

Portfolio management in the real and virtual worlds

**ICMA
Dublin
November 2003**

fish4 – owned by four leading regional newspaper groups

		Weekly	
Publisher		Titles	Circ.
1	Trinity Mirror	234	15.8m
2	Newsquest Media Group	212	10.6m
3	Northcliffe Newspapers	105	9.0m
4	Johnston Press	241	8.3m
5	Associated Newspapers	7	6.4m
6	Guardian Media Group	44	2.6m
7	Archant	62	2.4m
8	The Midland News Association	19	2.1m
9	Independent Newspapers (Regionals)	27	1.5m
10	Scotsman Publications	6	1.2m

Source: Total weekly circulation, Newspaper Society, July 2003

Recruitment: No. 1	
Site	Unique users
fish4jobs	817k
GoJobsite	673k*
Total Jobs	628k
Workthing	422k
PlanetRecruit	239k
Peoplebank	138k

Source: NORAS – winter 2003

*Source: ABC-e July 2003

Homes: No. 2	
Site	Unique users
Rightmove	1,658k
fish4homes	777k
Asserta	425k
Property Finder	209k

Source: fish4, ABC-e, Estate Agency News
(Publisher's statement) Sept 2003

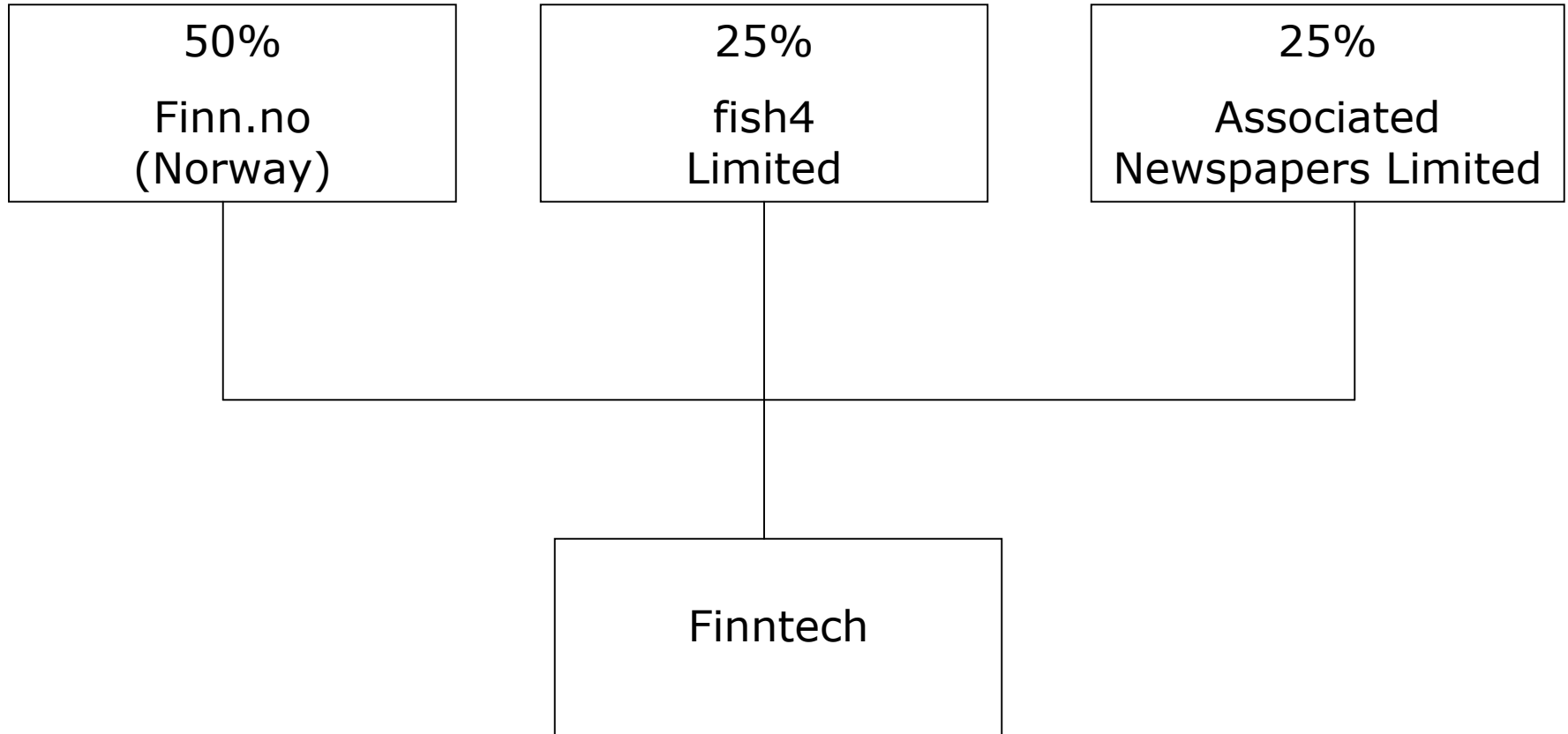
Used cars: No. 2	
Site	Unique users
Autotrader	2,200k***
fish4cars	358k**
Exchange & Mart	270k*

* Source: Publisher's statement July 2003

** Source: fish4 Sept 2003

*** Source: ABC-e May 2003

fish4 Finntech: Online classified JV technology company



www.finn.no

www.fish4.co.uk

www.thisislondon.co.uk

Members

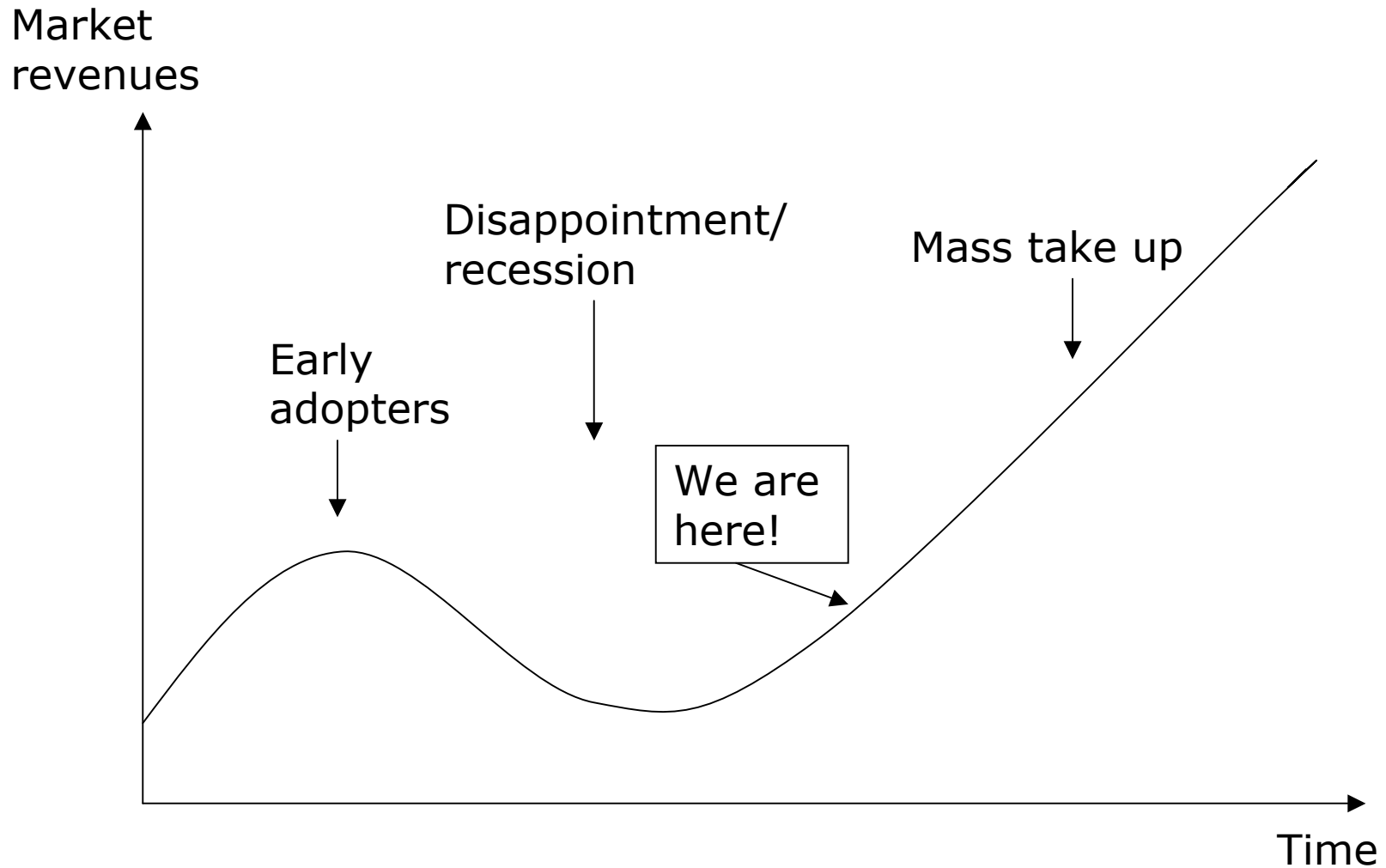
- Hebbes (Concentra)
- Oikotie (Sanomat)
- AutoTrack.nl (Wegener)
- JobTrack.nl (Wegener)
- FINN (Scibsted & partners)
- Swissclick
- This Is London (Associated Newspapers)
- fish4

Aims

- Knowledge sharing
- Best practice sharing
- Operational benchmarking
- Business intelligence
- Commercial relationships (if/when relevant)

