

Do not assume that you understand your own business

In 2003 Gartner Research found that 73% of newspaper publishers thought online revenues would NOT grow in the next five years.....

Meanwhile the online units of the publishers were posting record revenues...

Gartner Research then asked media buyers where they would spend money next year:

54% said they would spend more money on the internet in the coming year.

27% said they would spend less on print newspapers

An independent study financed by the Online News Association found that 47.9% of the online public believed that online news provided “a complete picture of the news.”

Meanwhile only 17% of media professionals felt the same

The 2003 Pew Study of America and Internet life found that 88% of online readers said they could easily give up print newspapers.

Only print magazines fared worse.

The hardest media for these people to give up?

The internet.

Don't fool yourself by saying the online audience is different.

It's not.

In the industrialized world, the profile of the online audience is almost exactly the same as the profile of the general public.

A transformation of media habits is under way.

The 150 year-old business model for the modern newspaper is going to change.

We are entering a post-mass media age.

Consider the fragmentation of radio, television, magazines.

Newspapers are the last traditional mass media, but readership is in an accelerating 20-year downward spiral.

Maybe Google and Yahoo will be the new, and final, mass media providers.

Despite a changing world, we still continue to think like mass media companies...

...and we think too much like market leaders....

..it's all so lazy, so yesterday, so 20th century....

...it will kill us.

Welcome to the San Francisco Bay Area, the first market where structural change has happened to the newspaper business model.

Four newspapers dominate: the San Francisco Chronicle, the San Jose Mercury News, the Contra Costa Times, the Oakland Tribune.

In addition, there are about a dozen smaller dailies, weeklies and alternative publications of note.

Total advertising in the market is \$3 billion.

About \$1 billion goes to print newspapers.

The major daily newspapers combine for a circulation of nearly 1 million in a market of 6 million people.

The major dailies have a combined staff of about 6,000 people.

The major dailies are backed by some of the most powerful media companies in America: Knight Ridder and Hearst and MediaNews

none of that is enough

The San Francisco Bay Area classified market is totally dominated by an outfit run of a small storefront in a neighborhood in San Francisco.

It has a staff of 20 people.

It took the classified market from the most powerful media companies in America.

Last year, those 20 people cost the major dailies about \$60 million in lost business.

Welcome to Craigslist.org. Welcome to the collapse of newspaper classifieds.

Don't chuckle too loudly.

New York and Los Angeles are getting ready to crumble too.

And now, Europe is on the list....

You're next...

It's very simple... and it works devastatingly well...

craigslist: san francisco bay area classifieds for jobs, apartments, personals, for sale, services, community, and events - Mozilla Firefox

File Edit View Go Bookmarks Tools Help

http://www.craigslist.org/

Hikelight: Home Chuck's Backpacking... Susan's Cycling Pag... Ultralight Backpacke... Server Racks and C... Drainspotting Links Download The Hous... CGI::EncryptForm - ... SFcolocation - San F...

craigslist **san francisco bay area** [sfc](#) [sby](#) [ebv](#) [pen](#) [nby](#)

[post to classifieds](#)

[help](#) [subscriptions](#)

search craigslist

community (14820) [activity partners](#) [artists](#) [lost+found](#) [childcare](#) [musicians](#) [general](#) [politics](#) [groups](#) [rideshare](#) [pets](#) [volunteers](#) [events](#) [classes](#)

housing (31475) [apts / housing](#) [rooms / shared](#) [sublets / temporary](#) [housing wanted](#) [housing swap](#) [vacation rentals](#) [parking / storage](#) [office / commercial](#) [real estate for sale](#)

jobs (15887) [account'g / finance](#) [admin / office](#) [art / media / design](#) [biotech / science](#) [business / mgmt](#) [customer service](#) [education / teach'g](#) [engineering / arch](#) [human resources](#) [internet engineer'g](#) [legal / gov'ment](#) [marketing / pr / ad](#) [medical / health](#) [nonprofit sector](#) [retail / food / hosp](#) [sales / biz dev](#) [skilled trade / craft](#) [software / qa / dba](#) [systems / network](#) [technical support](#) [tv / film / video](#) [web / info design](#) [writing / editing](#) [\[ETC\] \[part time\]](#)

personal (60365) [strictly platonic](#) [women seek women](#) [women seeking men](#) [men seeking women](#) [men seeking men](#) [misc romance](#) [casual encounters](#) [missed connections](#) [rants and raves](#)

for sale (98893) [barter](#) [baby+kids](#) [bikes](#) [cars+trucks](#) [books](#) [clothes+acc](#) [free](#) [collectibles](#) [furniture](#) [computer](#) [general](#) [electronics](#) [sporting](#) [garage sale](#) [tickets](#) [household](#) [wanted](#) [motorcycles](#) [music instr](#)

