

TITLE OF CASE STUDY: MONSTER WORKS FOR ME" CAMPAIGN FOR MONSTER.COM

Market Situation & Business Goals

Monster.com is a relatively young company, established just over a decade ago. In a very short time, it succeeded in establishing a brand leader status in its category, and changed how consumers looked for jobs and the way employers sourced talent. Monster overcame huge challenges in its early years when the traditional recruitment methods such as classifieds, staffing agencies and trade publications were the entrenched vehicles for the industry. Based on Forrester Research estimates, only 1.3% of all 1998 recruitment ad dollars were spent online, and the penetration of online recruitment sites among job seekers was just about 20%. At that time, Monster was competing against a largely unbranded, ever-increasing competitive set. Given the high growth potential, a fierce competition was on as thousands of employment websites proliferated in the .com boom era. In the next few years, aided by well-executed marketing and advertising efforts, Monster prevailed over the crowded space to become the key player, gaining unprecedented brand awareness and market share.

By 2005, however, Monster was facing a relentless competitor. CareerBuilder, born out of a newspaper consortium, was gaining traffic share (as reported by Media Metrix):

	<u>2006 vs. 2005</u> <u>Traffic: Unique Visitors</u>
Monster	+8%
CareerBuilder	+14%

Monster needed to address this threat aggressively. Additionally, Monster's media spending levels needed to be more efficient and were not being consistently integrated across media platforms.

Marketing Objectives: The main objectives for the marketing campaign were:

- Maintain brand leadership position and address competitive traffic growth levels;
- Develop a brand message that supports the high brand awareness levels while increasing the brand's relevance and preference;
- Optimize the media mix and media weight to be much more efficient than in the past.

Multi-faceted Research Program

A full research program was developed by the Monster Insights team and its partners. Monster has two target audiences: Consumers/job seekers (B2C) as well as Employers who are looking for seekers (B2B), and the marketing plan needed to address both targets. Systematic studies were designed to address each of the marketing objectives.

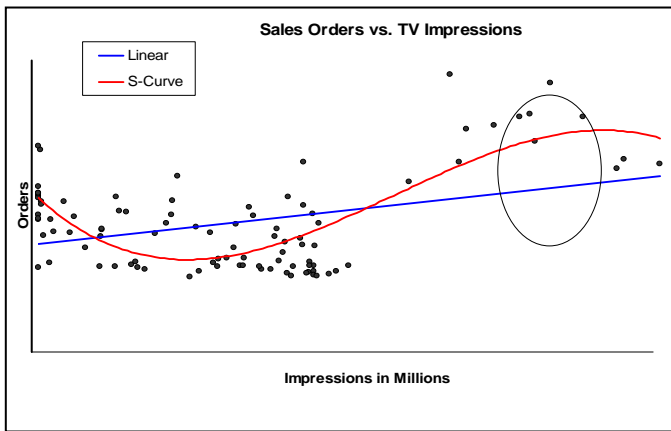
In-Market TV Weight Test: Impact of three different GRP levels, Low (Monster current levels), Medium (twice as high), and High (three times as high) were tested for both B2C and B2C targets/creatives using an experimental design methodology. Six pairs of closely matched Control/Test Markets were identified after reviewing several Monster markets for brand penetration, market size, employed populations and competitive presence. The test was run for an 8-week period: Three market sets were targeted with job seekers creatives, one each at the three different GRP levels; similarly the other three market sets were tested for the three media weights using the B2B creative. Results were tracked and compared for the Test and Control markets, and across the Pre-, During and Post-campaign time-periods for the key Monster metrics for each target: Unique Visitors to the site, New Seeker Accounts, Resume Uploads and Online Applications as well as Employer metrics such as Job Postings and Resume Views. Results indicated some very clear actionable findings about the optimum TV GRPs levels. It was concluded that the current levels were not enough and the highest test levels were not efficient. Results also indicated an optimal mix of B2C and B2B advertising to impact employers and job seekers.

