



TITLE OF CASE STUDY: MONSTER.COM – 2011 GLOBAL BUDGET ALLOCATION

Business Situation and Campaign Objectives

The 2011 business objective said simply was to increase global traffic to the website and global bookings by employers than the previous year.

The overarching marketing strategy was to grow the pipeline. Having the intelligence to allocate the budget more judiciously would assist us in achieving our goal. This left us with a challenge -- to effectively distribute budgets for a global business with varying needs, targets and KPIs. Monster.com, the leading global online employment solution has been innovative in its products and offerings, but how they deployed budgets globally was not as advanced.

Research Story

It came as no surprise that Monster's global media budget had historically been dispersed primarily on percentage of revenue generated by market – with minimal input of market dynamics given their stringent KPIs.

In its 25+ active advertising markets, campaigns are managed market-by-market and budgets are centrally allocated. For 2011, we wanted to address the above challenges and provide a more sophisticated approach to budget allocation. Additionally, we wanted to develop an approach that was flexible enough to be used longer term.

To address the budgeting challenges, a framework was developed to provide a systematic, objective, yet flexible approach for Monster to prioritize its investments across countries. A simulator was also developed to run various allocations at different budgets based not only on ROI, but also on marginal ROI (or, the highest ROI for the next dollar spent).

Understanding & Identifying Local Market Drivers

The global online recruitment category offers many challenges market-by-market: different stages of development, well-established local players, different media habits and inconsistent category data across markets. Given the highly fragmented and inconsistent global research on the category, finding the right inputs was not as simple as Googling *global online employment+market research*. This is where we had to get creative in uncovering relevant research & consistent data across markets.

Key inputs eventually identified consisted of client data (country revenues, strategic considerations, media costs, awareness levels), macro-economic data (online classified data, GDP growth) and internal agency data (competitive data, media costs, econometric modeling benchmarks).

The simulator not only prioritized the overall global budget for 2011, but also uncovered markets with higher opportunity and five markets where overspending was occurring (see Chart 1). This afforded Monster the ability to shift market budgets and recognize greater overall gain. Additionally, it provided the optimal investment level where Monster would realize the greatest return.

Chart 1: 2011 Budget Reallocation by Market at 2010 Budget Level

Countries	Budget Index: 2011 v 2010	Countries	Budget Index: 2011 v 2010
Country "1"	81	Country "15"	119
Country "2"	108	Country "16"	115
Country "3"	120	Country "17"	185
Country "4"	120	Country "18"	122
Country "5"	85	Country "19"	79
Country "6"	120	Country "20"	117
Country "7"	119	Country "21"	119
Country "8"	100	Country "22"	93
Country "9"	109	Country "23"	109
Country "10"	121	Country "24"	100
Country "11"	83	Country "25"	100
Country "12"	119	Country "27"	100
Country "13"	119	Country "28"	100
Country "14"	119	Country "29"	100

The above-mentioned was a key first-step in campaign development by providing high-level budget analysis for how much Monster.com should spend overall and market-by-market. It also illustrated how shifting budget could benefit global business and what markets represented long-term growth opportunities.

Campaign Description

In 2011, the global marketing strategy was to grow the pipeline. Strategic detail and tactical expressions varied by market depending on the business need, target prioritization, KPIs and budget in each individual market.

Monster typically has Consumer and B2B media presence running consistently throughout the year sometimes including intermittent Brand efforts during peak periods. The primary focus of the campaigns have been direct response and digitally driven. Target audience and objectives vary between the two efforts:

- Consumer: job seekers/views or apply starts
- B2B: HR Professionals and hiring influencers/revenue

These campaigns work in tandem to drive business goals - the more job-seeker traffic/views/applications that Monster.com receives, the potential for increased employer bookings is greater.

Business Results

In 2011, Monster.com global career bookings increased 18% versus year ago¹. While we cannot quantify the contribution of the budget allocation framework, we do know that Monster.com was able to make the case for increasing their budget year-over-year and garner incremental dollars to support brand initiatives. Assumingly successful, Monster.com has re-engaged our agency to refresh key inputs and provide global budget allocations for the next two years (2012-2013).

¹ Monster Worldwide 2011 Annual Report