discussion forums [arts](#) [jobs](#) [psych](#) [autos](#) [kink](#) [queer](#) [beauty](#) [legal](#) [rofo](#) [comp](#) [loc_col](#) [science](#) [crafts](#) [m4m](#) [selfemo](#) [ecology](#) [money](#) [shop](#) [educ](#) [music](#) [spirit](#) [fbk](#) [night](#) [sports](#)

services (20497) [computer](#) [automotive](#) [creative](#) [household](#) [erotic](#) [labor/move](#) [gigs](#) (2653) [computer](#) [event](#)

albany new york americas
albuquerque norfolk mexico city
anchorage omaha buenos aires
atlanta orange co sao paulo
austin orlando uk & ie
bakersfield philadelphia belfast
baltimore phoenix birmingham
boise pittsburgh cardiff
boston portland dublin
buffalo providence edinburgh
burlington releigh glasgow
charlotte reno london
chicago richmond manchester
cincinnati sacramento europe
cleveland salt lake columbia san antonio amsterdam
columbus san diego dallas sf bay brussels
denver santa barb paris
desmoines seattle rome
detroit spokane eugene st louis asia
fresno stockton hartford tampa bay manila
honolulu tucson houston tulsa seoul
indianapolis wash, DC singapore
inland emp canada au & nz
jacksonville calgary brisbane
kansas city edmonton montreal
las vegas los angeles ottawa
louisville toronto sydney

Done

The job listings aren't pretty... but they work...

File Edit View Go Bookmarks Tools Help

http://www.craigslist.org/ijj/ gimo screen capture

Hikelight: Home Chuck's Backpacking... Susan's Cycling Pag... Ultralight Backpacke... Server Racks and C... Drainspotting Links Download The Hous... CGI::EncryptForm - ... SFcolocation - San F...

[craigslist](#) > [san francisco bay area](#) > [jobs](#) [help] [post]

s.f. bayarea | [san francisco](#) | [south bay](#) | [east bay](#) | [peninsula](#) | [north bay](#)

keywords: ALL jobs telecommute contract internship part-time non-profit

[Sun, 06 Mar 16:19:40] [\[teachers wishlist\]](#) [\[jobs forum\]](#) [\[MLM watch \]**](#) [tsunami relief **](#) [\[success story?\]](#) [\[download firefox \]](#)

Sun Mar 06

[Junior Software Engineer -- MJE-306-05-01-SJ](#) (san jose downtown) <<[software/QA/DBA/etc](#)

[part-time driver on-call](#) (redwood city) <<[et cetera](#)

[Professional Movers for P/T Position](#) (Oakland) <<[et cetera](#)

[Google: Online Testing Evaluator](#) (mountain view) <<[internet engineering](#)

[Google: Manager, Public Relations](#) (mountain view) <<[marketing/advertising/PR](#)

[Telemarketing \\$10 Hr + ***Competitive Bonuses***](#) (Fremont) <<[marketing/advertising/PR](#)

[Business Partners Wanted](#) (National / International) <<[marketing/advertising/PR](#)

[Google: Product Manager, Internal Systems](#) (mountain view) <<[marketing/advertising/PR](#)

[Business Partners Wanted](#) (National / International) <<[business/mgmt](#)

[Marketing Programs Manager](#) (san jose south) <<[marketing/advertising/PR](#)

[Google: Localization, Linguist / Translator](#) (mountain view) <<[marketing/advertising/PR](#)

Done

Minimalism lives!

Accounts Receivable Accounts Payable - Mozilla Firefox

File Edit View Go Bookmarks Tools Help

http://www.craigslist.org/sby/acc/62442938.html

Hikelight: Home Chuck's Backpacking... Susan's Cycling Pag... Ultralight Backpacke... Server Racks and C... Drainspotting Links Download The Hous... CGI::EncryptForm - ... SFcolocation - San F...

www.craigslist.org > south bay > finance jobs > Accounts Receivable Accounts Payable

last modified: Sun, 6 Mar 08:21 PST

[email this posting to a friend](#)

Accounts Receivable Accounts Payable (santa clara)

Reply to: arapjob@sbcglobal.net
Date: 2005-03-06, 8:21AM PST

Accounts Receivable, Accounts Payable position with a growing busy distribution company in Santa Clara. Candidate must be a team player and will to jump in. We offer a competitive salary with benefits. Accuracy with strong organizational skills are required.

Principals only. Recruiters, please don't contact this job poster.
Please, no phone calls about this job!
Please do not contact job poster about other services, products or commercial interests.
Reposting this message elsewhere is NOT OK.

