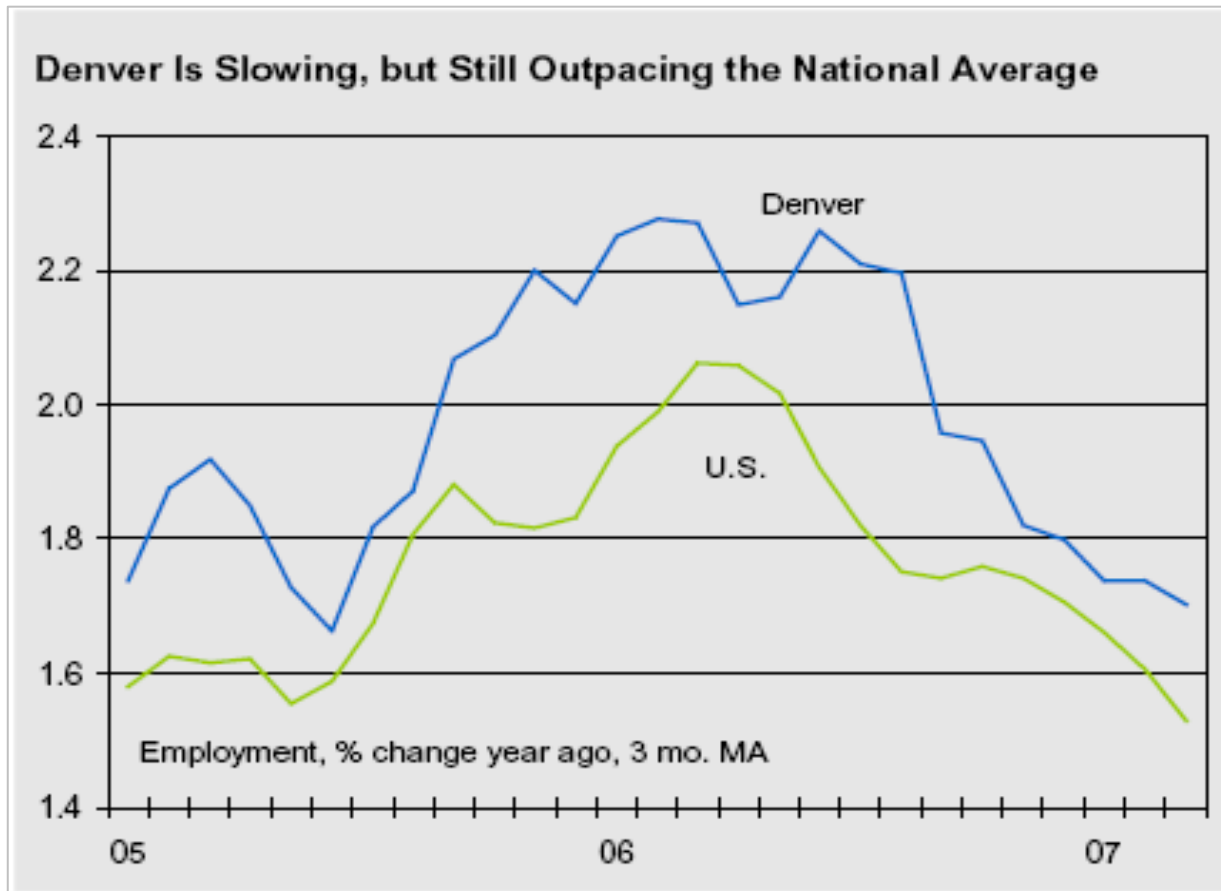


Client Research: Denver's Employment Market

**Denver Employment Update
Growth Occupations
Job-Seeker Profiles
Reaching Job-Seekers
New Survey Results**

Employment Growth Outlook



**COLORADO
ANNUAL
EMPLOYMENT
GROWTH:**

2006: +2.4%
2007: +1.9%
2008: +1.8%

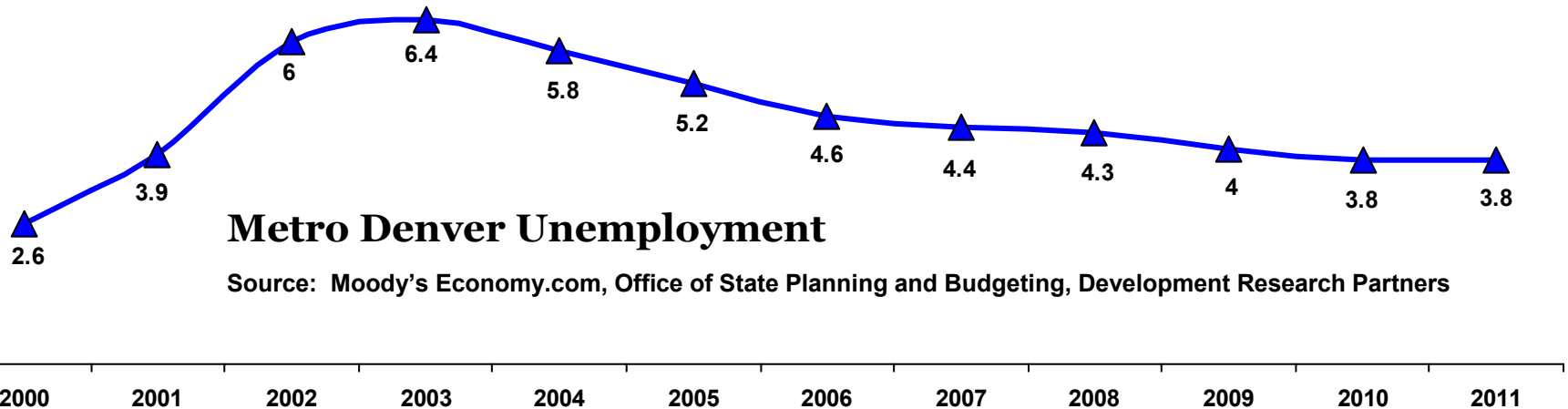
**CURRENT
NATIONAL
ANNUAL
EMPLOYMENT
GROWTH
AVERAGE: +1.5%**

Source: Office of State Planning and Budgeting, Development Research Partners

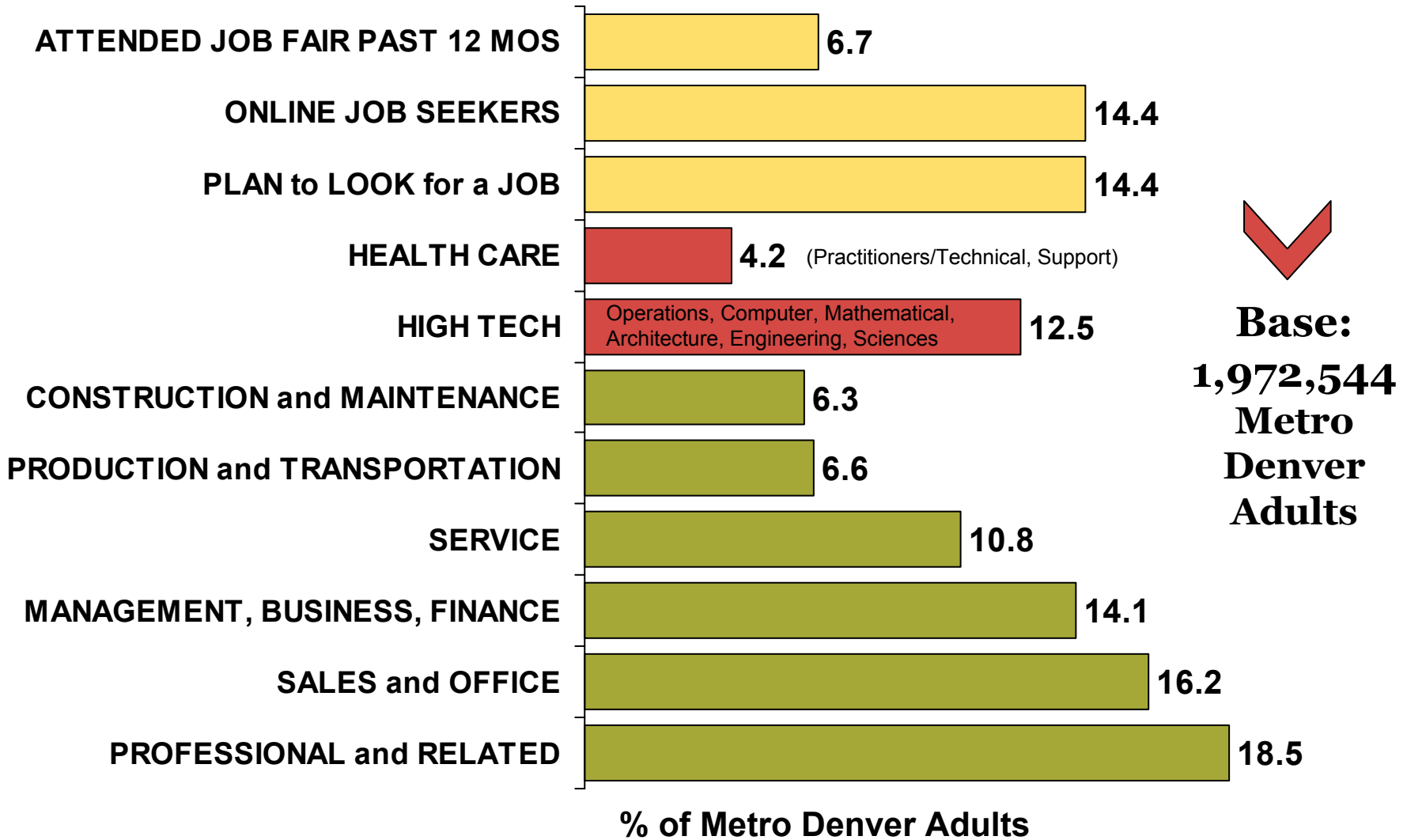
Denver Unemployment Rate:

