase containing their goodies. Why would you do that I hear your cry? Well according to Dan Rindos of Bargain News... he not only saves money on shipping the papers by bringing them himself,

he also builds that crucial muscle mass needed to model the newly purchased clothes he can now fit into his empty suitcase. There you have it! Cost-efficient body building with shopping benefits thrown in for good measure! Now I bet you never thought about THOSE benefits ☺.

Seriously though, please take this wonderful opportunity to promote your papers - every member of ICMA is interested in what you produce and the ideas you have - by promoting yourself you continue to make a valid contribution to the success of ICMA events.



Coupons - inches matter... Loot leads the way

ICMA has been working with a number of publishers in trying to re-evaluate the use of the ICMA coupon that is placed within individual papers. The most recent activity has taken place at Loot (United Kingdom) and thanks to the forward-thinking attitude of Mike Cowley-Freeman the Head of Commercial Sales, Loot have completely re-designed the way in which their coupon and international ad placement service is presented to their existing advertisers.

As recommended in my previous newsletter article (January 2007), Loot have taken the step of placing 'in-fills' throughout their papers which promote their international advertising packages to their readers. The important thing to notice about Loot's efforts is not just the fact that they are promoting the service, but the fact that they are promoting a service 'package' - this is what sells the service to the advertiser.

Loot has also ensured that their international rate card has been completely (and competitively) reviewed and they are offering the right packages (to the right advertisers) at the right

price. As with all marketing activities, your best efforts will be worth absolutely nothing unless the people at the end of the phone can support and further develop your advertisers' expectations! Making sure you have an efficient, well trained ACP who has the knowledge of international destinations will ensure confidence in your highly-profitable service continues to grow.

In conclusion, a little re-working of your logo and coupon can go a long, long way to lure potential international advertisers - IF you tell them what you have to offer, WHY they need it and WHAT the benefits are. Sitting someone behind a phone and hoping that advertisers will simply call in is not going to make those bookings appear!



**Get yourself
around the
world**

Maximise the success
of your ad...

Advertise in over 160
countries across the



**Advertise
in the USA!**

You can reach over 24 million households in over 270 cities across the USA from £2995!

Just call 020 8900 4325 or see page 30 for more info and prices.

Co-operation not competition is the name of the game in France

Schibsted ASA, Norway's biggest media company, is merging its car site La Centrale - and operations it had bought from Trader Classified Media last July - with the online automotive-classified business of the French media group Spir Communication. Schibsted and Spir will each own 50% of the joint venture, planned to launch in June, subject to competition authority approval.



Spir's contribution to the joint venture is Internet-only Caradisiac, France's largest automotive portal, with editorial content, community and classifieds, acquired in September 2005 from its founder Cédric Bannel. It has a wider audience than La Centrale, with 7.4 million visits last October - the last comparable stats - versus 4.4 million visits for La Centrale. Its business model relies on brand advertising and paid classifieds.

La Centrale is a leader in cars classifieds, both online and offline with weekly newspapers, publishing more than 2.5 million car classifieds in 2006. Schibsted's other French operations included in the merger are Les Annonces du Bateau, a major brand in boat classifieds ads, and the insurance broker Garantie System.

Spir and Schibsted have worked together since 2002 when they entered into an agreement to launch 20 Minutes, Schibsted's free commuter paper, in



Schibsted's and Spir's move is another sign of ongoing market consolidation in France. "The online car market is still very fragmented and far from the maturity of the US market," said François Blum, head of Internet development for Spir.

Other players:

- Germany's **AutoScout24**, already active in 10 European countries, launched in late 2006
- **Google Base** is expected soon
- online directory **Pages Jaunes** recently launched an affiliated classified site, AnnoncesJaunes.fr
- specialized players such as **Argus** and **Paru Vendu**, both active in the paid-classified market
- free sites such as **VivaStreet**, and generalist marketplaces including **eBay** and **PriceMinister**.

Source: Classified Intelligence

Hürriyet bags Trader Media East

Trader Media East's board has recommended that shareholders accept the cash bid of US\$ 500 (EUR 376) million from Hürriyet Invest, the investment vehicle of Turkish media group Dogan Yayin Holding. The offer represents a significant premium over the closing share price of US\$ 8.10 (EUR 6.10) before the approach was announced.

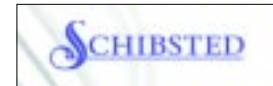


TME operates in the Russian, CIS, Baltic and Eastern European regions and was formerly part of the Trader Classified Media empire of John McCall MacBain which was broken up and sold off throughout 2005-6. Hürriyet said it believes that TME offers a strong strategic fit with and a complementary product offering

Hürriyet. "TME will also give Hürriyet improved access to high-margin online advertising as well as substantially strengthen Hürriyet's presence in high-growth Central and Eastern European markets, specifically Russia and the CIS," it added.