62442938

Copyright © 2005 craigslist [terms of use](#) [privacy policy](#) [feedback forum](#)

Done

The system's users post all the content.

craigslist | posting to bicycles on san francisco bay area craigslist - Mozilla Firefox

File Edit View Go Bookmarks Tools Help

https://post.craigslist.org/sfo/S/bik/sfc/all

Hikelight: Home Chuck's Backpacking... Susan's Cycling Pag... Ultralight Backpacke... Server Racks and C... Drainspotting Links Download The Hous... CGI::EncryptForm - ... SFcolocation - San F...

Posting to bicycles on san francisco bay area craigslist + city of san francisco

Required fields are in green.

Posting Title: [go easy on capitals] **Price:** **Specific Location**

Posting Description: [using HTML in your ad] [How to add pictures]

Your Email address: (We need this to send you the self publishing kit.)

use this as my reply-to [anonymize](#) this email & use as my reply-to no email reply-to

Permissions:

ok for others to contact you about other services, products or commercial interests
 [ok to transmit this posting into outer space](#)

Continue Add images

Done post.craigslist.org

Simplicity and utility succeed.

Craigslist delivers more than 1 billion page views a month.

It will deliver 2 billion page views per month by the summer

It serves 150 million monthly page views in the Bay Area alone.

It has 500,000 monthly readers in the Bay Area.

Newspapers no longer control pricing of classifieds.

Newspapers have only themselves to blame

Over 15 years ago, American newspapers concentrated on narrow “vertical” classified areas: real estate, employment, autos, rentals.

Newspapers moved away from private party ads – for things like couches and appliances – because these low-margin ads didn't make financial sense.

Consider what happens to a marketplace when the host intentionally cripples it....

Our readers want more... they want a full market

Craigslist delivers a complete marketplace.
Consider these numbers from November

Jobs

Craigslist: 12,200

Combined newspapers: 4,900

Bikes

Craigslist: 1,900

Combined newspapers: 7

Furniture

Craigslist: 8,800

Combined newspapers: 390

Rentals

Craigslist: 15,000

Combined newspapers: 3,300

Where would you
shop?

Craigslist does not promote itself. It grows by word-of-mouth.
That means it must WORK for advertisers and readers.

Nearly all ads are free.

Craigslist charges for a category once a market grows to critical mass.

In San Francisco and Los Angeles, it charges for jobs, in New York
it charges for jobs and, soon, for rentals.

Eighteen months after opening a New York site, Craigslist became
the dominant provider of rental listings in the city.

It has forced New York's newspapers to re-evaluate pricing.

Why should the United States have all the fun?

Craigslist is in more than 60 markets, including

Amsterdam, Brussels, Paris, London, Berlin, Rome, Dublin, Belfast, Birmingham, Glasgow, Cardiff, Manchester, Bangalore, Manila, Seoul, Singapore, Tokyo, Aukland, Sidney, Melbourne, Brisbane, Mexico City, Sao Paolo, Buenas Aires, Toronto, Montreal, Calgary, Ottawa, Edmonton....

Not all the markets will succeed. Craigslist doesn't care.
It spends nothing on marketing. It just lets markets grow.

But it's already one of the top 20 sites on the net. It knows how to grow.

Meanwhile self-satisfied newspapers don't pay attention until it is too late.

This isn't about Craigslist, really.
It's about us.

Craigslist only fills a void we created.

It's all our fault.

As Craigslist grew quietly, Bay Area newspapers hobbled their online units.

They believed their market leadership was unassailable.

They feared cannibalism.

They wanted complex interfaces and multimedia toys.

Above all, they believed they were just providing print ads.

Our customers wanted us to provide was a rich marketplace.

The fear of losing print ads, guaranteed Bay Area newspapers would lose the big game.

You can avoid the fate of
American papers.

Craigslist has weaknesses.
Customer support is a problem.
it only operates in English today.
It lacks close relationships with businesses.

More importantly, learn from Craigslist there are huge opportunities.

What the San Francisco experience proves:

Classified markets can be moved.

Free online classifieds deliver density.

They require a mass media to succeed.

Free online ads can be used offensively to disrupt competitors

Online classifieds drive readership – E-Bay, Craigslist

Immediate steps to secure your market:

Offer free online-only ads in your native languages

Promote these heavily in print

Create simple interfaces for users to upload ads

Fully support photo ads

Offer anonymous e-mail forwarding to sellers

Build specific tools for business customers

Maintain an intense focus on merchandise ads

Keep it SIMPLE

Look for opportunities to use free ads to undermine competitors

Think of online classifieds as offensive tools, not defensive reactions

Use classified adjacencies to generate additional revenue now

Be patient

Don't let fear and internal debate slow you down. Move fast.

Look for opportunities to create meaningful online classified networks

Avoid single-point aggregation