2000 - 2011

- Metro Denver unemployment is besting 2007 projections with a current YTD average of 3.8%. But job growth has slowed recently, especially in construction and manufacturing.
- Leisure & Hospitality, Professional & Business Services and Education & Health are the leading growth categories. The Information sector remains flat.
- Metro Denver employers have downgraded their hiring expectations for the rest of 2007. 23% of area businesses now say they expect to add workers through the end of this year and into 2008, down from 42% at the end of June 2007.



Metro Denver Employment Categories



Source: 2007 Denver Scarborough Report

Denver Employment Totals by Category

“High Tech” in Every Passive Category

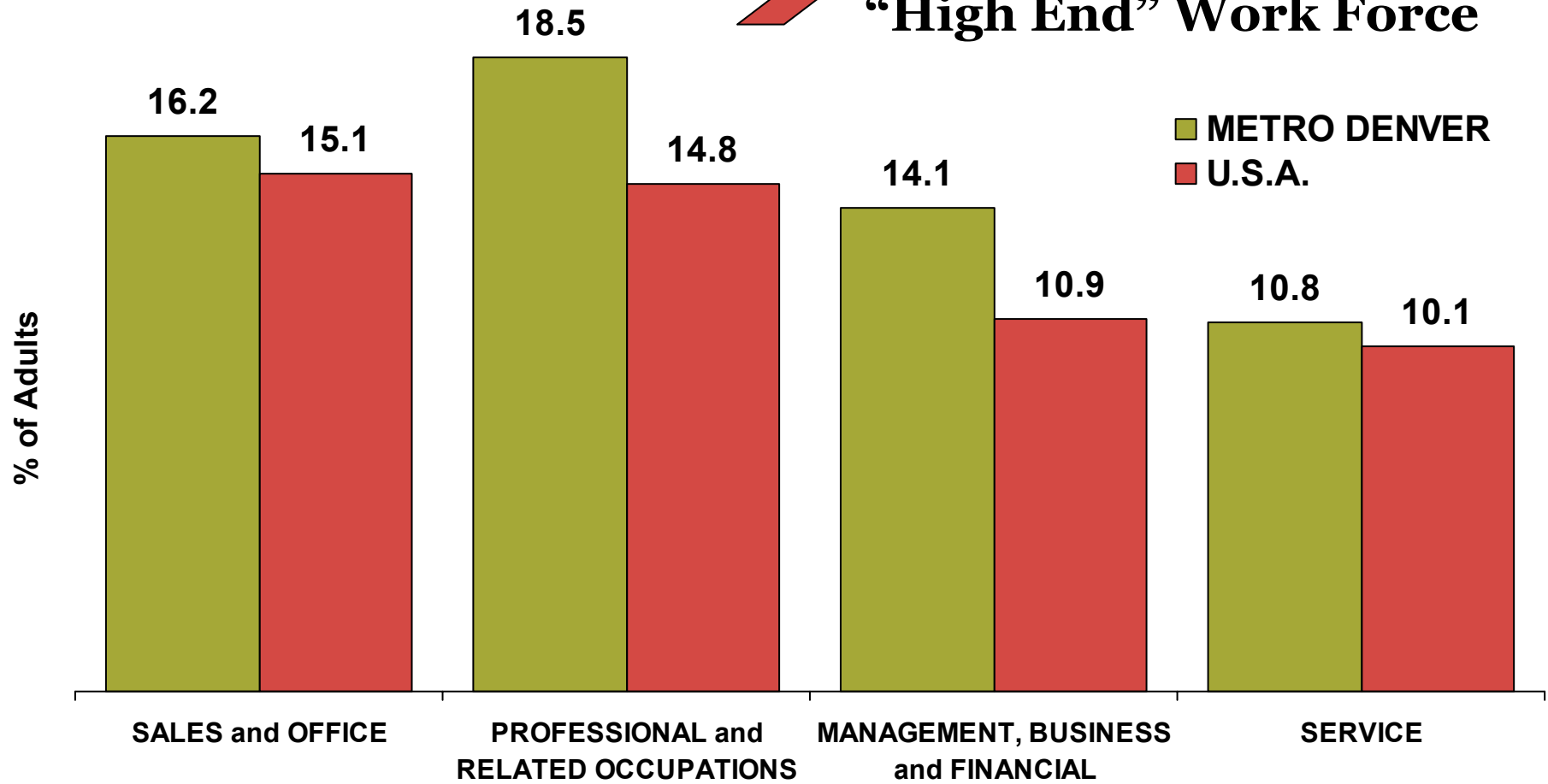
SALES and OFFICE	318,722	Cashiers, clerks, insurance, real estate, retail, financial services, travel agents, computer operators, customer service, data entry, administrative support, USPS
PROFESSIONAL and RELATED OCCUPATIONS	365,692	Computer occupations, architects, engineers, scientists, technicians, legal, education, entertainment, sports, media, health diagnosis and treatment
MANAGEMENT, BUSINESS and FINANCE	278,652	Management occupations in business and financial operations
SERVICE	212,909	Healthcare support, food preparation and service, building maintenance, personal care and service
PRODUCTION and TRANSPORTATION	129,482	Fabricators, food processing, printing, assemblers, textiles, woodworkers, air transportation, vehicle operators, railroad occupations, material moving occupations
CONSTRUCTION & MAINTENANCE	124,432	Masons, carpenters, flooring installers, inspectors, equipment operators, laborers, electricians, painters, plumbers, iron workers, vehicle repair, maintenance

Sources: 2007 Denver Scarborough Report, Dept. of Labor Category Definitions

How is Denver Different?