Other news from Schibsted

Spain: Schibsted exercised its call option to acquire the outstanding shares of InfoJobs.net, the biggest recruitment site in Spain that was part of Trader Classified Media's Spanish assets. Anuntis Segundamano Holding S.L., which is controlled 77% by Schibsted and 23% by the González Castro family, invested € 12.5 million to increase its stake from 60% to 93.56%. In Q4, with a growth in income of 69%. The company achieved the group's highest Q4 operating margin - 57% (EBITDA).



Other online activities in Spain also produced sound results and their revenues increased by 56%. The leading websites - in particular, Coches.es (cars), FotoCasa.es (real estate) and Segundamano.es (general) - have seen a strong growth in their revenues.

Sweden: Schibsted increased its stake in blocket.se by a further 18.2%, paying in Schibsted shares.

Italy: Watch out for more online classified services later this year following the appointment of a new CEO (see back page).

Norway: Schibsted is speeding up its preparations for Media Norge, a common company of the Norwegian newspapers Aftenposten AS, Bergens Tidende AS, Fædrelandsvennen AS, Fædrelandsvennens Trykkeri AS, Stavanger Aftenblad ASA and Finn.no. The shareholders of the media businesses will receive merger consideration in the form of shares of Media Norge ASA. Schibsted has minority stakes in all the media houses but 52.8% in Bergens Tidende. The focus of the new group will be new digital products and will headquartered in Bergen.

Source: FinanzNachrichten and Classified Intelligence

eBay makes its move in China

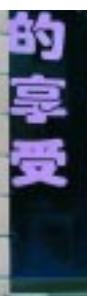
Following the much-publicised closure of its struggling auction portal in China, and rumours of its imminent exit from the market, eBay has announced that it has taken a 49% share in a new site with Tom Online Inc., the country's largest wireless carrier and distributor of Skype, eBay's VoIP platform.

According to EMarketer, there are nearly half a billion mobile phone users in China compared to only 123 million

the China market, and will capitalize on our companies' strengths in the emerging m-commerce sector," said Tom CEO Wang Lei Lei.

eBay CEO Meg Whitman said, "eBay has helped pioneer e-commerce in China, and by combining expertise with that of a strong local partner like Tom Online, we are even better positioned to participate in this growing market. This agreement is a sign of our continued commitment to delivering the best online buying and selling experiences in China."

eBay is contributing US\$ 40 (EUR 30) million in cash to the new venture, along with the assets of its EachNet subsidiary. Tom is staking US\$ 20 (EUR 15) million in financing. Both companies might share equally in an additional US\$ 10 (EUR 7.5) million investment.



Internet users and so this new alliance might be the smartest move eBay's ever made to capture the Chinese market.

"The new online marketplace to be built by the joint venture will provide an enhanced user experience, tailored for

The global auction leader hasn't found it easy doing business in China. eBay entered the market in 2002, taking a one-third stake in then-3-year-old EachNet. The following year, it spent US\$ 150 (EUR 112.8) million more to buy the remaining two-thirds. Shortly afterward, Alibaba launched its Taobao marketplace, which, unlike EachNet, charged no commissions on listings and quickly set the pace. Taobao now holds almost 70% of the market in Shanghai, Beijing and Guangzhou. In 2005, Whitman visited China to reiterate the company's commitment, saying that EachNet would spend US\$ 100 (EUR 66.6) million on marketing for the year. At the time, she predicted that eBay's Chinese operations would match the size of its US operations within 10 years.

Recently, it was confirmed that eBay will pay US\$ 105 (EUR 78.9) million for a third interest in UMPay, a Beijing-based online-payment platform.

Source: Classified Intelligence

Eniro's annual report

The Swedish search-and-directory company Eniro has released its annual report for 2006. Operating revenues amounted to SEK 6.7 billion (EUR 720 million), operating profit (EBITDA) improved by 9% to SEK 2.3 billion (EUR 247 million). Online revenues for the Group increased organically by 14% for 2006 with Norway, Finland, Denmark and Poland experiencing high growth in online revenues.

But Sweden remains a difficult market for Eniro. Despite increased product development and increased focus on separate sales, Eniro lost market share to Schibsted's Hitta.se. So Eniro is working to enhance its position through acquisitions. In January, it acquired 100% of Leta AB for a cash consideration of SEK 48 million (EUR 5.16 million). Founded in 1998, Leta.se is an established start page for many Swedish Internet users, featuring a selection of links to other popular and useful sites. Leta.se has a positive-traffic trend, with more than 1.1 million visits per week and the start page generates more than 50 million web searches annually. Leta.se is included in Eniro's network thus generating traffic to Eniro's services and strengthening Eniro's offerings to advertisers, particularly in search-engine marketing. Most recently, Eniro acquired 48.1% of NetClips AB, which owns the video community Bubblare.se, launched last September in Sweden, Norway, Finland and Denmark. In conjunction with the purchase, Eniro will receive an option to acquire the remaining 51.9% of Bubblare's shares.