	Regional press 2002	Forecast online 2003	Online % of print
Recruitment	£761m	£100m	13%
Property	£356m	£10m	3%
Motors	£358m	£20m	6%
Total	£1,475m	£130m	9%

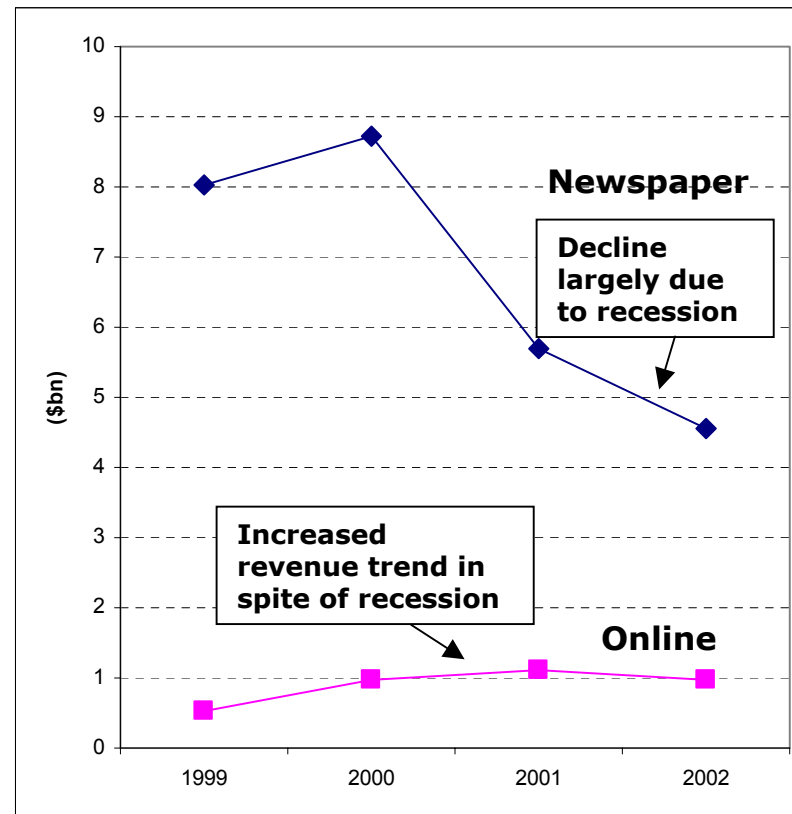
Source: Advertising Association, company reports & accounts, Deloitte & Touche analysis, fish4 estimates



US print newspaper and online recruitment market share

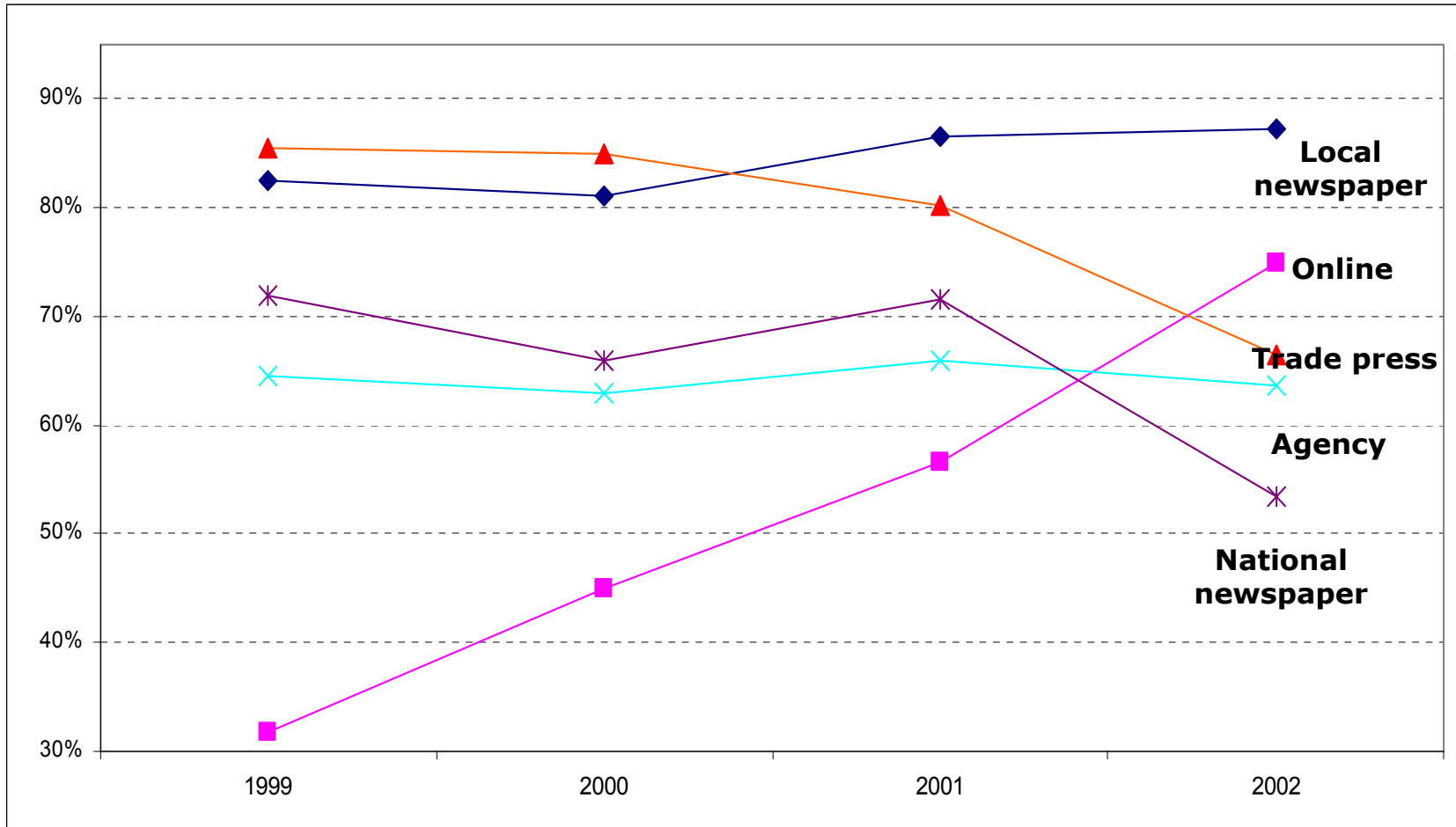
	Internet	Newspapers
1999	6%	94%
2000	9%	91%
2001	16%	84%
2002	18%	82%

US print newspaper and online recruitment revenue (\$bn)

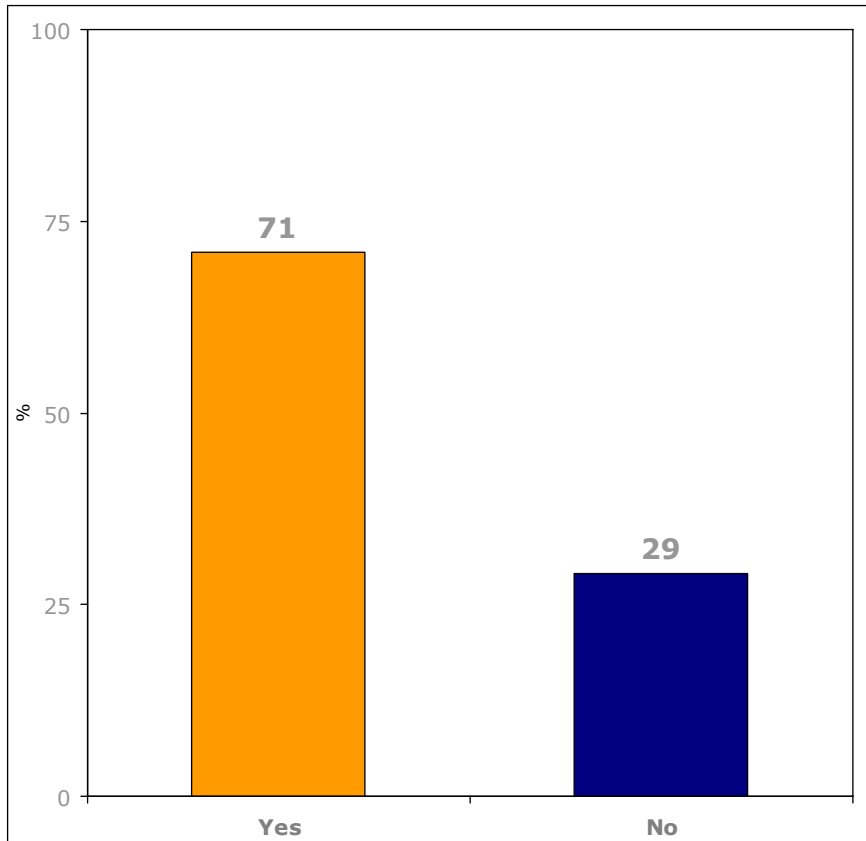


Consistent levels of online revenue during the US recession has led to a dramatic market share increase for the online segment