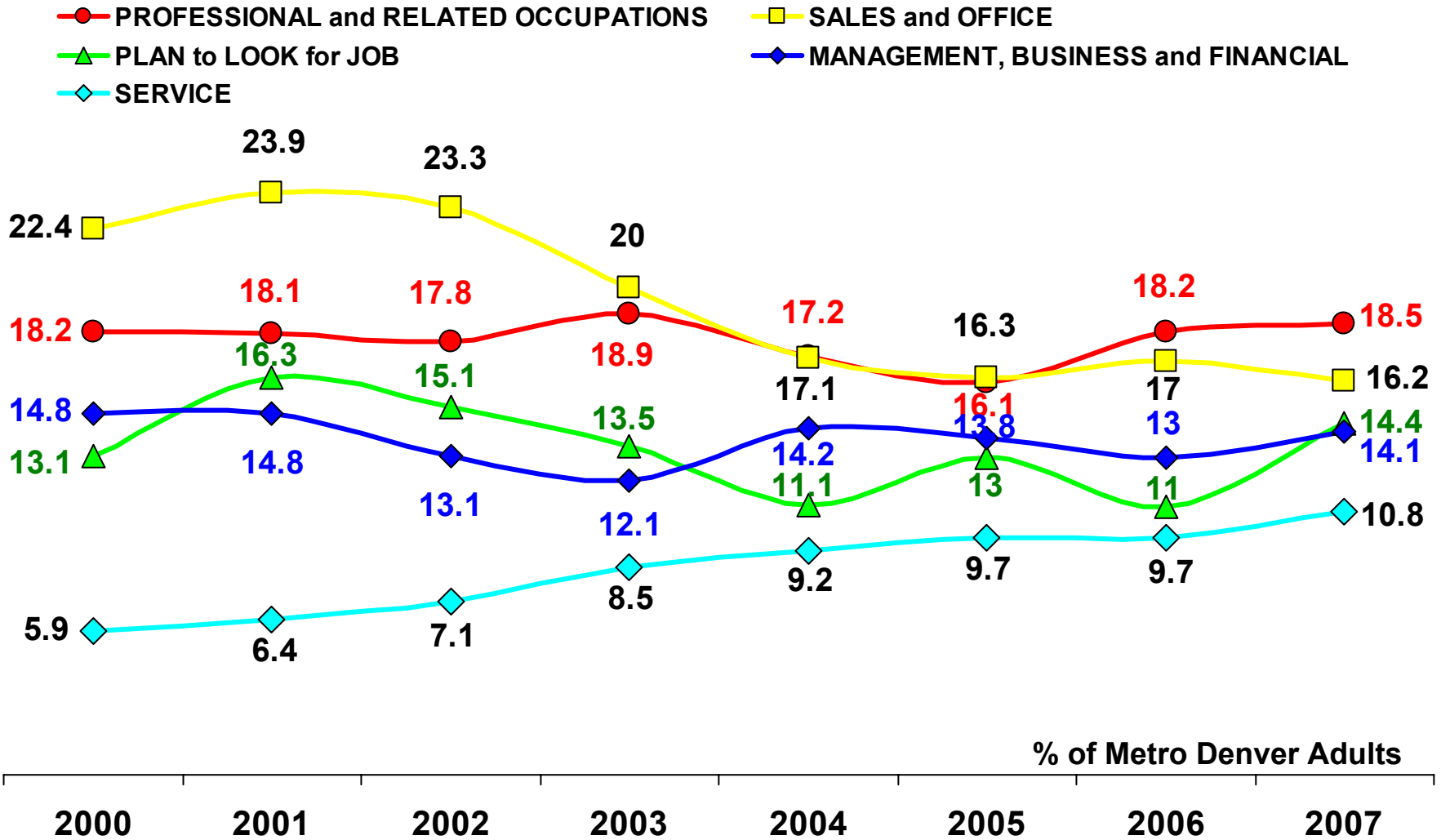


**Denver: More of a
“High End” Work Force**



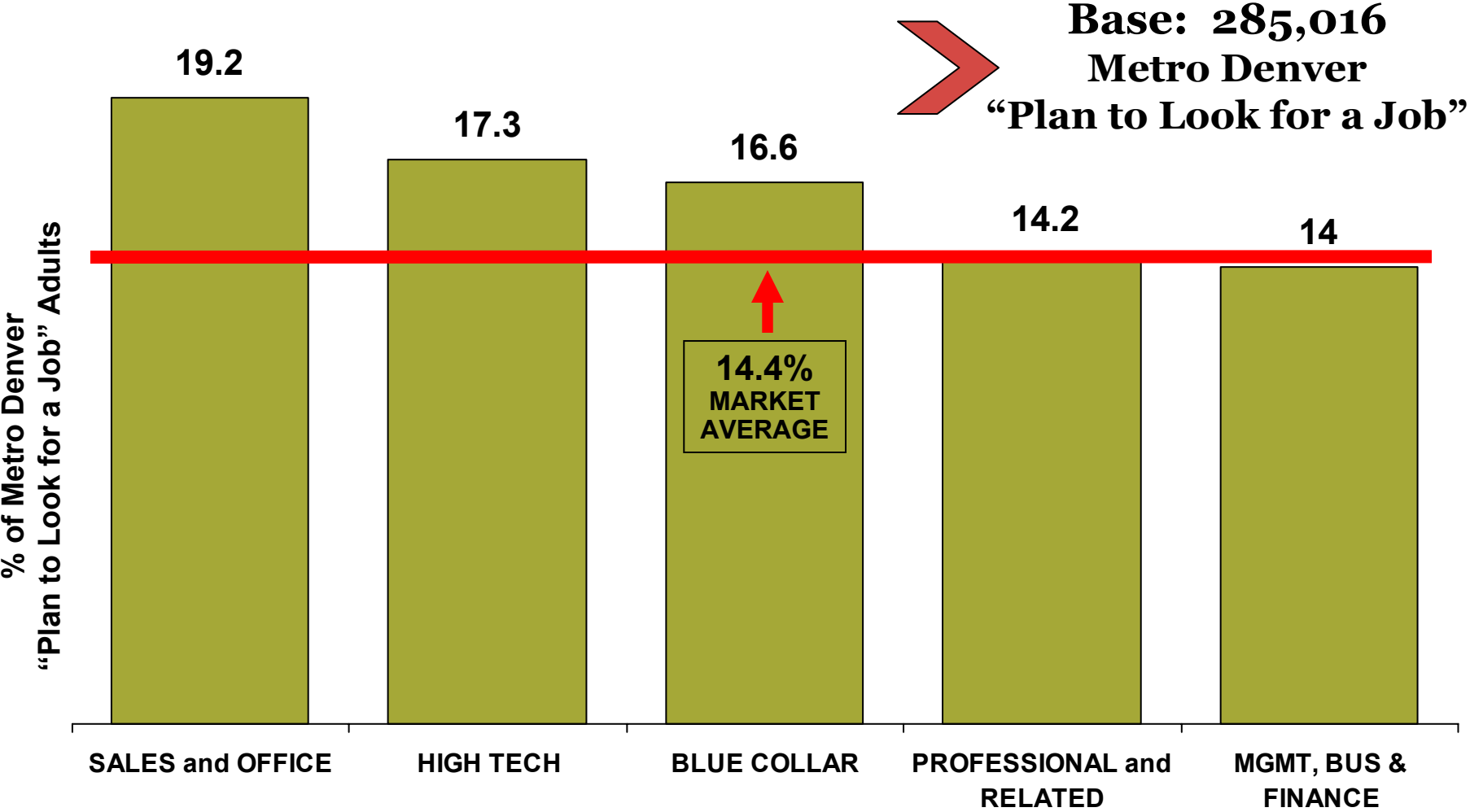
Sources: 2007 Denver/Multi-Market Scarborough Reports

Denver Employment Trend



Source: 2000-2007 Denver Scarborough Reports, 12 months ending August

“Plan to Look for a Job” by Occupation



Source: 2007 Denver Scarborough Report

2008 Occupational Growth Projections



Top 20 by Percent Growth

Computer Support Specialists	13.4%
Database Administrators	11.5%
Systems Analysts	10.8%
Computer Engineers	9.4%
Lawn Service Managers	8.2%
Home Health Aides	6.8%
Plasterers and Stucco Masons	6.4%
Mail Machine Operators	6.4%
Sheet Metal Duct Installers	6.4%
Telemarketers/Door Sales	6.3%
Personal/Home Care Aides	6.3%
Social/Human Service Assistants	6.3%
Brick and Block Masons	6.2%
Engineering/Science System Mgrs	6.1%
Carpet Installers	6.0%
Adult Instructors (non-VocEd)	5.9%
Roofers	5.8%
Correctional Officers	5.8%
Actors, Directors, Producers	5.8%
Construction Managers	5.6%

Declining unemployment rates, category-specific labor shortages and variances in occupational demand mean that Denver is suffering from an employment market “mismatch” – not enough demand in some categories, and not enough supply in others.