Marktplaats offers maps

Marktplaats.nl has launched a new way to show search results. The map overview allows users to set various distances from their home postcode and see where goods in a specific classification are being offered.

"With over 4 million ads there is always something to find in your area," says Oscar Diele, Marketing Director eBay.nl and Marktplaats.nl. "This way buying and selling is not only easy but also familiar. As a user you can immediately spot on the map what is offered in your area."

The ads are shown with icons on the map which each represent one of the newest 100 ads in that classification. By moving the mouse over the icon the user will see any image, title and price and clicking will take you directly to the ad.



Source: Classified Intelligence

Dealer Specialties enables bulk upload to eBay Motors

Dealer Specialties, Inc., a division of Dominion Dealer Solutions and part of Dominion Enterprises (formerly Trader Publishing Company), and a leader in providing automobile dealers with data collection and distribution services, colour digital photos, and vehicle videos, has announced a new online feature

providing automotive dealers the ability to update and transmit their vehicle inventory to eBay Motors.

The new feature is integrated into the existing Dealer Specialties Inventory Manager tool. Dealers can simply post vehicles to the eBay Motors marketplace and create eBay Motors listings by utilizing their existing Dealer Specialties online classified listings.



"Our Inventory Management Tool automates the listing process, making it easy for dealers to create, manage and market their vehicle inventory from one place," states Brian Page, General Manager Dealer Specialties. Dealer Specialties employs over 600 field technicians located in 48 states to service nearly 10,000 automobile dealerships. Each month, their technicians physically view and collect data on more than 650,000 used vehicles. The detailed vehicle data, photographs and videos are sent electronically to dealers' own websites and to over 2,000 other partners such as AutoTrader.com, Cars.com, Dealerskins, The Cobalt Group and most manufacturer web sites.

The frantic scramble for online classified partnerships



Newspapers and online classifieds services are racing to pair off, most recently with Monster Worldwide. Monster announced that it is partnering with tech firm Adicio to share job listings with its network of more than 200 newspapers, including The Seattle Times, Star Tribune of Minneapolis, Las Vegas Review-Journal and Career Journal, a site maintained by The Wall Street Journal. Although online classifieds are a top priority for newspapers seeking to shore up revenue, the latest deal indicates that the tail is wagging the dog. Big online firms realize they need newspaper partnerships to remain competitive.

It's a tense situation. Even as they manoeuvre to form relationships, newspapers are still threatened by the explosion of online classified services. In 1990, US newspapers' annual revenues of US\$ 11.5 (EUR 8.6) billion from classifieds represented over 35% of their total ad revenue - about US\$ 32.3 (EUR 24.3) billion. This percentage grew as overall revenues increased throughout the 1990s, with classifieds contributing 40% of a total US\$ 41.3 (EUR 31) billion in 1997 and the same proportion of a total US\$ 48.67 (EUR 36.6) billion in 2000. The US\$ 19.6 (EUR 14.7) billion that year was the high-water mark for classifieds. In the face of online competition, revenues dipped to US\$ 17.31 (EUR 13) billion by 2005, or 36% of the overall.

Seeking to stem the tide by capitalizing on economies of scale and geographic reach, newspapers first turned to each other, setting aside rivalries to form national classified networks.

Thus, Tribune and Knight Ridder took control of CareerBuilder.com in 2000, with Gannett later joining in 2002 and Scripps signing on in 2005. Earlier, Tribune had

joined with the Times Mirror Company and The Washington Post in 1997 to create another national network for auto classifieds, called Cars.com.

The flurry of activity was driven by fear of competition from online classifieds services, like Monster.com, founded in 1994, and Hotjobs.com, acquired by Yahoo! in 2001. Both posted impressive growth numbers. Indeed, a 2006 Deutsche Bank study noted that the survival of newspapers relies on affiliating with networks and forming an online classifieds presence - either by creating one or allying with an existing player. The report, "Class System in Classifieds", states that newspapers that are part of the CareerBuilder network held on to an average 57% of their online classified markets, versus 41% for those that are unaffiliated.

However, over the last year the tables seem to be turning - with the online powerhouses approaching smaller



newspaper networks and unaffiliated newspapers to maintain growth. "The stakes rose quickly with the Yahoo!-newspaper deal," according to Ken Doctor, an analyst with Outsell, Inc., which provides research to the information industries. Doctor also pointed to Monster's appointment of Peter Newton, a Boston Globe vet, as Senior Vice President for small and medium businesses in June 2005.

Characterizing the overall mood of online classifieds, Doctor said: "Right now, it's a land rush. National recruitment websites are trying to grab as many listings as they can and as

much audience as they can. Competition is fierce." Doctor added that publishers will probably try to "hedge their bets - participating in not just one, but multiple networks, as they try to drive the best deals they can." Importantly, Monster's deal with Adicio isn't exclusive, meaning that the participating papers can still strike deals with other sites like HotJobs.