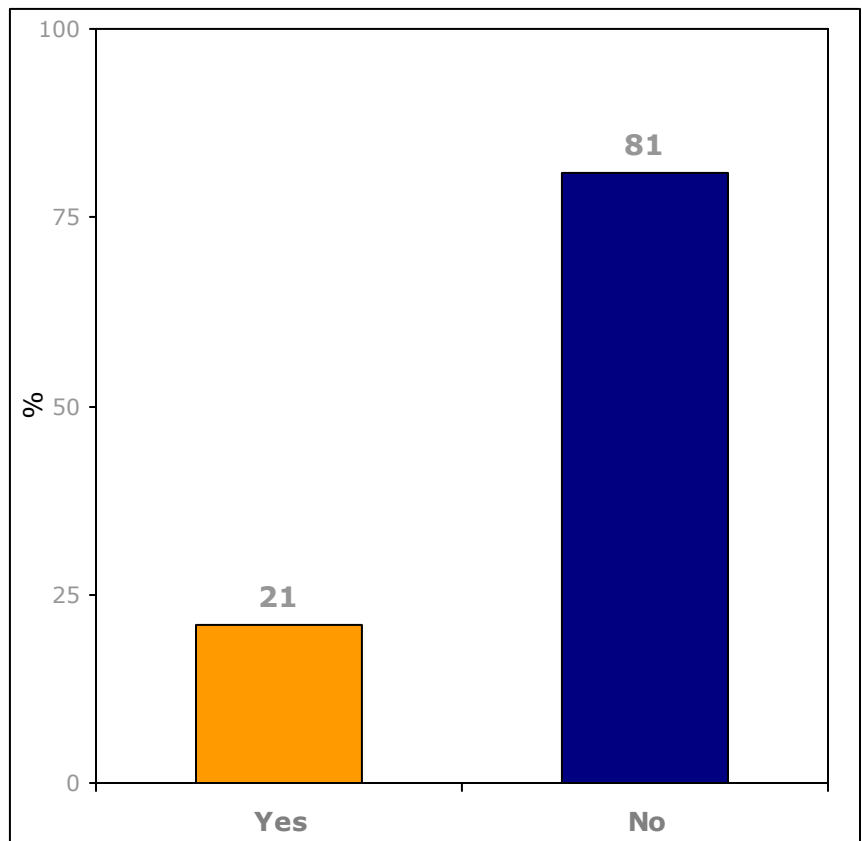
Media used by employers to attract staff (%)



% of job site users who have applied for a job found online

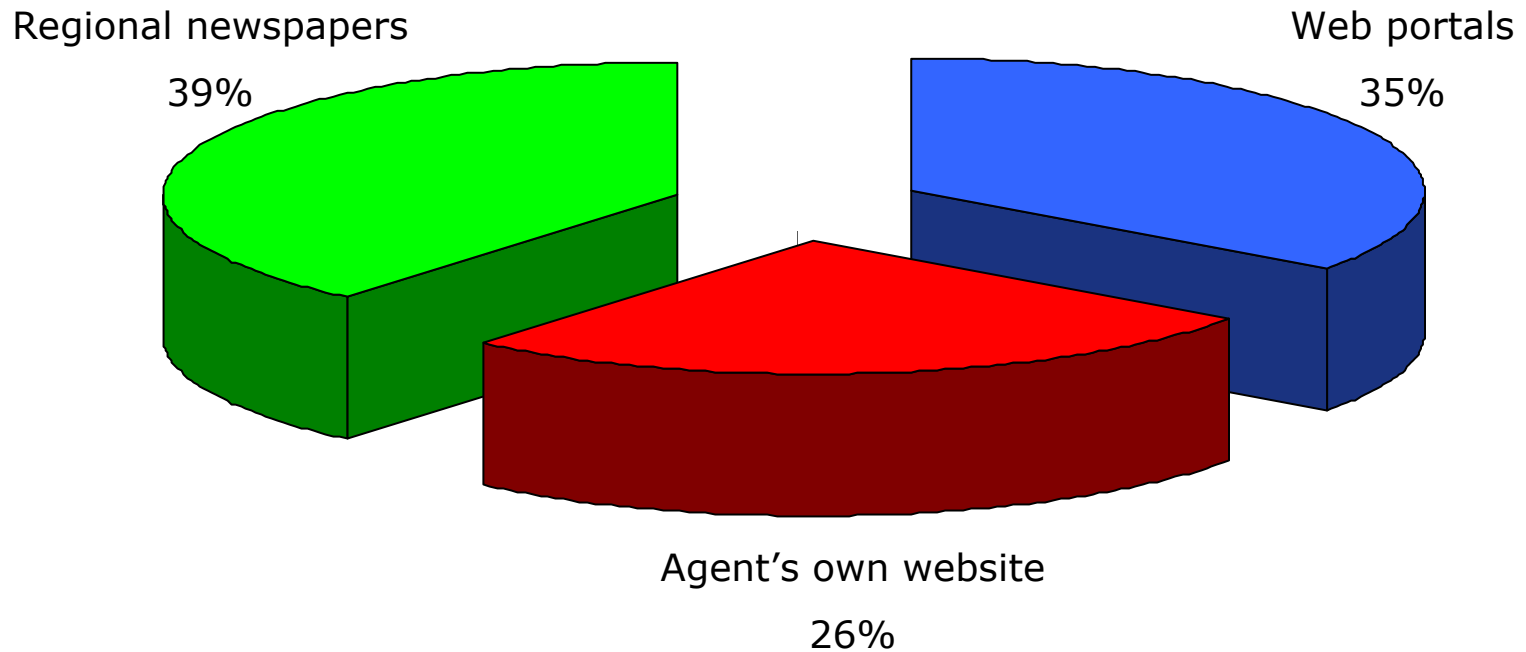


% of job site users who have obtained a job found online

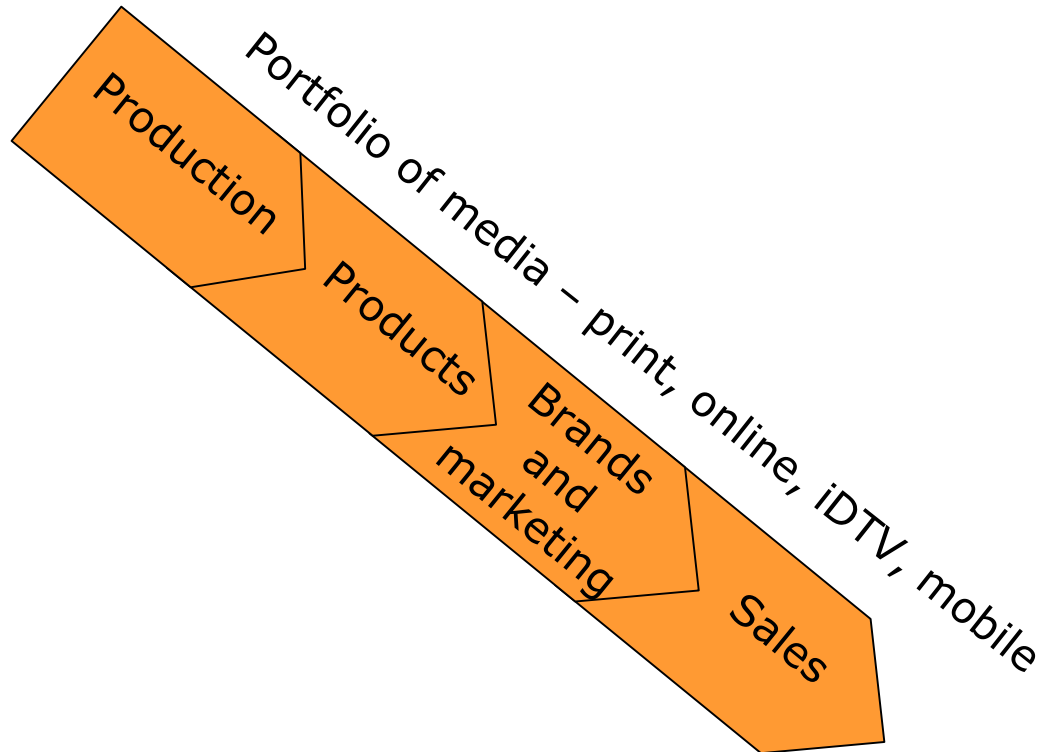
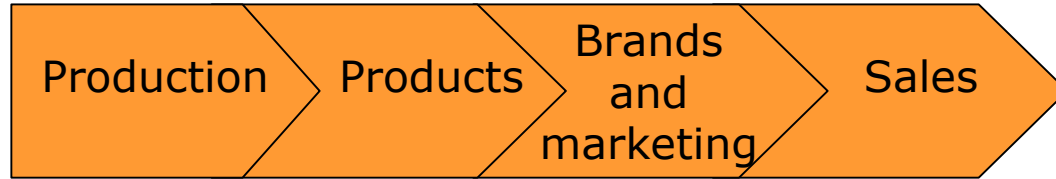


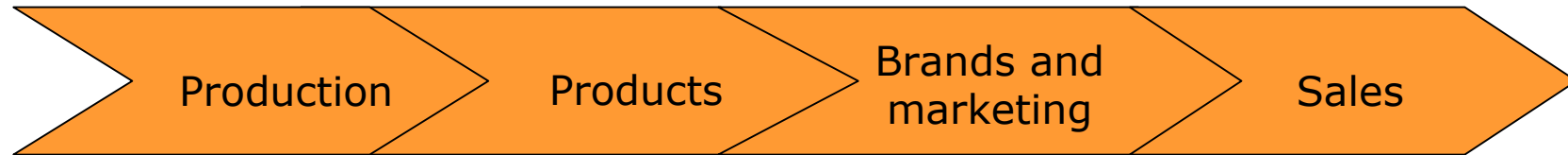
17%

of UK vacancies filled after advertisement
seen online in 2002

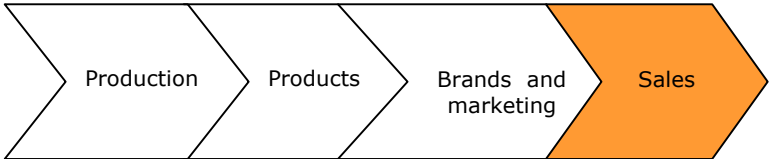
Source of telephone calls and emails for major estate agency chain