Seeker Year-over-Year % Change:

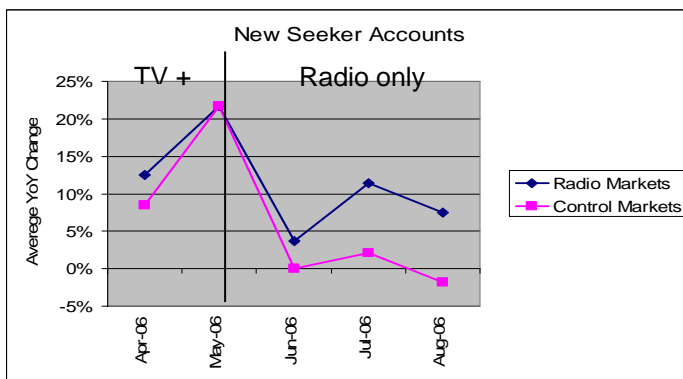
	New Seekers	New Resumes	Apply Onlines
2015	5	1	0

Cross Media Ad Effectiveness Study via Opportunity-To-See Analysis: The OTS analysis was overlaid with the in-market TV Weight Test and included the attitudinal impact of the three different TV weight levels on brand awareness and brand attitudes via extensive brand tracking studies in the test and control markets among both seekers and employers. Additionally, the impact of online advertising was also assessed. Research was conducted to identify consumers for TV and Online advertising exposure as follows: Online Only, Low or High TV Only, and TV and Online Both. A total of over 5,000 consumers and 1,000 employers across the selected TV Test and Control markets were surveyed and evaluated for Brand Awareness, Brand Image and Persuasion measures. Results offered deep insights about the integrated media effect, and about how to optimize weights across TV and online advertising. TV's reach was more extensive but TV and online together substantially improved the effectiveness of the campaign.

Market Mix Modeling: Extensive modeling was also undertaken to supplement the in-market and cross-media studies. Time-series data analysis was conducted to further assess the impact of advertising media weight changes, and to establish the threshold and optimum weight levels for both consumer and employers behaviors. Consumer as well as Employer key metrics such as Site Traffic, Revenue, and Accounts, Resumes and Job Postings and Job Searches were used to identify the contribution of the various media platforms in the Monster media mix. Additionally, macro-economic variables were included in the modeling to provide insight into and quantify the impact of the non-media variables that are critical to the Monster business. The results of the modeling were extremely successful in providing valuable answers for media planning, and additionally, in learning/measuring how the economic factor influence our business and what actions need to be taken when the economic conditions changes.



Radio Analysis: The impact of radio advertising was evaluated by conducting a full analysis of how this media was contributing to the impact of the media mix. Once again, a systematic test-versus-control research analysis was executed. Monster had used radio advertising in selected markets and the lift it brought over and above the other media was analyzed by comparing it to matched markets which had no radio advertising. The analysis helped establish the ROI of the radio spend which showed that it was multiple times higher than for other media efforts. Furthermore, it also showed that while radio helped maintain some of lift TV provided during off-TV periods, it added no additional value to the TV contribution when it was used with TV. This help to direct the media plan much more effectively. Radio was best used when there was no TV.



Online Advertising Research: Monster's media plan includes substantial online spend that leverages various creative formats and platforms to target audiences that are of interest to us. Research was conducted on an ongoing basis to evaluate and maximize the impact of the efforts by testing the creatives via A-B split cell research. By tracking the direct response performance of the several creative options, immediate actions were taken to drop the weaker executions and boost up the hardworking ones. Performance metrics include clicks, resumes and accounts, job postings. Additionally, the ad placement was also evaluated on an ongoing basis so that sites performing at lower levels were quickly dropped. This helped achieved strong results and improved the online advertising performance substantially.