Source: MediaDailyNews

Online directory ads to top US\$ 11 billion by 2011

Advertising from online directories is expected to climb 22.3% every year for the next five years, topping US\$ 11.1 (EUR 8.35) billion in 2011 - up from US\$ 4.1 (EUR 3.08) billion in 2006, according to a local advertising forecast released by the Kelsey Group.



Online local directories - comprising Internet Yellow Pages, mobile directories, and local search - are drastically outpacing the growth of their offline counterparts, with the forecast predicting a 0.9% compound annual growth rate over the next five years for offline directories, from US\$ 26.5 (EUR 19.9) billion in 2006 to US\$ 27.8 (EUR 20.9) billion in 2011.

"While [small and medium businesses] continue to utilize traditional media, they are increasingly turning to targeted, vertical electronic media," said Kelsey Group Senior Vice President Neal Polacheck.

Local search ads are set to grow 23.2% annually, according to the Kelsey Group, from US\$ 922 (EUR 693) million in 2006 to US\$ 2.6 (EUR 1.95) billion by 2010. Internet Yellow Pages are predicted to grow as quickly, with 29.9% annual growth, reaching US\$ 2.3 (EUR 1.73) billion in 2011 - up from US\$ 624 (EUR 469) million in 2006.

Polacheck said that the estimate was revised down from the higher local ad forecast of US\$ 13 (EUR 9.78) billion projected by 2010 just 12 months ago in part because larger, national advertisers are crowding small business advertisers out of the local search marketplace, slowing ad revenue growth.



Polacheck also said the delay of Yahoo's Panama upgrade to its search ad system, which incorporated geographic targeting, has moved back the growth timetable for local search.

Source: Media Post Publications

Quigo?

Over the past year, more and more prominent websites have been turning away from the large contextual ad networks powered by Yahoo and Google to the much smaller Quigo Technologies.

The name of Quigo's game is control and transparency. While advertisers using Google's AdWords or Yahoo's Overture have little say in how their ads are placed, Quigo encourages publishers to develop their own advertiser relationships and offers the ability to target ads by category, location, specific site, or even specific web page, all on an auction basis.

Quigo controls less than 10% of the contextual advertising market, but it has focused on signing up recognizable brands. Over the past few months, Quigo has signed deals with publishers like ESPN.com, the Cox Newspaper group, and FoxNews.com.

Adding value to the PPC proposition is increasingly necessary as a new study from Outsell predicts that spending on pay-per-click advertising in the US will fall 1% in 2007 as overall online advertising spending grows by 18%. Meanwhile, spending on search engine ads will surge 39%.

The company also predicted rises in cost-per-action ads and online sponsorships and a decline in broadcast and movie advertising. Outsell surveyed 1,000 US advertisers, which represent US\$ 6.5 (EUR 4.88) billion in ad spending.



Almost half (49%) of the companies surveyed said they planned to reduce spending on PPC ads due to click fraud. Last year, only 37% said they would do so. "It's clear that pay-per-click will not continue its trajectory," said Outsell VP Chuck Richard.

Source: Adotas

Making it easier for advertisers to buy

When Robb Olsen remembers the old rate card for the Palm Beach Post, he's reminded of a schematic for cold fusion. It was that complicated, and in fact so complicated that the paper decided to chuck it entirely. Out went the entire tangle of pricing based on lineage and inches going back to the days of linotype operators and hot lead.



That was in 2004. The Post implemented a cleaner look to its pages, switching to modular ads - eighth page, quarter page, half page and full page - and a rate card that didn't take a nuclear physicist to decipher.

Olsen, the Post's Vice President of Advertising, says the switch has led to cost savings for the paper and has also made it that much more attractive to advertisers.

And all this is good news for media buyers, advertisers and the publisher alike. Among the biggest complaints buyers have about newspapers, complicated rate cards are near the top of the list. Deciphering rates has long been a labour-intensive process, and buyers complain that they're never really quite sure they come away with the best deal.

But papers across the US are following the Post in making the switch to the modular ads and simpler rate structures. "I think you are going to see more papers in the States and Canada going modular and improving their pricing," says Chris Kubas of Kubas Consultants, a Toronto-based newspaper consulting firm, which will be leading a session on better pricing policy at the Lisbon GM.

The reasons are quite practical, and there are actually quite a few. One big spur, of course, is the pressure of competition. With more media outlets chasing limited ad dollars, newspapers are a lot more anxious to make buying advertising easier.

And advertisers like modular. "It's a non-issue with advertisers because modular is often easier for them. All they have to do is pick a size from a menu," says Kubas. But modular offers papers advantages that go well beyond. A modular format makes it easier to reduce the width of the paper, as the Journal did just recently when it went from a 15-inch wide page to 12 inches. The Journal now has seven standard ad units.