Source: Colorado Department of Labor, Metro Denver

2007 Recruitment Research:

What Denver Employers and Job-Seekers are Saying

- **Online poll**
- **Completed November 2007**
- **1,585 Job Fair attendees**
- **181 Employers**
- **Tools, preferences, budgets,
recommendations**

Denver Employers <

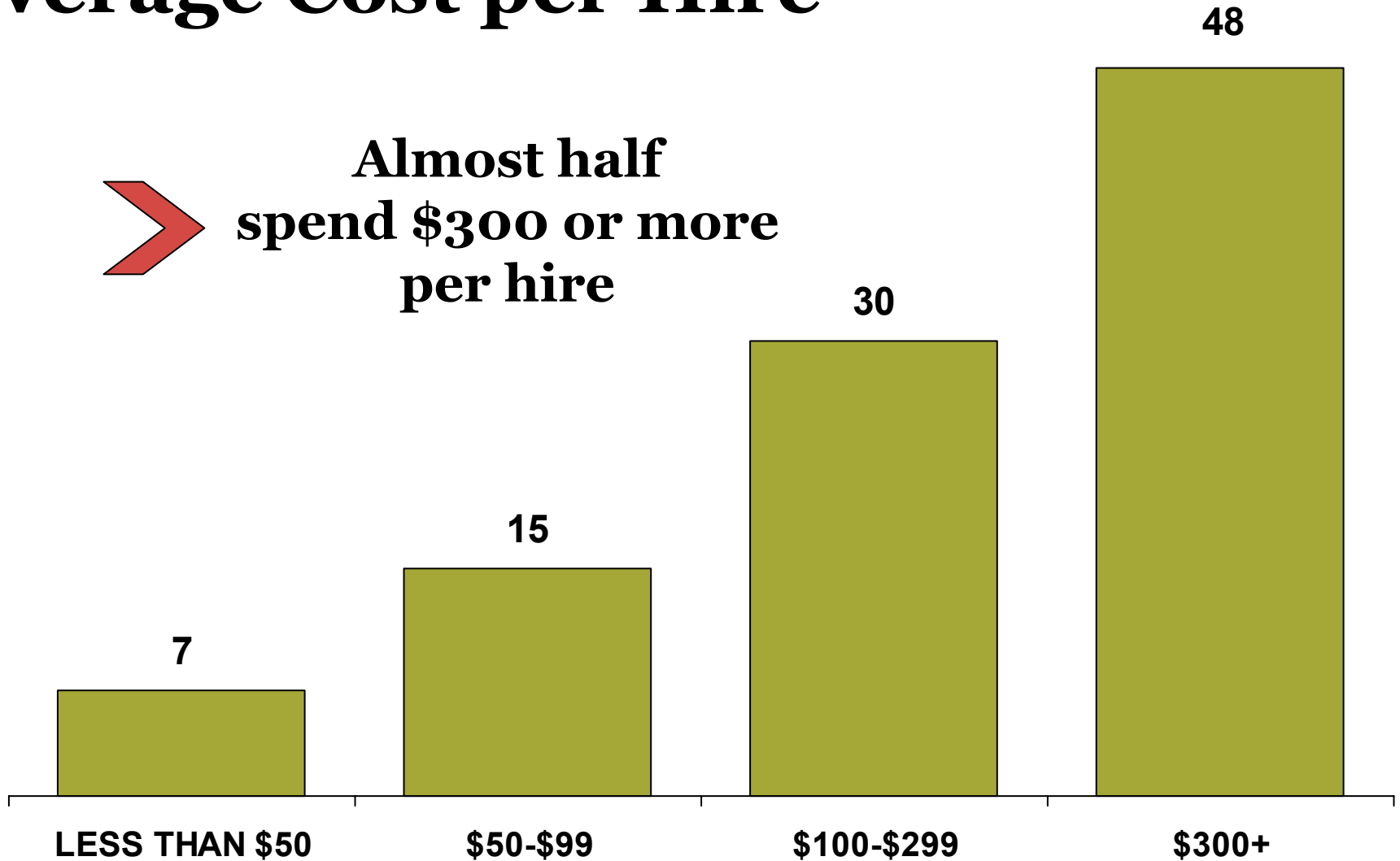
- **Completed surveys with 181 Denver-area employers.**
- **82% have used Post-News (print and/or online) for recruiting in the past year.**
- **In the past year, two-thirds have had 2-5 positions to fill; 17% had six or more.**
- **Half have used other print products – half of those were weekly/suburban newspapers, mostly for “cost” and “trying something new/different.”**
- **Nearly nine in ten also used other online products – first Craigslist, then Monster, then Career Builder. Cost, response and “trying something different” were all cited as reasons.**
- **Other questions about budgets and cost-per-hire ...**