Portfolio of verticals – jobs, homes, cars

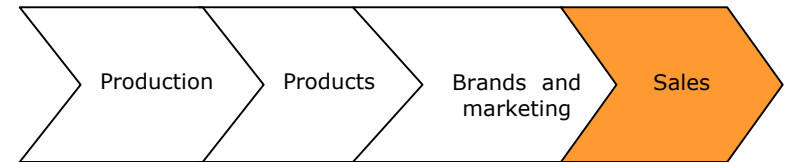




Potential benefits	<ul style="list-style-type: none"> ▪Common database, software, site hosting, etc ▪Single operations team 	<ul style="list-style-type: none"> ▪Some common products, e.g. directory listings 	<ul style="list-style-type: none"> ▪Common brand ▪Shared advertising costs 	<ul style="list-style-type: none"> ▪Display sales (e.g. banners, sponsorship) across all 3 sites ▪Common clients, e.g. advertising agencies, financial sector clients ▪Scale (e.g. sales team, traffic)
Risks	<ul style="list-style-type: none"> ▪Added complexities could overwhelm benefits 	<ul style="list-style-type: none"> ▪Products could lack focus 	<ul style="list-style-type: none"> ▪Mixed brand message might not be clear ▪Could be seen as non-specialist in each market 	<ul style="list-style-type: none"> ▪Team could lack focus – generalist not specialist approach
Benefit level	+++++	+	+++++	+

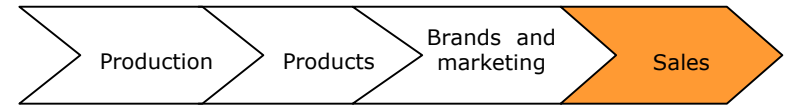


Recruitment sales staff: fish4 versus its print owners	
Print sales staff	fish4 sales staff
Est. 1,000	15



Key cross-media sales issues:

- Online sales strongly outbound; print inbound
- Value of print sale much greater than online
- Many potential online customers not in print
- Many print sales people still sceptical of online
- Many print operations lack effective CRM
- Some online customers do not want to buy their online advertising from a newspaper
- Some online customers want to buy national/multi-regional campaigns rather than local



- With the physical limitations of print removed agents are free to create high quality 'rich' descriptions of properties and therefore generate more and higher quality leads
- A more detailed, online-specific advertisement can double the response generated for an estate agent
- Electronic upload allows clients to increase the amount of detail they provide



Hang up on BT today!

**Save
£££**

[cars](#) [homes](#) [lettings](#) [jobs](#) [local sites](#) [directory](#) [myfish4](#) [About fish4](#) | [Contact us](#)

Homes for sale - property details

[next advert](#) ➔

agent's details >>> **Apricot Estates**
14, Broadway, West Ealing, London, Greater London, W13 0SR
tel: 020 8840 8080

The property:

£133,500

Lower Boston Road, Hanwell, London, W7 3TP

- Apartment/Flat
- 1 bedroom(s)
- REF: 1418207

Details:

under offer A one double bedroom first floor conversion flat. The property comprises of one double bedroom, lounge, kitchen, bathroom and is gas centrally heated. The property is situated south of the uxbridge road offering easy access to Boston Manor Tube Station and the M4. ONE DOUBLE BEDROOM FIRST FLOOR CONVERSION FLAT, LOUNGE, KITCHEN, BATHROOM, GAS CENTRAL HEATING, NO CHAIN

[More details from the agent's website](#)

Next steps...

- > [Email estate agent](#)
- > [Request more details](#)
- > [Arrange to view](#)
- > [Get your home valued](#)



fish4 services

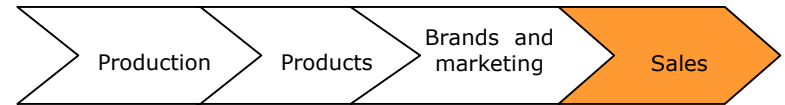
- > [Map](#)
- > [About this area](#)
- > [Environmental report](#)
- > [Homes by email](#)
- > [Save this home](#)
- > [Printer-friendly format](#)
- > [Send to a friend](#)

Upload
from print

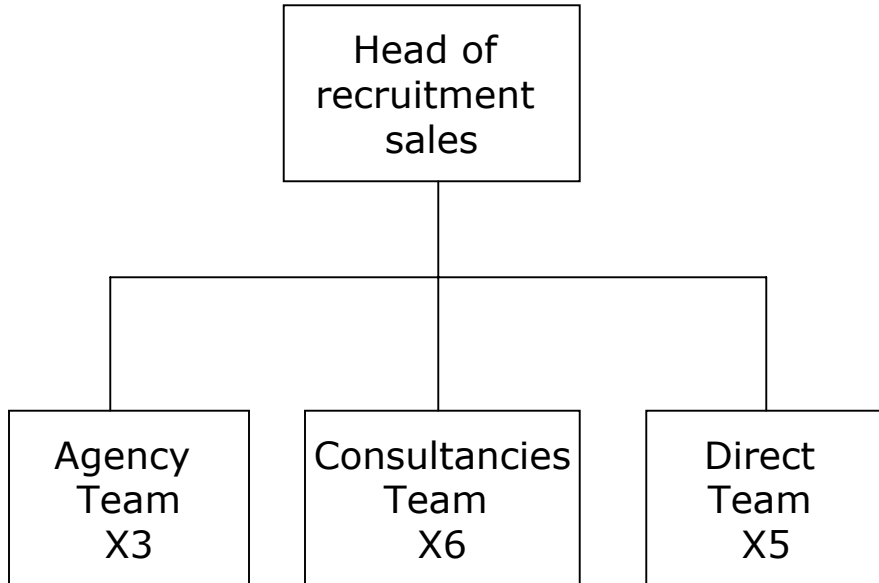
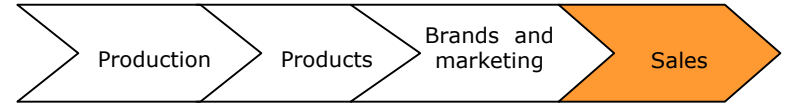
next advert 

[back to results](#)[new search](#)

Same house
uploaded
electronically
to Rightmove



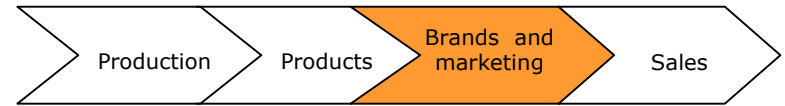
	Bundled sale	Explicit assumptive sell	Premium online product
Product	<ul style="list-style-type: none"> Print ad online 7 days 	<ul style="list-style-type: none"> Print ad online 7 days 	<ul style="list-style-type: none"> Online specific ad 28 days online Enhanced formatting Extra keywords Client can change copy online
Sold by	<ul style="list-style-type: none"> Existing print sales team 	<ul style="list-style-type: none"> Existing print sales team 	<ul style="list-style-type: none"> Existing print sales teams and/or specialist online sales teams
Sales approach	<ul style="list-style-type: none"> fish4 not necessarily mentioned in sales calls No reason/incentive for clients to opt out 	<ul style="list-style-type: none"> fish4 mentioned in all sales calls as part of portfolio fish4 on invoice fish4 price on ratecards Clients can and do opt out 	<ul style="list-style-type: none"> Requires stronger sales approach Assumptive and additional upsell to be trialled
Pricing	Rate leverage	£5 - £35	£60 - £100 (£200 - £300 if online-only sales)
Conversion	100%	80%	?



Remit

- Sales to clients who want a national or multi-regional buy
- In particular, sales to consultancies market
- Sales in non-shareholder territories
- Inbound calls to fish4

- CareerBuilder is fish4jobs equivalent in US
- Owned by three major newspaper groups: Gannett, Knight-Ridder and Tribune
- No. 2 to Monster - \$150m in revenues in 2003
- Owners have experienced difficulties adapting print sales culture to online sales
- Currently piloting combined print and online sales at CareerBuilder in addition to newspaper sales
- However, US newspaper culture and organisation quite different in style to Europe



Classified - HEREFORDSHIRE

THE HEREFORD TIMES, THURSDAY, SEPTEMBER 11 43

● G4 celebration: Page 50

● Seat prototype: Page 51

● It beats I-Spy!: Page 54



also online at

fish4

thisisherefordshire.co.uk

Motoring Times

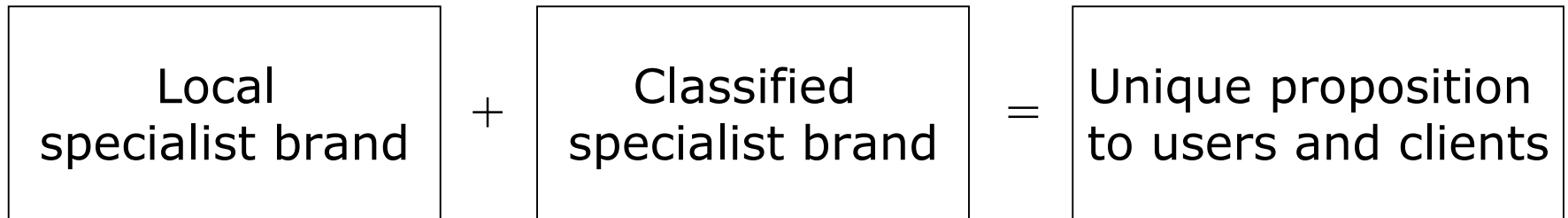
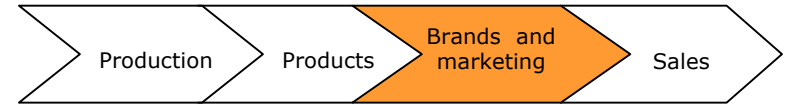
THE COUNTY'S TOP GUIDE TO NEW AND USED CARS AND COMMERCIAL VEHICLES

Having the last laugh!