But the far bigger appeal of modular is that it allows publishers to structure discounts that encourage both larger ads, which in

themselves generate more revenue, and bigger spending commitments from advertisers. "There's always a good reason to buy a larger ad, and a spending-based discount structure works hand in hand with modular ads," says Kubas.

In the Post's case, the old system of discounts actually worked against the paper by encouraging "advertisers to buy the lesser-valued advertising space at full rate to earn a significant discount on the premium positions. Our initial motivation was to get rid of the decade's worth of allegedly temporary pricing incentives that had been put in place but never removed."

Over two years, the Post phased in the modular ads, and with new pricing incentives the Florida daily has been able to increase its average ad size. "The number of insertion ads increased by 52% in retail, one-time ads decreased and the amount of revenue in retail ads increased by 10%," Kubas says. "It's not just modular, it's about continuous spending incentives and making advertisers spend more."

And the new system is also saving money. "The potential cost savings in a more manageable stable of ad sizes was to be realized in all areas of the business, from ad operations to layout and newsprint savings from less 'fill' space." The change has allowed the



paper to move in-house sales efforts targeting smaller advertisers, relying on phone and fax.

"I'm proud to say that we achieved what we set out to do. In our first two full years, we saw a 24% decrease in the number of different ad unit sizes that we published," says Olsen. "At the same time, we saw an increase in the average ad size of 16%."

Source: MediaLife

Google gets deeper into real estate listings

Google is diving further into real estate, as Realogy Corporation has announced that Google and real-estate search engine Trulia will host over 500,000 real estate listings from Realogy's companies. Realogy's holdings include well-known realty brands Century 21, Coldwell Banker, and ERA.

All Century 21, Coldwell Banker, and ERA listings are currently searchable via Realogy's own search engine. Current and future listings will also appear on both Google and Trulia.

"Our brand websites are some of the most highly trafficked and comprehensive sites in real estate today," said Richard A. Smith, Vice

Chairman and President of Realogy Corporation. "Our announced distributed listing strategy follows an intense study of the advantages of the broad distribution of our listing inventory. This serves as a milestone in our strategy to maximize the advantages of the web for the benefit of our franchisees, our operating company and our customers."

Those shopping for a new home or condo in the US can attest that looking for a home online can be a frustrating experience, due in part



to the fact that listings are not concentrated in a single place. According to comScore, Google handled 58% of all real estate searches conducted online as of November 2006. Given its position as the undisputed king of the search hill, making sure your listings are available on Google makes good business sense.

On Google, Realogy's real estate listings will be accessible via Google Base. Launched in October 2005 and still in beta, Google Base is a searchable database populated by users. When it launched, it was speculated that Google was targeting the likes of eBay and Craigslist by allowing users to upload items for sale; the Realogy announcement marks another step in that direction. Google Base will now be populated with real estate listings from three of the largest realtor brands, making Google more of a go-to site for

New Swiss free-ad marketplace

A new free-ad marketplace has launched in south-eastern Switzerland. Swiss publisher Südostschweiz Mediengruppe has launched Markt.Suedostschweiz.ch, a free-classifieds ad website where users can also pay to publish their ads ad in the publisher's print weeklies. Markt.Suedostschweiz.ch is co-operating with Piazza.ch Zusammen, the leading marketplace owned by Tamedia. The publishers also launched an automotive site, Mobil.Suedostschweiz.ch in partnership Car4You.ch, the market-leading automotive site and

users will soon be able to place ads either locally or on the national platform.

Source: Classified Intelligence



real estate searches. Realogy's move may force its competitors to also embrace Google. Otherwise, they run the risk of having their listings go unsearched as users find plenty of interesting homes without having to leave Google.

Source: Online Media Daily

Online job ad revenues surpass print

US employers spent more on online recruitment advertising than newspaper job ads - US\$ 5.9 (EUR 4.4) billion to US\$ 5.4 (EUR 4) billion - for the first time in 2006, according to a new study.

The online shift will continue over the next five years as Internet job listings hit US\$ 10 (EUR 6.6) billion in 2011 - or 13.7% of overall recruitment dollars



compared to 6.5% for newspaper ads, according to market research firm Borrell Associates Inc.

"Our projections through 2011 do not bode well for traditional recipients of recruitment spending," stated the report. "Of all forms, the only ones we see growing share over the next five years are online media and recruitment agencies."

Much of the online growth is expected to come from small and medium-sized businesses posting local ads for hourly and part-time workers. Already, two-thirds of online job revenues are generated by niche boards or regional websites focusing on specific categories such as nursing, technology or food services. Rivals Monster and CareerBuilder, respectively, control 14% and 12% of the online job market, while newspapers not affiliated with either job site claim 8%.