Average Cost per Hire

% of 181 Metro Denver surveyed Employers

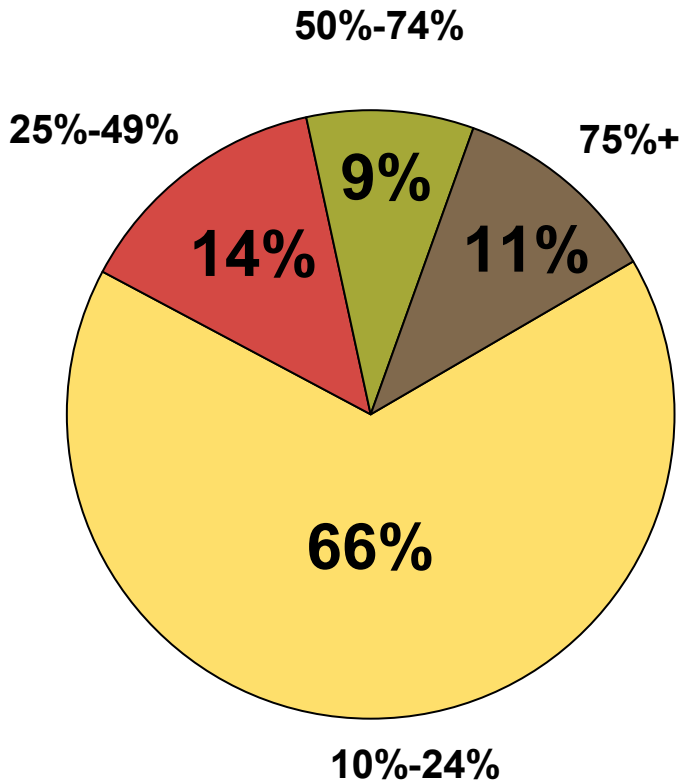


**Almost half
spend \$300 or more
per hire**

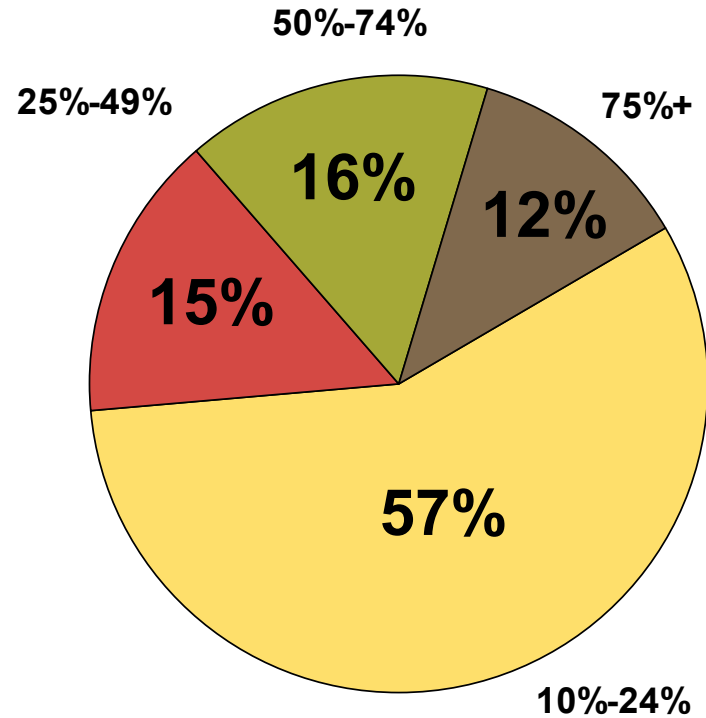


Source: 2007 Denver Employment Survey

Recruitment Budget Comparison



% Spent on Print
20% spend half or more in print



% Spent Online
28% spend half or more online

Source: 2007 Denver Employment Survey

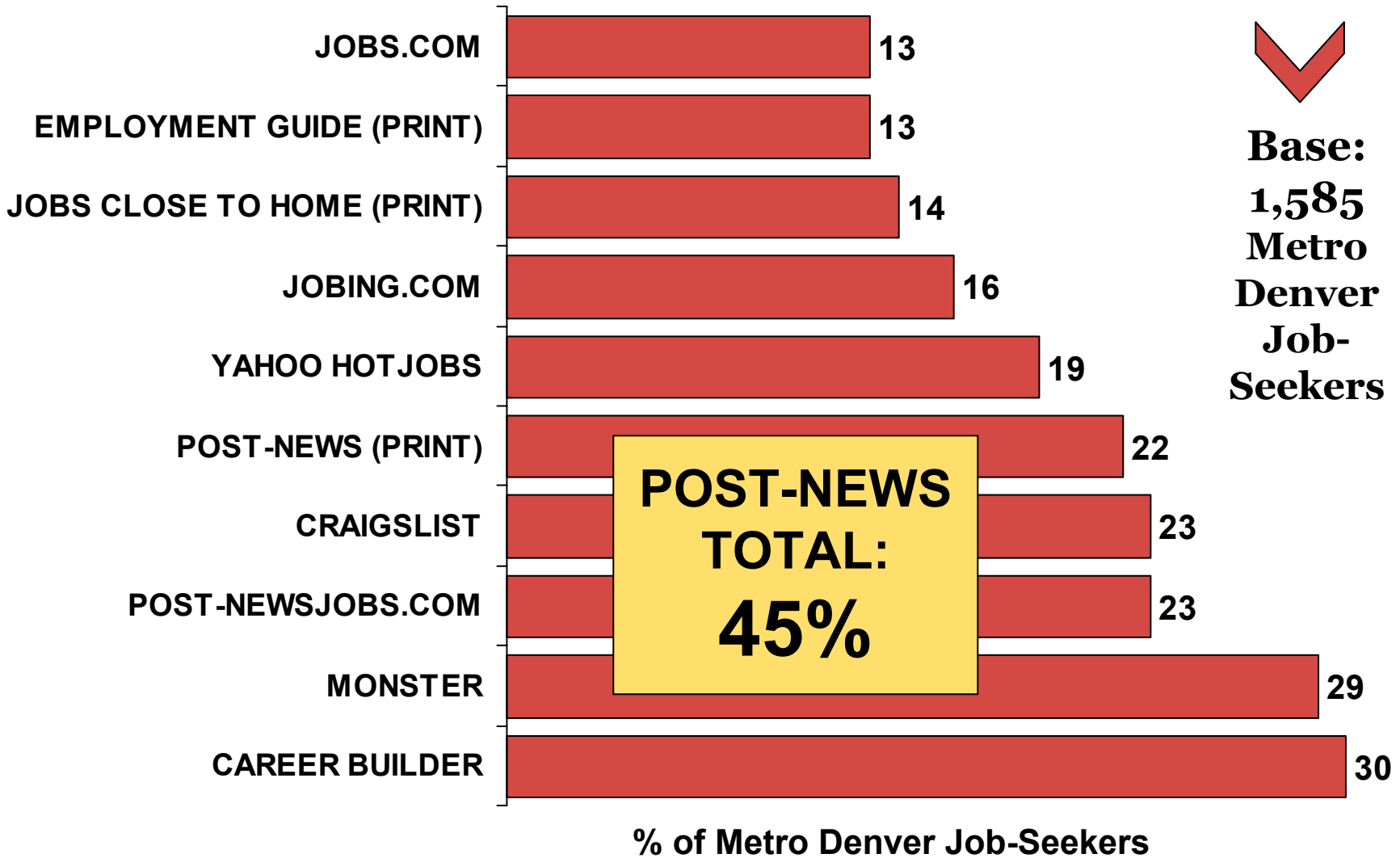
“What products or services could the DNA provide that would help your recruitment efforts?”

COMMENTS: e-mail updates, more time in print/longer posting times, better services bundling, fire Yahoo, package deals, more specific categories, geographic targeting, follow-up, faster access to print, different options for small business, ROI measures, “hire in 10 or we’ll run it again,” Sunday only options, more online partnerships, online ad-writing assistance, resume database, streamline the purchase process, partner with other promotions and events

Denver Job-Seekers

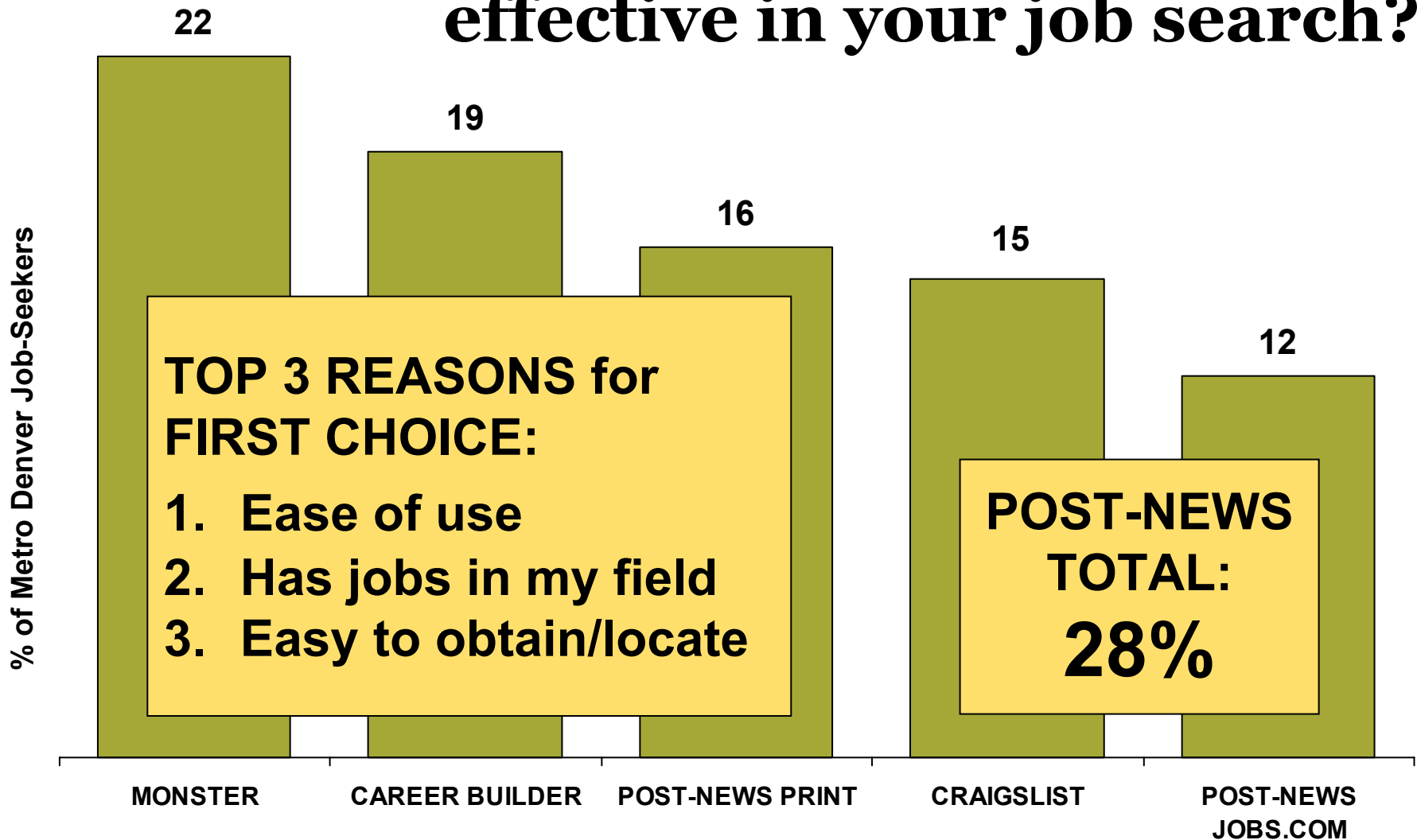
- Completed surveys with 1,585 Denver job fair attendees.
- 43% are still actively seeking employment.
- 40% say they are “casually” looking.
- 10% found a job at a job fair.
- 66% got “useful” information at a job fair.
- 59% have used a staffing or temp agency to get a temporary job while looking for permanent employment.
- The temp job led to a permanent job for half of those.
- 92% prefer e-mail communication for employment events or topics.
- Other questions about sources used in job searches ...

Sources Used in Job Search (once a week or more)



Source: 2007 Denver Employment Survey

“Which ONE source has been most effective in your job search?”



Source: 2007 Denver Employment Survey

“What products or services could the DNA provide that would help you in your job search?”