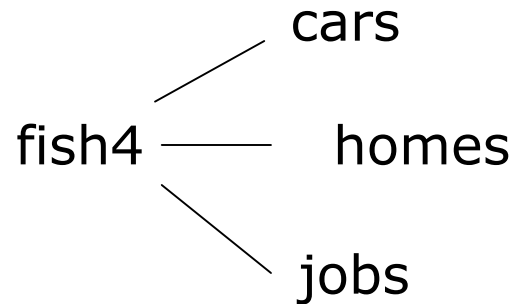
Hereford Times
- Thurs 11th Sept.
- Newsquest.



The Times Group



Local newspaper
brand and/or
local online brand



Endelig! Håper jeg blir solgt til noen som ikke daukjører meg.

'00 Audi A4
7.000 km.



Nå får du annonser med bilde av bilen, båten eller motorsykkelen din i Bergens Tidende og på finn.no. For bare 450 kr viser du den fram til 249 000 lesere i Bergens Tidende og 328 000 nettbrukere på finn.no. Du tar et bilde, sender det til oss og vi ordner resten. Enkelt og effektivt.

1. Ta bilde av bilen/båten/MC-en din
2. Bestill kombiannonse, ring **05500** eller gå inn på bt.no/kundeservice
3. Annonsen kommer i BT og på finn.no

Grunnpakke:
1 annonse + 7 dager på
finn.no
Kampanjepriis kr 450,-

TLF: 05500 NETT: bt.no/kundeservice

```

graph LR
    A[Production] --> B[Products]
    B --> C[Brands and marketing]
    C --> D[Sales]
    style B fill:#f96
  
```



- bil**
- [Sett inn annonse](#)
 - [Bruktbil til salgs](#)
 - [Diverse til salgs](#)
 - [Tekniske data](#)
 - [Velg din biltipe](#)
 - [Finansiering](#)
 - [Forsikring](#)
 - [Bilforhandlere](#)
 - [Om FINN bil](#)
- mc**
- [MC til salgs](#)
 - [forhandlere](#)
 - [Logg inn](#)

Min FINN

E-post:

Passord:

LOGG INN

[Glemt passordet?](#)
[Registrer deg](#)
[Om Min FINN](#)
[Ofte stilte spørsmål](#)

Velg annonsetype i kategorien Biler til salgs:

Internettannonse

For kun **399.00 inkl. MVA** får du en annonse med bilder i kategorien "Biler til salgs" i 30 dager!

Gjennom gratistjenesten Min FINN har du full tilgang til å justere annonsen så lenge den er aktiv.

[Sett inn annonse på FINN](#)

Internet ad – NOK 399 for 30 days

2 choices

Avis + Internett

Kombiner en annonse på FINN med en avisannonse! Med en slik annonsepakke når du langt flere potensielle kjøpere. Du kan redigere og endre FINN-annonsen på lik linje som om du kjøper kun en FINN-annonse.

Pris fra kr:

FINN + Aftenposten morgen	599.00
FINN + Bergens Tidende	450.00
FINN + Fædrelandsvennen	450.00
FINN + Harstad Tidende	450.00
FINN + Bladet Tromsø	450.00

Newspaper + Internet: Different prices according to which newspaper is chosen and number of print ads chosen. Starting prices are shown (including 2 printads for Aftenposten)

Medlem i boligbyggelag?

Billån fra **4,60%**

BS billån

TRYGG-HANSA FORSIKRING

Bilforsikring?

Klart vi har!

Ring oss på **815 22 200**

Before

After

Production

Products

Brands and
marketing

Sales

Aftenposten Torsdag 21. august 2003

ANNON

Sommersalg på lagerbiler

GOLF EDITION
1,6/105 hk,
vinterdekk, tåkelys, met.lakk,
sportsroter, fj.betjent slås,
kjørecomputer, frakt/lev.omk. inkl.

CLIM
KUN
ved kjøp
Comf

Kun
kr. 219 900,-
Årsavg. kommer i tillegg

Volkswagen

Salgsavd. til Møller Nord v/Kalbakken
holder nå åpent hver lørdag 10-14.

8-seters p.bil.

93 Caravelle 2.4 GL Strøken
bil, s. gunstig, innb. billigere
bil. T. 900 36 444. f1815671

96 Golf Cab. Colour Concept
1.6 100 HK, sort, skinn int.,
Recaro sportsseter, r. CD,
alarm, 69 500 km. Meget pen.
Kr. 129 000. T. 905 88 098.

97 Golf Cabriolet Color Concept
1.6 100 hk, rød, s. v/hjul,
radio/CD, skinn, 48 000 km.
Kr. 167 000 f. reg. T. 24 03 26 20,
Janson. Møller Romerike AS.

02 POLO 1.4 75 hk. Comfline,
solv, v. hjul, radio/CD, 17 900
km, kr. 169 000 f. reg. T.
24 03 26 20, Janson.

98 Passat 1.8 slv. Trendline,
grønn met, klima, radio/CD,
v.hjul, 115 000 km, kr. 179 000 f.
reg. T. 24 03 26 20, Janson.
Møller Romerike AS.

98 Passat 1.8 slv. Trendline,
grønn met, klima, radio/CD,
v.hjul, 115 000 km, kr. 179 000 f.
reg. T. 24 03 26 20, Janson.
Møller Romerike AS.

98 Passat 1.8 slv. Trendline,
grønn met, klima, radio/CD,
v.hjul, 115 000 km, kr. 179 000 f.
reg. T. 24 03 26 20, Janson.
Møller Romerike AS.

98 Passat 1.8 slv. Trendline,
grønn met, klima, radio/CD,
v.hjul, 115 000 km, kr. 179 000 f.
reg. T. 24 03 26 20, Janson.
Møller Romerike AS.

98 Passat 1.8 slv. Trendline,
grønn met, klima, radio/CD,
v.hjul, 115 000 km, kr. 179 000 f.
reg. T. 24 03 26 20, Janson.
Møller Romerike AS.

98 Passat 1.8 Trendline stv.
bl' metallic, klimaanlegg, km
11200, kr 165000, tlf
22164334, 90050188 f1897187

99 Transporter 2.4 5-avl. die-
sel lang. 89' km, meget pen,
utst. kr 89 000. Fin. innb.
Auto Elite AS-66 84 58 10

96 Golf m/ AirCondition GL
100 hk km 100' Meget
pen. Kr. 90' T. 66 98 11 03
s. 16. f1838920

95 Polo 1.3, km 83 000 km. Da-
mekjørt! Meget pen, EU-
godkj. til 2005. Kr 71 000. T.
938 00 386 f1902646

99 Passat 1.8 125 hk. Comfort-
line stv. Sort met., meget pen.
ny i N. kr 144 000. Fin. innb.
Auto Elite AS-66 84 58 10

Pen Golf 97 Cab. 100 hk 50'
Mørk gr metallic, 4 airb.
s. v/ dekk Kr 143' EU godkj. jun
03 tel. 950 79 872 f1876532