The Borrell report, however, questions whether these alliances will benefit newspapers in the long-term. "In the end, the newspapers that fled to Monster or HotJobs wound up doing exactly what they shouldn't: Abandoning a billion-dollar investment in their own product and building up brands they have spent years trying unsuccessfully to degrade," the report stated.

The study warned that the deals may not turn out so well for the online partners, either. Because papers rely heavily on converting print advertisers to online ones, Monster and HotJobs may find revenue gains elusive.

While the moves made by Monster and HotJobs grabbed headlines this year, the spread of specialized job sites generated much of the online ad growth. The report cites SnagAJob, which focuses on hourly jobs, as an example of a fast-growing targeted site used by employers including Home Depot, 7-Eleven and Target. These sites are also

creating features such as blogs, podcasting and videocasting to help create a sense of community around careers.

Help wanted ads for blue-collar workers represent the biggest growth opportunity. Unskilled positions including transportation jobs accounted for 46% of job openings in 2006, but fewer than 2% of these were listed online.

While free-listing sites such as Craigslist and Google Base have been seen as among the biggest threats to newspaper classifieds, the Borrell study said only that they'll "continue to take bites out of the recruitment listings and revenue pies."

Source: MediaPost

ICMA has negotiated a 20% discount on all Borrell Associates reports for Association members outside of North America, bringing the price down to just US\$ 796 (EUR 598). Check out the full list on www.icmaonline.org and mail Lucie with your order.

Niche sites generate more response

So maybe big isn't better? Small might actually be beautiful. Recent research from San Francisco-based research provider Media-Screen indicates that whilst online consumers visit a variety of large and small websites, they are more responsive to advertising on niche sites that more closely match their personal interests.

The firm's Netpop I Response survey of 1,356 US broadband users examined how they respond to online advertising, with respondents asked to identify three sites they use for each of their special interests. By analysing these sites, Media-Screen found that smaller sites are not only more likely to advertise products and brands that

The Metro Column

4th quarter and 2006 results

Net sales increased by 23% to US\$ 124.1 million in Q4 '06 (2005: US\$ 101.3 million); at constant exchange rates, net sales improved by 15%.

The group operating profit in Q4 was US\$ 10.9 million (2005: profit of US\$ 5.5 million). The contribution from subsidiary and associate newspaper operations rose to an operating profit of US\$ 17.2 million (2005: profit of US\$ 12.3 million). And the Q4 net profit was US\$ 11.5 million, (2005: US\$ 5.9 million).



Metro Poland closes

Friday 5 January was the last day of publication for the under-performing Metropol as Metro closed its Polish subsidiary TPP Sp.z.o.o. Despite growing to one of Poland's largest daily newspapers since its launch in 2000, the financial performance of the paper has been below Metro's expectations as local market conditions have proved difficult for the free press sector in particular. "With the sale of Metro Finland announced earlier and the announcement of the closure of Metro Poland we have successfully enhanced the attractiveness of our portfolio of mature operations and we are more than ever committed to reaching the right balance between growth and profitability for the benefit of our shareholders," the company said.

Exit Pelle

Pelle Törnberg, Metro's President and CEO, has announced that he will step down in 2007. Pelle has been the CEO of Metro International since it was listed in 2000 and has worked with the Metro newspaper since it was founded in 1995. Under Pelle's leadership Metro has invented and dominated the free newspaper industry. He said "I have worked with Metro from its start in Stockholm in 1995 to launching c. 70 editions in 100 major cities in 20 countries in Europe, North and South America and Asia. It has been a truly amazing journey both for the company and for me personally." He plans to continue working with the Kinnevik Group in a non-executive capacity. Anyone fancying their chances should contact Dennis Malamatinas, Chairman of the Board of Directors of Metro International.

consumers are interested in, they are also more likely to prompt consumers to recommend or purchase the products advertised.

The results highlight that when choosing where to place their ads, advertisers and marketers can no longer ignore smaller sites with lower traffic. This also supports the premise put forward by Neal Polachek in his excellent presentation at the Munich GM (available from the ICMA website) where he argued that verticals were actually best positioned for the future and it would be the broad general products that would struggle.

X-Media heads south

Following the acquisition of Black Media and Atlantem in 2006, Calligram is continuing its series of roadshows with an event in Madrid towards the end of April where the company will focus on developing relationships with its current Spanish customers QDQ - a directory publisher and Autocasión, the magazine part of the VOCENTO Group, which specializes in classified ads, as well as attracting new clients. ICMA member Buy & Sell Ireland has recently signed up as a Calligram client as has Loot in the UK. You'll be able to check out Calligram's products at the Lisbon GM in May.



Love knows no borders

comScore Networks reported that 22% of Internet users, age 15 and older, visiting online personals sites in December 2006 were in France, followed by the British with 20% and the Americans with 13%.