COMMENTS: **targeted** daily/weekly e-mails that are **industry-specific**, jobs by **geographic area**, better key word searches, more specific search capabilities, saved searches, screen employers better (**honesty**, NOT fraudulent listings or MLM schemes), include company names, **resume assistance and samples**, standardize job descriptions, streamline online processes, more detailed job descriptions, job-matching service, **50+ jobs** (transferable skills, NOT minimum wage; “experience plus”), categorize more logically (entry-level vs experience, etc), freelance positions, **more temp, part-time or seasonal**, flexibility for small business, executive section, industry info, video/photo posting capabilities, 24/7 virtual job fairs, jobs for recent grads, **free Sunday paper**, list aggregator, interviewing articles, more networking opportunities, include government positions, salary calculator, **job fairs on weekends**,

HIRE ME, one way ticket out of town ...

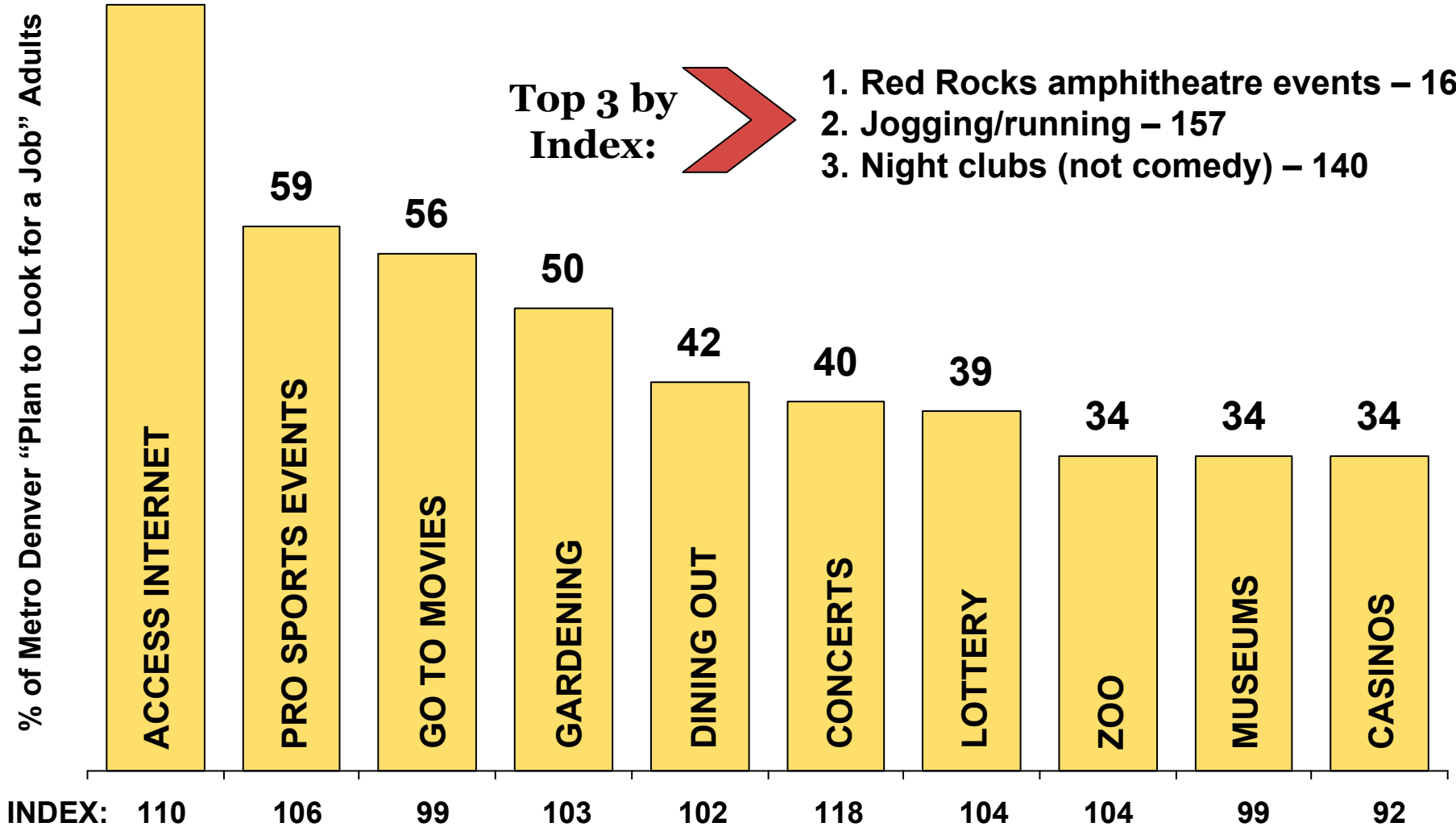
Denver Job-Seeker Profiles

% of Metro Denver Adults

	ONLINE				
	<u>MARKET</u>	<u>JOB-SEEKERS</u>	<u>JOB-SEEKERS</u>	<u>HIGH TECH</u>	<u>BLUE COLLAR</u>
MEN	50	52	39-	66+	65+
WOMEN	50	48	61+	34-	35-
18-34	32	47+	43+	35	42+
35-54	41	44	46+	51+	45+
55+	27	10-	11-	14-	13-
COLLEGE+	66	66	69	93+	50-
COLL GRAD+	35	35	42+	69+	14-
WHITE COLLAR	49	53+	59+	100+	--
BLUE COLLAR	24	28+	23	--	100+
\$25K-\$50K	29	32	30	14-	34+
\$50K-\$75K	21	22	24	23	23
\$75K+	41	36-	40	62+	33-
MARRIED	59	52-	52-	71+	59
WID/DIV/SEP	16	10-	14	5-	10-
SINGLE	25	39+	35+	24	31+
HOMEOWNER	75	66-	70-	88+	61-
HISPANIC	19	19	15-	7-	37+
KIDS AT HOME	43	45	45	45	51+