98 Passat Caravelle.
Sort met., 99 099 km, soltak,
skinn int. Stor stereo. Kr.
119 000. Tlf 97 67 43 33.

96 Golf GTI Color Concept
Sort met., 99 099 km, soltak,
skinn int. Stor stereo. Kr.
119 000. Tlf 97 67 43 33.

2000 VW Golf 1.6 First stv.
radio/CD-sp., s. v/hjul,
s. kr. 105 000.
Tlf. 64 92 55 32 - 91 62 11 22.

97 Polo 1.0, mørk grønn met.
Meget pen, Eu-godkj. Man.
gir. Xtra hjulsett. 48 000 km.
Kr. 78 500. T. 830 47 499.

99 Volkswagen Passat 1.8 stv.
95 000 km. S. + v.hjul, klima,
radio/CD. Kr. 155 000.
Tlf. 99 58 81 68. f1825692

97 POLO 1.0, mørk grønn met.
Meget pen, EU-godkj. Man.
gear. Xtra hjulsett. 48 000 km.
Kr. 78 500. T. 830 47 499.

99 Passat 1.8 T.150 hk, km
57 500, sportsinterior, Climat-
ronic. Kr. 179 000
Tlf 984 40 940 f1805163

97 Golf 1.6 T3000 km,
taktl. s. v/hj. sentralis, alarm
servo, airb, rad/ cd, h.o kr
100.000, t.48160707 f1905688

00 Passat 1.8 St.vogn. Farge
hvitt km 105000, velholdt kr
175000, tlf 68998990, 97650576
f1907425

96 Golf med AirCondition Stv.
1.6 GL, km 99000. Uvanlig pen.
Tlf 95 14 50 58/ 66 98 11 03
s. 16. f1838920

02 Golf 1.6 highline 4 d., 22 000
km, sort met. nav. klima.
Kr 195 T. 95 85 71 45. f1822059

2000 Caravelle 2.5 TDI kombi,
lang. solv met. alufu. s. Hbo.
Kr 240'. T. 906 49 364. f1822347

95 Passat 2.0 aut. s. v/hj.,
radio/ cd, s. al. Allerv.
fulgt. 100 000 km. T. 90532340

99 New Beetle 115 hk.
Km. 10 000. Helt strøken.
Kr. 165 000. Tlf. 333 688 26.

98 GOLF 1.6 GL, sort, km
60 000 km, strøken, selges
kr. 115 000. Tlf. 92 24 75 34.

99 Golf Cab 1.6i.
s. kr. 105 000.
Tlf. 66 82 38 24-97 19 78 16

93 Corrado G 60. Meget pen og
velholdt, km 129 000, kr 89 000,
tlf. 926 28 379 f188122

99 Bora 1.6 Highline. 120' km.
kr. 146 000, pen og velh. Bør
sees. Tlf. 977 89 605 f1818332

97 Polo Open Air, kun 53' km,
4 alu. felg. Rod. Kr 90 000.
Tlf 97 12 10 11, f1824296

97 Golf 1.6 highline, klima 5
dør, km 33 500, kr 169 000, tlf
91377321/ 98239400 f1903210

97 Golf GL 1.6 Stv.
100 HK, 35 000 km, selges kr. 90 000.
T. 92 00 36 37

98 GOLF GTI TURBO Solv,
63' km, mye utstyr, kr. 185',
T. 97 97 23 60. f1817401.

98 Golf GL st. v.
100 HK, 35 000 km, Kr. 125 000.
T. 93 42 79 29.

93 Transporter, 2.4d, kombi, l.
blå met., aluf., strøken, s.
kr 75'. T. 83 86 55 50. f1826185

98 Sharan 1.9 TDI, 7 seter, km
90000, godt utstyrt, kr 210000,
tlf 9077593 f1808123

00 VW Passat stv. 54' km, s.
h.b.o. 130 000, gr.flytting til ut-
landet. T. 901 79 17. f1826282.

92 Golf 1.8 GL
km 165000, kr 39000, tlf
06753144/ 41318896 f1907225

94 VW GOLF 1.8 CL 90 hk,
110 500 km, meget velh. h.b.o.
kr 65 000. T. 90 17 69 54. f1811711

02 VW Caddy 6 000 km, 2 års
garanti gjenstår. kr. 79 000.
T. 93 42 79 29.

97 V70 2.5 TDI, mye utst., 17'.
Navi, skinn, Aut. Cruise km.
135 200, kr 220 000, tlf
70139000/ 90741738 f1882635

CABRIOLET

Volvo C70 Cab. 2.4 AT
2000-mod. E21 cab, bel.
interior, mørk blå me.
automat, 17' alu-felg
nal radio/ cd skifter, s.
er. Km-st. 65 000. Kr.:
Gromstad Auto AS
v. Stensvand - T. 370 2

Eneste i norge

01 Volvo S80 T6 EXU
6' km. NAV-TV-Stor El-
ges gunstig. T 918 29 2
T. 22 51 36 65

97 Volvo V70

med mye utstyr selges
130 000 km, kr. 150 000
T. 905 93 907. f1824705

02 Volvo V40 2.0 T 160
Strøken bil! 35 000 km
BCA Autoauksjon
Torsdag 21.08.03 kl. 15
Tlf: 222 19 60 35

Volvo PV 57 mod. Ny
gir + div. Tr.lakk, sel.
kr. 19 000 (innytte).
Tlf. 90 06 90 97 / 63 99

94 850 SE 2.5 Stasjon
km 187 000, alircend. 18
8 alu-hjul. Tlf 997 2
950 19 630 f1906593

97 V70 2.0 LT km 1098
205 000 km, re + ed m.
met. delskinn, pen bil
tlf 952 73 329 f1902596

01 V70 aut HELSTRØ
grønn, skinn, Aut. Cruise km.
39000 km. int. tlf, kr 39
908 79 908 f1905144

99 Ibiza 1.4 SE
met., 115 000 km
+, kr 70 000. Innb.
T. 911 36 197.

97 Seat Cordoba 1.8
100 hk, met.lakk, soltak,
met. Km 89 000, kr 78 00
tlf 930 18 898. f1922235

98 Toledo tdi
64 000 km, 98 000 kr, metallic lakk,
hengerfeste, ABS, airbag foran, sen-
trallås, el.vinduer, servostyring
tlf. 92607239, FINN: f1960245

98 Toledo tdi
64 000 km, 98 000 kr, metallic lakk,
hengerfeste, ABS, airbag foran, sen-
trallås, el.vinduer, servostyring
tlf. 92607239, FINN: f1960245

98 Toledo tdi
64 000 km, 98 000 kr, metallic lakk,
hengerfeste, ABS, airbag foran, sen-
trallås, el.vinduer, servostyring
tlf. 92607239, FINN: f1960245

98 Toledo tdi
64 000 km, 98 000 kr, metallic lakk,
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hengerfeste, ABS, airbag foran, sen-
trallås, el.vinduer, servostyring
tlf. 92607239, FINN: f1960245

Tlf 22711036/98834827, FINN: f1949226

01 Rav4 2.0

33 000 km, 275 000 kr, metallic lakk,
radio/ cd, hengerfeste, air condition,
ABS, trehjulstrekk, airbag foran.
tlf. 95 95 95 48, FINN: f1961517

99 Camry 2.2 Aut

173 000 km, 179 000 kr, metallic lakk,
radio/ cd, klimaanlegg, skinninterior,
hengerfeste, cruisekontroll, ABS.
tlf. 45043929, FINN: f1960304

95 Golf 1.8 gl

137 800 km, 71 000 kr, metallic lakk,
radio/ cd, alarm, hengerfeste, motor-
varmer, ABS, airbag foran, sentralis.
tlf. 92626722, søk: f1959874

96 Golf 1.8 GL

127 000 km, 95 000 kr, radio/ cd,
alarm, ABS, airbag foran, sentralis,
servostyring, elektriske spill.
tlf. 92026301, søk: f1959978

01 Golf 1.6 Highline

48 000 km, 174 000 kr, metallic lakk,
radio/ cd, klimaanlegg, alarm, kjøre-
computer, ABS, diff sperre.
tlf. 91174422, søk: f1960079

96 VW Passat 2.0 Court.

116 000 km. Sentralis, servo,
klima, radio/ CD, ABS, alarm.
Mørkblå met stasjonsv, EU,
alle services, EN eier.
Kr. 100 000. Tlf. 93 40 38 88.
f1850201

01 Polo 1.4, 5d, sort met,
KLIMA + + + 31' km, kr. 135'
ferd, reg. T. 92 02 50 52.

Passat Court 2.0i aut. stv. Sev
met., 96 mod. Km. 145 000.
AC, CD, mm. Garanti, gunstig
finans, innbytte. Verkted-
skontrollert. Egil Stenshagen
Bil AS. 22 51 55 70

02 Passat

48 000 km, 275 000 kr, metallic lakk,
radio/ cd, klimaanlegg, alarm, xenon-
lys, skinninterior, cruisekontroll.
tlf. 99607703, FINN: f1962091

03 Polo 1.2

1 500 km, 137 000 kr, metallic lakk,
airbag foran, servostyring, sommer-
hjul.
tlf. 911594807, søk: f1960228

95 Passat 1.9 TDI

142 535 km, 90 000 kr, kjørecomputer,
air condition, ABS, airbag foran, sen-
trallås, el.vinduer, servostyring
tlf. 99206353, søk: f1960274

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Volkswagen



96 Golf 1,4CL,s/v-hjul
ABS,Airbag,4Alufelger,rød
117500km,kr59000, Eu godkj.9/03
tlf 952 97 800 FINN: fi959279

HSS Hire Shops www.hss.no

HSS Hire Shops driver utleie av mindre maskiner og utstyr, mest til byggebransjen, og «gjør-det-selv-kunder». Vi har en butikk i Østensjøveien 16 og en agent i Drammen. Vi representerer HSS Hire Service Group Plc i UK.

Salgsansvarlig/ Butikkmedarbeider

Du skal utvikle forretningen gjennom telefonsalg og oppsøkende virksomhet i nærområdet. Videre arbeide med kunder i butikken, og klargjøre utstyr. Du er utadvendt og har erfaring i å vinne mennesker for dine idéer. Du er praktisk, gjerne med tekniske ferdigheter og du mestrer data. God utdannelse er en fordel.

Lønn etter avtale.

Ring til daglig leder Anders Huitfeldt på tlf. 97 59 78 18, eller send søknad med CV til Prelude A/S, Østensjøveien 16, 0661 Oslo, eller e-post prel-as@online.no

Ny stor barnehage på Nordstrand!

I løpet av august 2003 åpner Skredder'n barnehage med 4 avdelinger til barn i alderen 0-6 år.

Foreldregruppen som har engasjert seg i etableringen av barnehagen søker nå etter ansatte. Vi leter etter de personene som kan bidra til at barnehagen blir det beste vi kan gi våre barn. De som anses tidlig i prosessen får en unik mulighet til å påvirke både pedagogisk innhold, økonomi, samt praktiske løsninger ute og inne i barnehagen.

Konseptet for vår offentlige godkjente foreldreeide barnehage er utviklet av Trygve Barnehager as. Barnehagen bygges i disse dager ved friområdet Skredderjordet i Nordstrand bydel i Oslo.