Bob Ivins, Managing Director for comScore Europe, pointed out that Internet dating methods people use to connect with others show distinct cultural preferences in each country, with France having the highest proportion visiting online personals sites. He said "We note that local nuances are critical to success, as demonstrated by the fact that each country has a fairly distinct list of top sites in the category. Interestingly, usage of dating sites seems to peak in the summer months in each country; July in the UK and US and September in France."

In the UK, the most popular site is DatingDirect.com (recently acquired by France's most popular personals site MeetIC) with 1.4 million UK visitors in December '06. Yahoo! Personals leads the category in the US, with 4.5 million US visitors, age 15 or older. In addition, the only site included in the ranking of the top online personals sites in at least two countries is Match.com.

If the personals category is important for your business, don't miss the panel at the Lisbon GM on Friday May 4th.

Web properties	Unique visitors (000)
Top personals sites in the UK*	
Total web users in UK (age 15+)	29,788
Personals category total	5,836
DATINGDIRECT.COM	1,427
LOOPYLOVE.COM	960
GIRLSDATEFORFREE.COM	618
Match.com sites	510
INTERRODATE.CO.UK	452
Top personals sites in France*	
Total web users in France (age 15+)	24,409
Personals category total	5,317
MeetIC	2,258
Easyrencontre	724
CAPFRIENDS.FR	369
2BCOME1-FR.COM	337
MSN Dating & Personals	299
Top personals sites in the US*	
Total web users in the U.S. (age 15+)	152,350
Personals Category Total	20,555
Yahoo! Personals	4,153
Match.com sites	3,970
TRUE.COM	3,086
Spark Networks	2,504
SINGLESNET.COM	2,173

*visitors age 15+ December 2006 home and work locations

Note: Excludes traffic from public computers such as Internet cafes and access from mobile phones or PDAs.



Competing with Craigslist - local newspapers show how

In a new report from Classified Intelligence, when it comes to competing with arch foe Craigslist, newspapers and other local publishers should stop charging for merchandise ads and develop an online classifieds brand separate from their traditional

and better-educated their populations, the more likely that Craigslist is to be the volume leader in the marketplace. In middle markets, Craigslist mostly ends up filling an unmet need for free, low-hassle merchandise ads. "It is in this category that Craigslist grows the quickest -almost invariably beating the local newspaper within just a few months," stated the report.



website. This conclusion was drawn from the evidence of an 18-month study of Craigslist in a dozen markets including Baton Rouge, La., Knoxville, Tenn., Mobile, Ala., and Ithaca, N.Y.

Surprisingly, the firm's new report concluded there is no evidence that Craigslist takes significant revenue from local newspapers' real estate and job listings in small- to mid-sized markets. "Large metropolitan markets, where ad volumes are considerably higher, are likely a different story," noted the study. A previous report on Craigslist by Classified Intelligence, for instance, found that the free listings powerhouse pulled at least US\$ 50 (EUR 37.6) million to US\$ 65 (EUR 48.9) million from San Francisco Bay Area newspapers annually in help wanted ads alone.

And in the communities it studied for the report, the firm found that the younger

bizarre it seems, actually represents a significant threat to their classified business. And it is vital to act fast and pro-actively, not defensively. The report demonstrates that publishers who grasped the nettle quickly and developed a clear strategy to combat the threat, succeeded in retaining control of their classified ad franchise.

By offering free merchandise classifieds and gradually introducing contextual ads and special offers around them, newspapers can blunt Craigslist's incursion. In



its 30-page study, Classified Intelligence also counsels newspapers to add more community features, adopt pay-for-performance advertising and offer a paid delivery service to "community members," among other steps to better compete with Craigslist. "Be creative and take risks. Going beyond what Craigslist offers is essential," according to the report.

Source: *MediaPost*

ICMA has negotiated a 21% discount on this report for members. Normally selling at US\$ 499 (EUR 384), ICMA members can purchase it for just EUR 300. And if you want to see how Craigslist has developed in recent years, you can also buy the December 2004 report together with the new one for just EUR 350. The new ICMA website has the full list of Classified Intelligence reports, why not check them out? Simply email Lucie on l.hime@icmaonline.com with your details and the reports that you want and we'll do the rest.

Newspapers and local video

According to a new report from Borrell Associates, local online video advertising, worth about US\$ 161 (EUR 121) million in 2006, is expected to grow to US\$ 371 (EUR 279) million this year, or 5% of all local online advertising, and to exceed US\$ 5 (EUR 3.76) billion in next five years.

In 2006 the market for locally targeted online video ads became a legitimate market in Chicago, New York and Los Angeles (the three largest markets) worth more than US\$ 5 (EUR 3.76) million each. The next 37 largest markets each saw more than US\$ 1 (EUR 0.75) million in revenue from online video, according to Borrell. The study claims that "infomercials" are said to drive the increase in the advertising market, not traditional 15-second commercials



In 2006 newspapers sold approximately US\$ 81 (EUR 61) million in local online video commercials in comparison to US\$ 32 (EUR 24) million sold by TV broadcasters. And, according to a report from the Television Bureau of Advertising, online TV revenues were up 41% in 2006.