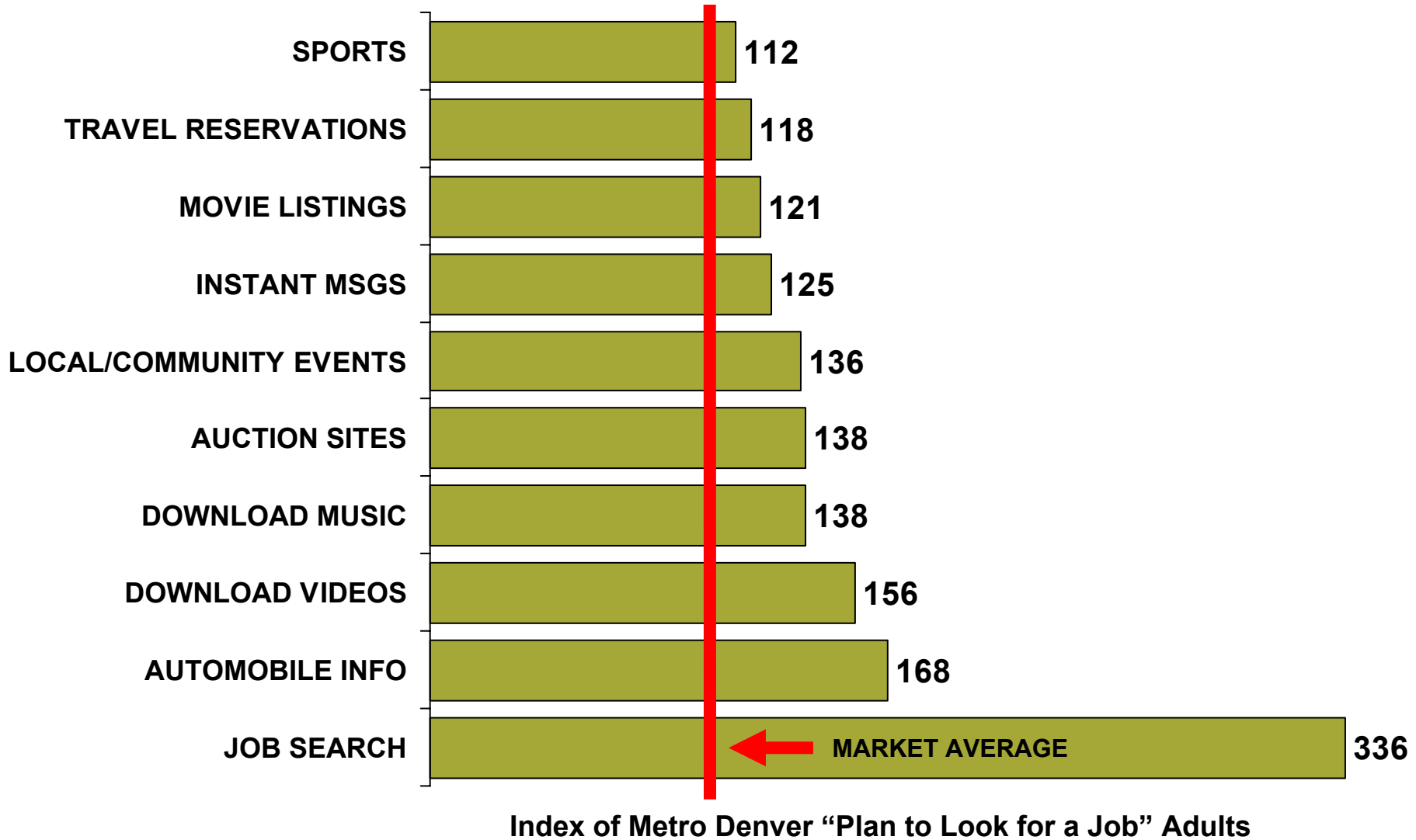
Source: 2007 Denver Scarborough Report

“Plan to Look for a Job” Lifestyles



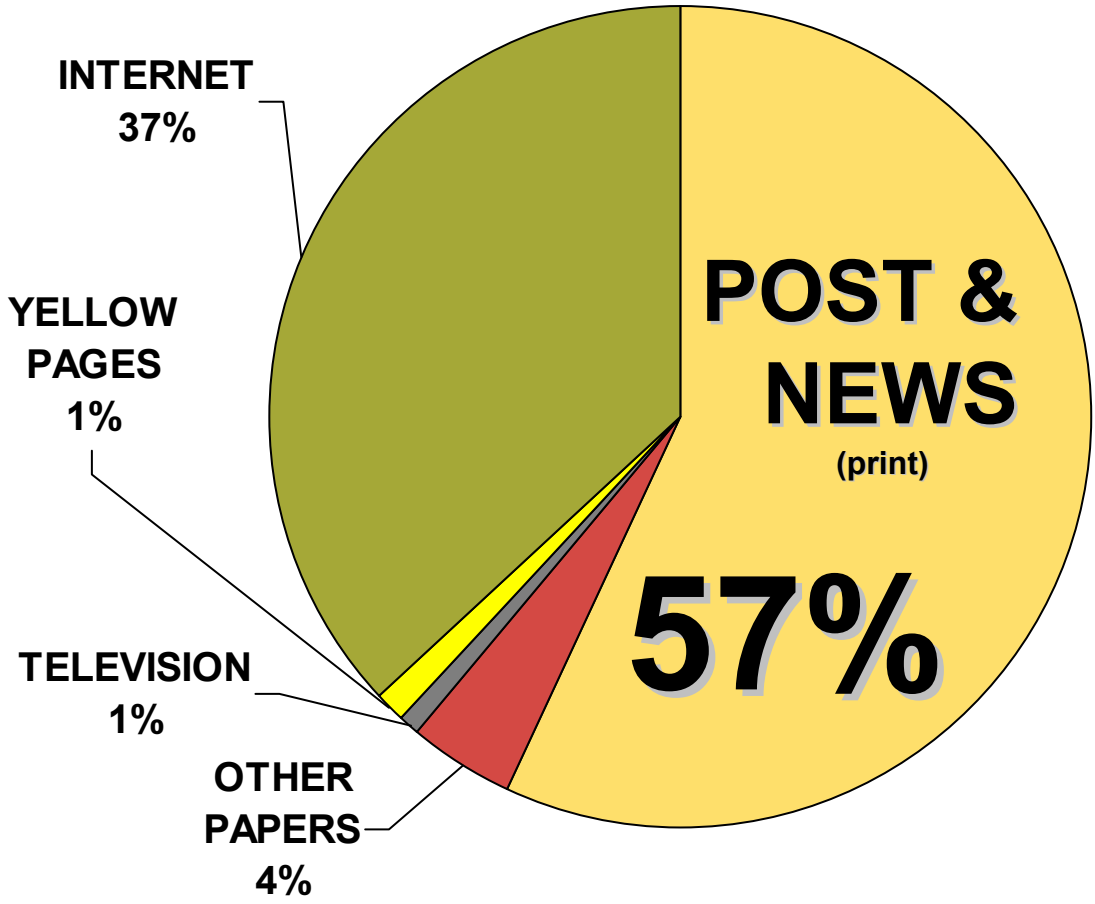
Source: 2007 Denver Scarborough Report

“Plan to Look for a Job” Internet Use



Source: 2007 Denver Scarborough Report

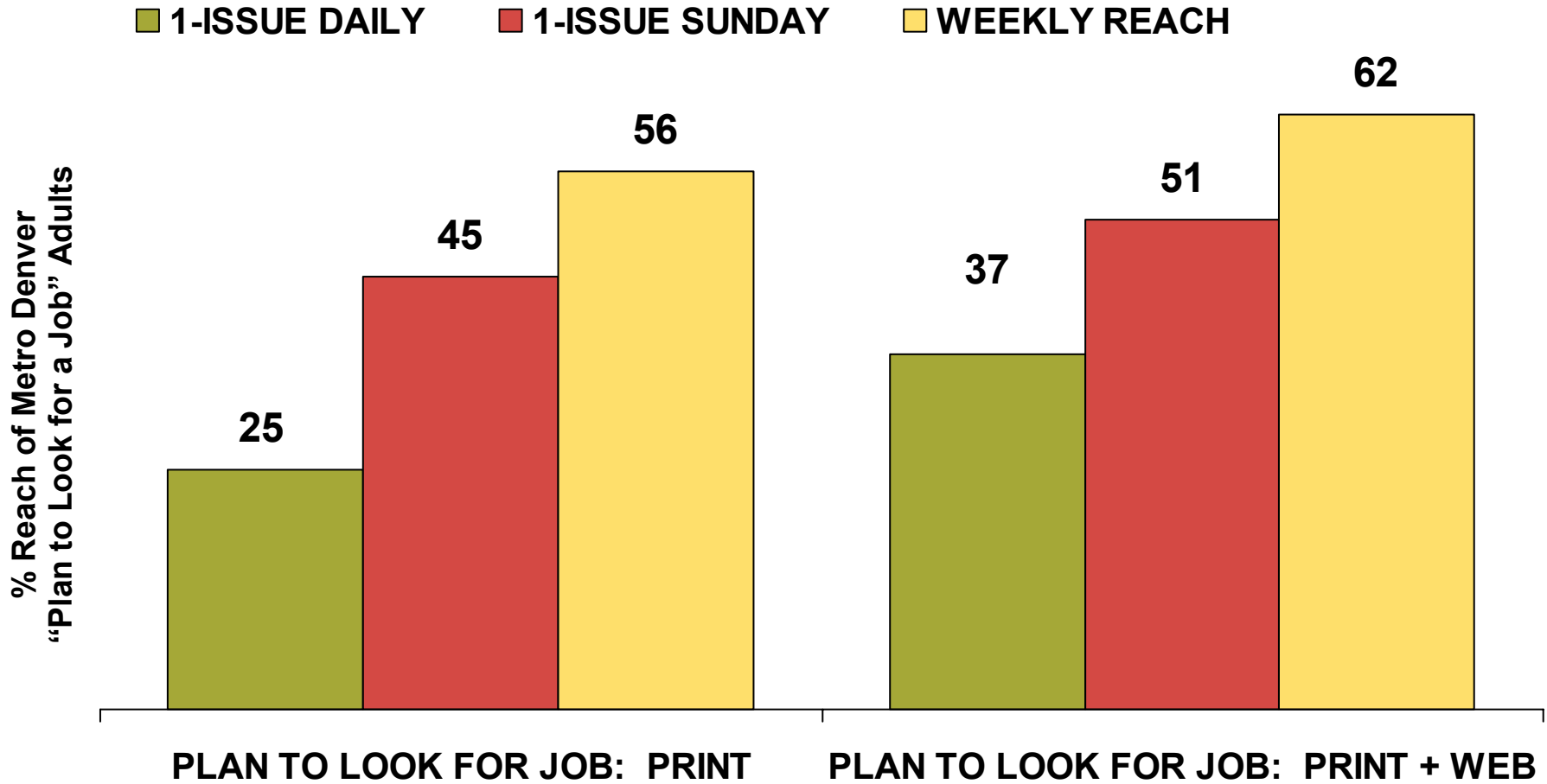
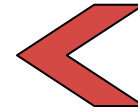
Source Relied On Most: Employment



“Which ONE advertising source would you rely on MOST if you were looking for a new job?”