Vi søker etter

1 PEDAGOGISK LEDER 1 ASSISTENT

Vi legger vekt på:

- Godkjent utdanning.
- Erfaring og personlige egenskaper.
- Evne til å inspirere og motivere.
- Positiv holdning til endrings- og utviklingsarbeid.
- Gode samarbeidsevner
- Selvstendighet og kreativitet.
- Ansvar for egen helse og personlig og faglig utvikling.

Vi tilbyr:

- Muligheten til å forme et barnehagemiljø fra oppstart.
- Store lyse lokaler.
- Engasjerte foreldre.
- Lønn og barnehageplass etter avtale.
- Planleggingstid, kurs m.m.
- Pensjonsordning.
- Nettverk med tilsvarende barnehager.

Politiattest må fremlegges ved tiltreddelse.

Skriftlig søknad merket den stillingen du søker, vedlagt vitnemål og attester, sendes snarest og innen 29. juni til:



Skredder'n barnehage

v/ Lisa Marie Rønning
Øvre Ljanskollveien 30 h, 1169 OSLO
Tlf: 924 20 333 (18.00 – 20.00)

PPS
Kundesøk med installasjoner av vår programvare.
Kurs/opplæring av våre kunder.
Betjente supporttjenester fra våre systemkunder til vårt kontor i Asker. Vi benytter verktøy for direkte tilgang mot kundenes systemer og Web-løsninger som er utvidet supporttilbud.

Du bør ha en høy grad av serviceinnstilling, ha evne til å sette deg inn i kundens problem og ønsker, samt inneha en god formuleringsevne for løsningene du presenterer. Du bør like å jobbe med mennesker.

Du vil daglig være i kontakt med 2. linje support i andre deler av Enermet-gruppen. Det er derfor en forutsetning at du har en klar engelsk skriftlig og muntlig fremstillingsevne.

Videre må du kunne arbeide selvstendig og resultatorientert mot fastsatte personlige mål og ha gode samarbeidsevner.

Vi kan tilby deg utfordrende og interessante arbeidsoppgaver i et meget godt miljø. Enermet har gode arbeids- og lønnsvilkår, herunder en ekstra ferieuke. Gunstige forsikringsordninger. Vi oppfordrer nyutdannede med gode sosiale antenner til å søke.

Henvendelse til: Adm.dir. Pål Eriksen, tlf. 66 98 39 71/908 36 792.

Snarlig tiltredelse er ønskelig. Kortfattet søknad med CV sendes snarest, eller innen 11. juli til: **Enermet AS**, e-post: merethe.oynes@enermet.no
Postboks 144, 1378 Nesbru. www.enermet.com



marketaudit

Marketaudit AS utvikler og tilbyr elektroniske tjenester innen informasjons- og medieovervåking. Selskapets tjenester tar utgangspunkt i en spennende relevans teknologi og er tilgjengelige som Web Services. Vil du være med å påvirke utviklingen av innholdstjenester på internett i Norge/Norden de kommende årene? Vi søker nå ...

Leder, salg/market

I tillegg til ansvar for selskapets salgs- og markedsstrategier innebærer stillingen også operativt salg samt oppfølging av kunder og partnere.

Vi søker også Systemutvikler for videreutvikling av våre tjenester. Les mer om stillingene på Finn.no, eller ta kontakt med Erik Bugge, tlf: 924 09 384 el. Eivind Elnan, tlf: 930 64 634, e-post: corporate@marketaudit.no - Søknadsfrist for begge stillingene er 30. juni 2003.

www.finn.no - søkekode: fi825764

Diverse

Strykejernet Kunstske AS

søker lærere til korttidsengasjement skoleåret 2003/2004.
Søkere bes henv. seg til: Strykejernet Kunstske AS, Brenneriveien 9, 0182 Oslo. Tlf. 23 35 31 90 - 97 03 72 41.
Skolen er en privat 2-årig statstilrettet videregående skole. Skolen er en forskole for høyere utdanning innen kunstsag.

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Spectra Interior AS åpner en annerledes og spennende 500 kvm stor forretning på Alnabru i sommer. Vi trenger snarest 2-3 av "byens" beste konsulenter. Definerer du deg som dyktig, positiv, kreativ, og har lyst på nye utfordringer? Send søknad og CV til: Spectra Interior AS, Pb. 63, Alnabru, 0614 Oslo. Ring Knut Fernis på mob. 928 928 78 og avtal tid for en uforpliktende og konfidensiell samtale. Vi lover store utfordringer og gode betingelser. Dette er muligheten du har ventet på!

Sjåfør kl. II søkes til flyttebyrå. Tiltr. snarest, lønn e. avtale, gode arb. forhold. T. 22 43 44 00.

Oslo Budservice AS søker sjåfører med egen bil. Ring David/Tom Arne 22 60 10 60.

SJÅFØR

med egen varebil / liten lastebil søkes for transportoppdrag i Oslo. Ring Lasse på 22 13 49 00 el. se www.il-x.no for mer info. IL-X, Drammensvn. 211, 0278 Oslo.

Papiroriginaler benyttet i annonser oppbevares i én måned. Utover denne tid påtar Aftenposten seg intet ansvar for annonsemateriellet.

backgr. fluten English. Local ref. tel. 900 80 134 or call 00.380.44.63.460.56, 8-11or 18-21, BM: Lidia.

Kanadisk/norsk jente 21 år i oktober, ønsker Au-Pair jobb i Oslo omr., fra høsten. Har mye erfaring m. barn. Vil gjerne lære norsk, har bopel. Tlf. 22 43 73 51, e. 18, 91 85 92 00.

Markedsføring/ salg

SOMMERJOBB

Salg av avis abonnement, dagtid. Ukeavisen Ledelse v/ Karianne Holthe, t. 22 31 02 81.

SOMMERJOBB

Fulltid, deltid, gode lønnsbetingelser. Lars Sande, tlf. 22 31 02 99.



Noen valg er vanskeligere enn andre

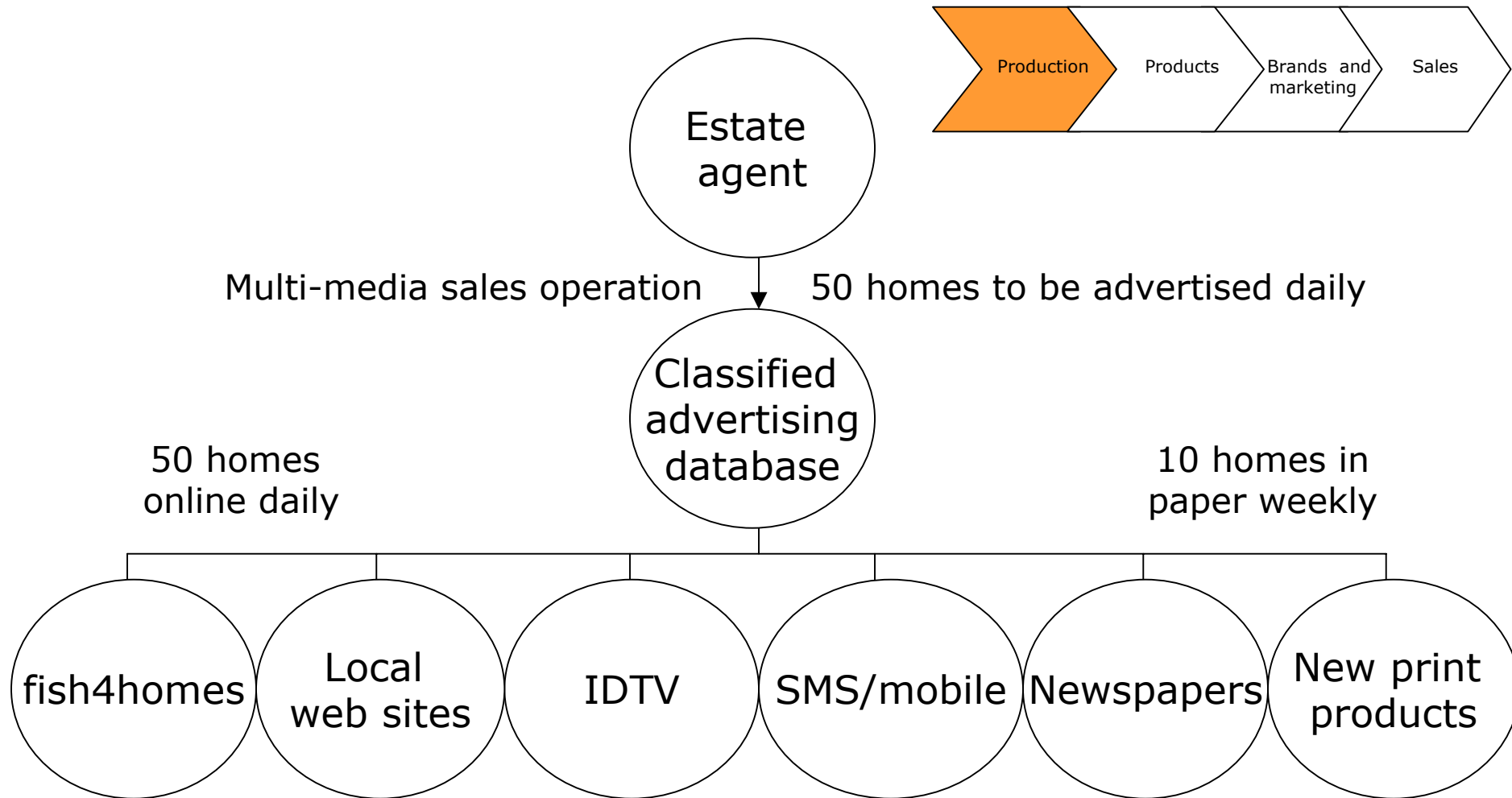
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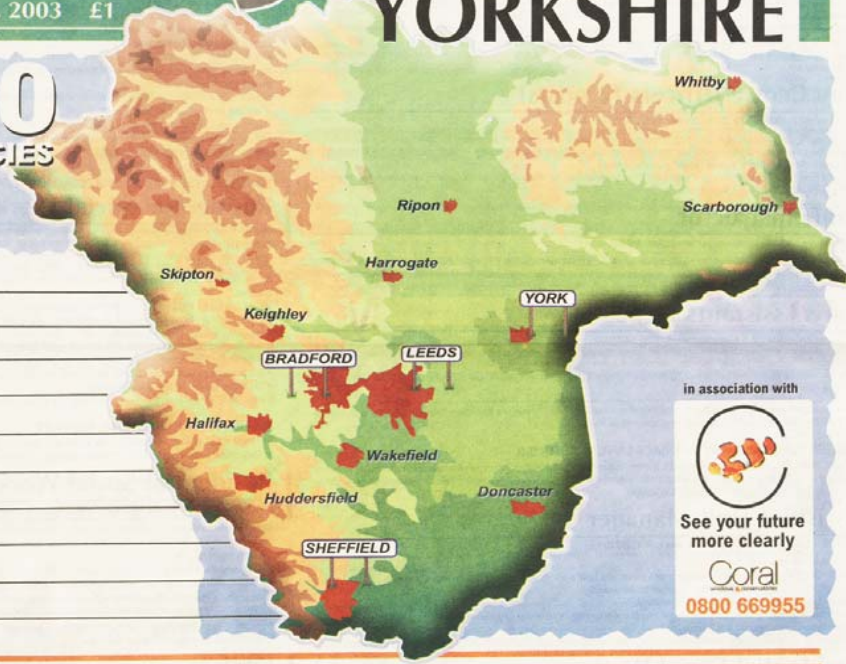
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ISSUE No 1 March 15-21, 2003 £1