The study also found that print media is using the Internet as a new medium to reach TV advertisers, while TV broadcasters have been utilizing the Internet to reach traditional print advertisers. The trend has led to most local TV websites hosting classified ads, and nearly half of the newspaper websites offering video content. This shift in website advertising is changing local advertising with banners and paid listings decreasing, and video ads and paid search increasing.

Broadcasters are expected to bounce back in 2007 though. With an increasing number of video streams available on TV websites, 80% of broadcasters surveyed expect to sell streaming video ads this year, up from 72% who did last year.



According to the study, online competition with newspapers and broadcast TV stations is expected to increase with both sides continuing to develop video products for the web. Automotive advertisers will be key in the competition, along with real estate, health and employment.

Borrell concludes that the online video advertising market is expected to increasingly revolve around the strength of websites' video content.

Source: *Center for Media Research*

Upcoming Events

April

12-14 April 2007
AFCP ANNUAL CONFERENCE AND TRADE SHOW
 New Orleans, USA
www.afcp.org
Organised by: Association of Free Community Papers

25-27 April 2007
INMA WORLD CONGRESS
 Paris, France
www.inma.org
Organised by: INMA

29 April - 1 May 2007
YELLOW PAGES ASSOCIATION ANNUAL CONFERENCE
 Las Vegas, Nevada, USA
www.ypassociation.org
Organised by: The Yellow Pages Association

May

3-5 May 2007
GENERAL MEETING
 Lisbon, Portugal
www.icmaonline.org
Hosted by: Ocasião
Organised by: International Classified Media Association

8 May 2007
DIGITAL TREND DAY
 Amsterdam, The Netherlands
www.inma.org
Organised by: INMA/IFRA

24-25 May 2007
EUROPEAN CONFERENCE ON MANAGING DIRECTORIES
 Barcelona, Spain
www.eadp.org
Organised by: the European Association of Directory and Database Publishers

30-31 May 2007
NEW LOCAL MEDIA CONFERENCE 2007
 Stockholm, Sweden
www.ifra.com
Organised by: IFRA

June

3-6 June 2007
60TH WORLD NEWSPAPER CONGRESS, 14TH WORLD EDITORS FORUM, INFO SERVICES EXPO 2007
 Cape Town, South Africa
www.wan-press.org
Organised by: World Association of Newspapers

8 June 2007
INMA CLASSIFIED ADVERTISING SEMINAR
 Brussels, Belgium
www.inma.org
Organised by: INMA

September

17-19 Sept 2007
DDC 2007 THE FUTURE OF YELLOW PAGES
 Reston, Virginia, USA
www.kelseygroup.com
Organised by: The Kelsey Group

October

31 Oct - 3 Nov 2007
GENERAL MEETING
 Amsterdam, The Netherlands
www.icmaonline.org
Organised by: International Classified Media Association

November

8-9 Nov 2007
BEYOND THE PRINTED WORD
 Dublin, Ireland
www.ifra.com
Organised by: IFRA

28-30 Nov 2007
INTERACTIVE LOCAL MEDIA '07
 Los Angeles, California, USA
www.kelseygroup.com
Organised by: The Kelsey Group

Leavers and starters

• **Koopjeskrant:** It has been handed down as an article of faith that Koopjeskrant was the first member to apply to join the Association after it was founded although Primeiramao puts in a strong claim to that honour. What is beyond dispute is that the driving force of Koopjeskrant was **Dirk Apers**, and that he took his responsibilities as a member very seriously indeed. Dirk served on the ICMA Committee from 1995 to 2001, part of that time as Treasurer, and has been an active participant and contributor to General Meetings and the ongoing development of the Association throughout. Dirk has decided to step aside from the day-to-day running of Koopjeskrant, and whilst he will remain on hand for 12 months to guide the new managers - Koen Vandaele who becomes Operations Director, and Frédéric Apers (no relation)

who will be Sales and Marketing Director - he will retire from active service. ICMA would like to thank Dirk for all his input and help over the years, and wish Koen and Frédéric all the best in their new appointments. We'll have a drink together in Lisbon!

• **Secondamano:** Emile Blomme, formerly head of Reed Business Information's operations in Italy and then the Netherlands, was appointed CEO of Secondamano's operations in Milan. In 1999-2001, he worked alongside Lucie at Elsevier Business Information in Belgium - it's a small world! We hope to see him at the Lisbon GM in May.

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Chairperson:

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A new arrival!



Zuzana Hand, ACP of Annonce Prague, shows off the new addition to her family, **Tadeas**.

Congratulations to **Jack Humphreville** on his 60th birthday on 2nd March! His caring colleagues at Target Media Partners clubbed together and bought him a wheelchair.



Contact Details

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