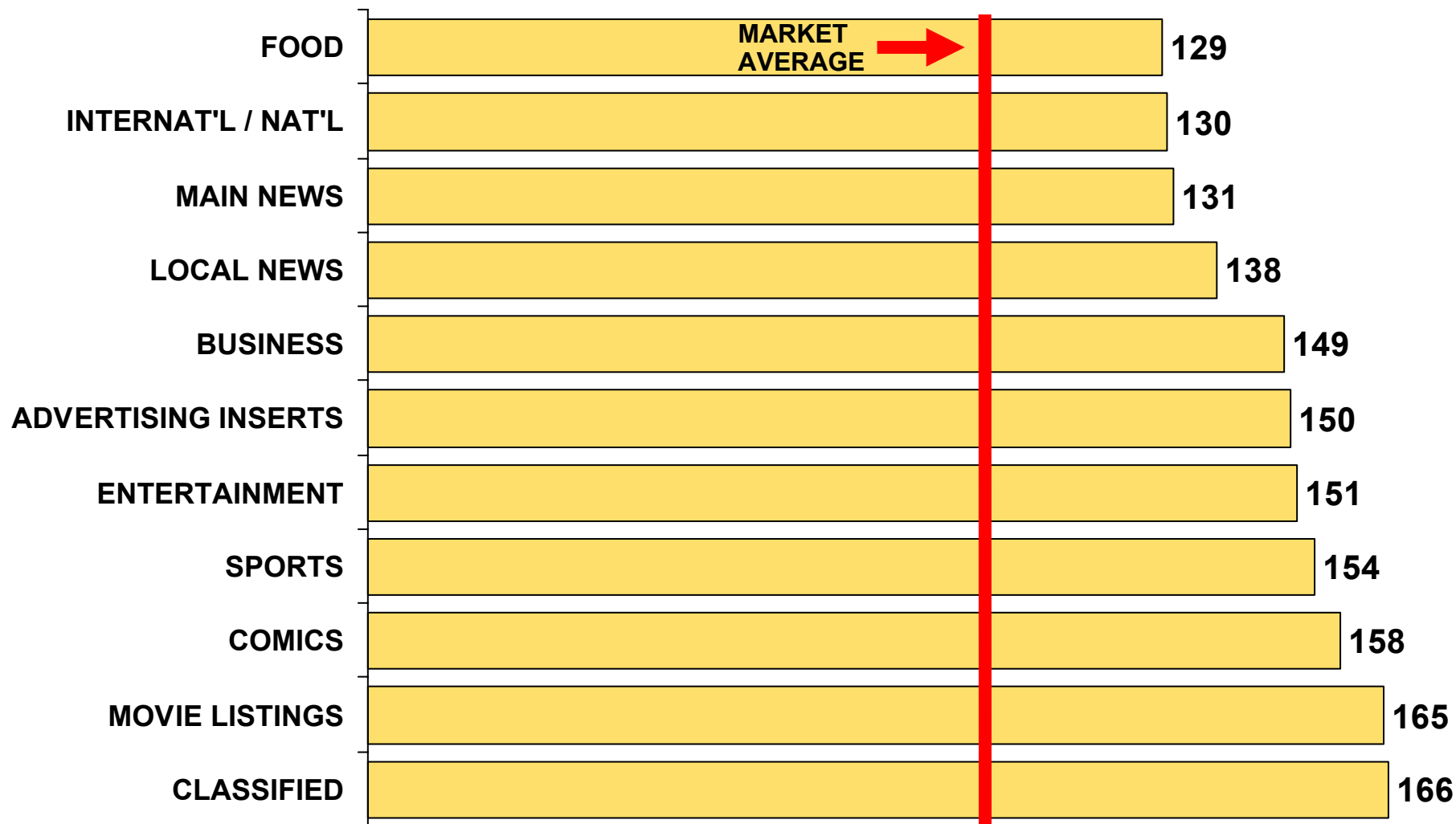
Source: 2006 MORI Research

Reach More Active Job-Seekers with Post/News Print Editions and Web Sites



Source: 2007 Denver Scarborough Report

“Plan to Look for a Job” Section Readership



Section Readership Index of Metro Denver “Plan to Look for a Job” Adults

Source: 2007 Denver Scarborough Report

Denver Employment: Summary and Recommendations

- Over 14% of the market is looking for a new job – the highest level since 2002. Denver businesses will continue to add jobs, but the unemployment statistics are misleading. We will remain “under-employed” with skill mismatches permeating the market – large numbers of unemployed or under-employed high-tech specialists, hospitals that can’t hire enough health care workers and a tightening local entry-level labor market. A closer look at growth categories suggests different employment approaches.
RECOMMENDATION: Learn to separate active job-seekers from passive job-seekers. They are totally different groups, and smart marketers will develop strategies for both.
- “High Tech” is an over-used and misunderstood term. Technical positions exist in literally every employment category. **RECOMMENDATION: Don’t get too hung up on “traditional” high tech categories. Learn to look deeper into the market’s opportunities and growth areas – some installer and operator categories are among the region’s fastest growing, and service industries are displaying the most consistent growth.**

Denver Employment: Summary and Recommendations (2)

- Active job-seekers are a very young group – half are 18-34. Even though 4 in 10 are single, there are plenty of kids in the picture. The online job-seekers are very similar, but significantly more female. The “High Tech” group is 2/3 male and half are Baby-Boomers. They’re also more likely to be educated, affluent, married homeowners. The Blue Collar group is also 2/3 male, but a bit younger as well as less educated and affluent. Nearly a third are single, half have kids and nearly 4 in 10 are Hispanic.

RECOMMENDATION: Successful recruiting out of the active AND passive job-seeker crowds will require more segmentation – singles, families, newcomers and minorities all have different personal needs and different employment needs. Understanding those needs and targeting different groups with different messages for different employment opportunities is key. This is the single biggest opportunity in the category.

- Active job-seekers exhibit very specific lifestyle characteristics.

RECOMMENDATION: Capitalize on those lifestyle preferences to develop more effective partnerships, sponsorships and promotions.

Summary and Recommendations (3)

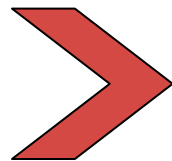
- Most Denver-area employers are actively experimenting with multiple media options. **RECOMMENDATION: Experiment PROPERLY – minimize mistakes with your media budgets. That means learn more about your specific audience and apply that knowledge like any other marketer.**
- Most recent job-fair attendees are still looking – at least casually if not actively, and their media use is very fragmented. **RECOMMENDATION: More of the above – understand the target, segment the message, and bundle the most effective media options.**
- Listen to your audience – job-seekers are telling us what they need! **Regular targeted e-mails, geographic and industry-specific categorization, resume assistance, real jobs for recent grads and 50+, more temp/seasonal/part-time opportunity, weekend and virtual job fairs ...**
- Active job-seekers are also active media consumers, especially print and online. **RECOMMENDATION: Experiment with more creative print placement, take a hard look at local products and be sure to have a sound, segmented and well-promoted Internet presence – 8 out of 10 active job-seekers are very regular web users.**

Sources & Methodology

- **SYNDICATED SCARBOROUGH REPORTS** – 2,061 randomly selected Metro Denver adult telephone interviews followed by mail questionnaire. Study conducted continuously September 2006 – August 2007. Other Scarborough clients include Macy's, Dick's Sporting Goods and Coca-Cola.
- **CUSTOM MARKET RESEARCH** - Utilizing the industry's most respected and recognized consulting and research firms such as Belden Associates, Market Perspective, MORI Research, AdAudit and Nielsen Media Research, the Denver Newspaper Agency conducts custom local research in a number of specialized areas including retail habits, lifestyles and media usage.
- **DEMOGRAPHICS U.S.A.** – One of the nation's leading suppliers of projected Census information and trending data by specific geographies.
- **CLARITAS, INC.** - A pinpoint marketing/lifestyle database. Other clients include Dell, Hewlett-Packard, Nordstrom, Ace Hardware, Qwest and Toyota.

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- LIFESTYLE INDEXING
- RETAIL SALES POTENTIAL
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