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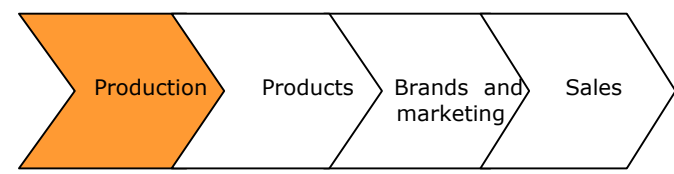
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Team Manager

Salary: c20k + Bonus + Benefits
Location: Pudsey **ref no:** PF-TM

Focused, career-minded individual required, who can lead a team and encourage them to work effectively. At least 3yrs recruitment experience and previous managerial experience needed. A financial/commercial recruitment or similar background is preferred.

Contact: PFA Recruitment tel: 0113 384 5502
email: peterf@pfa.co.uk

Evening Word Processing Operator

Salary: Excellent + benefits
Location: Leeds

Excellent opportunity for legal word processor to move to a supervisory role. Responsible for 3 people you will be working a minimum of 30 h/w, starting at 3.30pm although hours are flexible. Good IT & typing skills required.

Contact: Sacco Mann Ltd
tel: 0113 244 8388
email: deborah@sacomann.com

Management Trainee

Salary: £10600
Location: Various options

Join Greggs of Yorkshire as a Management Trainee and you could be a shop manager earning £17k within 18 months. Comprehensive six month training programme with both on and off the job training. Previous retail experience desirable.

Contact: Greggs
tel: 0800 3997940
email: yorkshire.recruitment@greggs.co.uk

Legal Secretary - Pensions and Employment

Salary: £16,750 + benefits
Location: Leeds

Experienced legal secretary with a professional background in pensions, employment, commercial or similar required. Must be used to changing priorities, working to tight deadlines and have excellent time-management skills. Good prospects for career progression.

Contact: Legal Types tel: 08456 605060
email: helen@legaltypes.co.uk

Sainsbury's Bank Sales Assistants

Salary: Excellent package
Location: North Yorkshire

If you have confidence, can make a point of maximizing every opportunity and have a flair for combining quality customer service with maximum sales focus, we have a banking career for you! Full training provided.

Contact: Sainsbury's
tel: 0113 384 5502
email: peoplelikeyouapply@tmp.com

Sales Administrator

Salary: min. £12,000
Location: Leeds

Can you offer a high level of customer service, take orders over the phone and input them onto the system? You will liaise with various departments and third parties to ensure prompt delivery.

Contact: Jackie at Forward Recruitment
tel: 01423 851709
email: jackieh@forwardrecruit.demon.co.uk

Telesales

Salary: £14K (OTE £25K)
Location: Leeds

Working in a business-to-business environment you will be building existing business and gaining new clients. You will need to have experience in telesales or customer service with a desire to succeed.

Contact: Jackie at Forward Recruitment
tel: 01423 851709
email: jackieh@forwardrecruit.demon.co.uk

Post Room Assistant

Salary: c £12,000 pro rata
Location: Leeds

6 month contract. Duties include handling and distributing incoming/outgoing post, assigning unmarked post to correct location, photocopying, stationery control and all round assistance. The successful candidate will have a least 6 months administration experience.

Contact: Cherry Recruitment tel: 0113 280 6410
email: jade@cherrygroup.co.uk

Temps

Salary: up to £8 ph
Location: Yorkshire

We always require experienced temporary staff to provide holiday, sickness and long term cover to our large network of clients. Contact us if you have office, customer service, accounts administration or secretarial skills.

Contact: Cherry Recruitment
tel: 0113 280 6512
email: jade@cherrygroup.co.uk

Customer Account Manager

Salary: Up to 16k (OTE 20k+) + benefits
Location: Pudsey **ref no:** Pudsey - GAM

Customer-driven individual required to sell personal finance products, make credit and underwriting decisions, build customer relationships and provide after sales service. Ideally you should currently be employed in a customer-focused sales or telesales role.

Contact: PFA Recruitment
email: cv@pfa.co.uk

Telesales

Salary: £10k for 22.5 hours (£8.50ph)
Location: Yorkshire

This is not a call centre position. You will be working making outbound business to business calls in a lively office. You will be cold-calling and working on warm leads, projects and repeat business. Hours are 10am to 3pm but are flexible.

Contact: Jackie at Forward Recruitment
tel: 01423 851709
email: jackieh@forwardrecruit.demon.co.uk

Receptionist/Administrator

Salary: £11,000 to £12,500
Location: Leeds

Experienced receptionist required to provide full reception cover and general administration support. Duties will include meeting and greeting guests, screening and routing telephone calls and general office administration duties.

Contact: Cherry Recruitment
tel: 0113 280 6410
email: jade@cherrygroup.co.uk

Deputy WP Supervisor

Salary: up to £19,000
Location: Leeds

Leading city centre law firm are looking to recruit an experienced WP Supervisor. Candidates must have experience of working within a busy WP team, or have supervisory experience. Min typing speed 65wpm and audio typing experience.

Contact: Cherry Recruitment
tel: 0113 280 6410
email: jade@cherrygroup.co.uk

Health and Nutrition Sales Director/Owner

Salary: Potential for six figures +, + benefits
Location: Various locations

Are you an entrepreneurial professional with a sales background who wants to establish their own business? Full and ongoing support, training, access to experienced professionals etc provided, giving you a "business in a box".

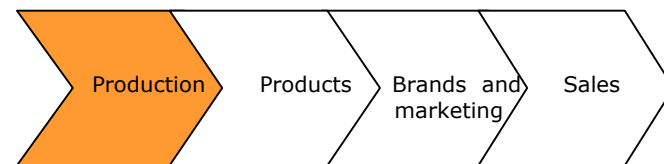
Contact: Chris Cowan
tel: 01296 77 11 32
email: chris@fp-products.co.uk

Mechanical Maintenance Engineer

Salary: £24,500 p.a. + overtime
Location: Yorkshire **ref no:** 4052/534

Put your mechanical maintenance skills to use on a broad range of machinery including the boilers and refrigeration plants. You will be given specific in-house training to ensure continually developed of your skills.

Contact: Adam Walton, ATA Selection
tel: 0113 245 3540
email: leeds@ata-engineering.co.uk

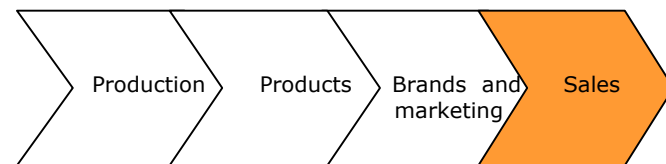


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Salesmen role under electronic upload

Role	Old role	New role	Value added? Revenue potential?
Copy collection	Yes	No	No
Clear sales focus on print	No	Yes	Yes
Administration of upload	Yes	No	No
Selling the value of online	No	Yes	Yes
Account management	Yes	Yes	Yes

- Benefits to fish4
 - Quality data
 - Timely
 - Full inventory upload from clients
- Benefits to newspapers
 - Cost savings
 - Streamlined processes
 - Reduced lead times on print
 - Move sales reps over to more added value selling

Robert Steen
Managing Director
Finntech/Adexalliance
Grensen 5/7, Oslo, Norway
P.b.: 1178 Sentrum, 0107 Oslo, Norway
Tel: (47) 22 82 78 61
Mob: (47) 91 74 37 35
Email: robert@finn.no