Copy Testing: The above studies were designed to better understand the contribution, impact and interaction of the various media vehicles: television, radio and online media platforms. Additionally, research was also undertaken to develop the overall message strategy and execution. Initial research helped develop the strategic direction for the creative and formal copy testing of the rough TV spots was undertaken among both target groups of interest. Intrusiveness of the advertising and its Recall/Reach Potential was evaluated as was the Persuasiveness of the executions to visit the site and look for a job (among seekers), and to post a job or search resumes (among employers). Respondents were exposed to the advertising and their responses were compared to un-exposed respondents in order to gauge the impact of the advertising. Additionally, copy test results of past

successful campaigns were also compared to assess the potential of the new campaign. Results showed the proposed campaign was performing well among both targets.

The Campaign

The “Monster Works For Me” (MWFM) campaign was developed and implemented using the learning from the extensive research efforts we had undertaken, as outlined above. Monster had evolved and progressed from being simply a job search board to a career management (and strategic recruiting) partner. The new messaging was developed to reflect this journey. From the find-a-job positioning, the new campaign was designed to help job seekers see Monster as a place to fulfill their passion in work: it was about having a career, not just a job. It was about the passion and determination people bring to the work they do, whatever they do. Research had identified that people work for many reasons beyond just the obvious ones. This was the creative platform chosen to tell the Monster story.

The campaign exploited a searing emotional insight into the myriad of the reasons people work, delivered a more relevant personal message, memorably and inexorably linking the Monster brand with the powerful thought that “Monster works for me”, allowing us to have a universal campaign that worked for both seekers and employers. It also offered an enduring template to build out promotions/events and other mediums.

The campaign brought to life the depth and breadth of all that Monster delivers. It exemplified the soul of Monster and allowed us to demonstrate the heart behind the machine. It was planned as a fully integrated campaign spanning across TV, print, online and promotions. The TV ads featured the target audience in a variety of occupations talking about the passion for their jobs and why they work and the message that Monster can in turn work for them! The online promotions were engaging and interactive asking respondents to tell us “why you work” with a sweepstakes with many prizes as incentives.

The Media plans were fully based on the various pieces of research across the various mix of platforms:

- TV GRP levels were determined by the results of the media weight and market mix modeling studies. A more continuous plan was used instead of the on-off plans previously. The TV efforts featured the optimal mix of B2C and B2B targeted creative as indicated by the research findings.
- Print and online advertising were used as an augment to provide greater reach to the B2B target.
- Online advertising was adjusted and used much more effectively. Creative selection and ad positioning was fully determined by the tracking of clicks and acquisitions for both seekers and employers.
- Radio was used only during the off-TV periods, and at much more efficient buys than in previous campaigns.

From Research to Results

The campaign success is evident in many ways and shows that the objectives were more than fulfilled:

Media Metrix Results show Monster Out-Performed it Key Competitor in 2007: Monster obtained a 3% gain in visitors compared to no gain for CareerBuilder who had been increasing at a substantially faster rate in the previous year:

	<u>Traffic: Unique Visitors (YOY change)</u>	
	<u>Post-Campaign 2007 vs. 2006</u>	<u>Pre-Campaign 2006 vs. 2005</u>
Monster	+3%	+8%
CareerBuilder	0%	+14%

Monster's Overall Metrics were Up in 2007:

<u>Increase/Campaign Year</u>	<u>2007 vs. 2006</u>
Job Searches/Seeker	31.4%
Resume Views/Employer	5.4%
New Resumes/Seeker	4.6%
Visitors/Both	3.8%

Monster's Overall Customer Acquisition Media Costs were Significantly Decreased in 2007:

<u>Media Cost Per...</u>	<u>2007 vs. 2006</u>
Job Searches/Seeker	-26.6%
Resume Views/Employer	-8.5%
New Resumes/Seeker	-7.8%
Unique Visitors/Both	-7.1%

Additionally, online media efficiency is evident in that with 6.4% fewer online impressions, the Click Rate increased by 42%, Clicks by 33%, New Resumes by 6% and Seeker Accounts by 4%.