



## Achieving Monster Growth with Targeted Marketing

Unica® helps Monster significantly boost resume acquisition and retention for higher revenue

### BACKGROUND

Monster is the flagship brand of Monster Worldwide, a leading online global careers network. Founded in 1994, Monster now has sites in 23 countries around the world; Monster.com is consistently one of the web's 15 most visited properties. Monster offers a broad array of career-related services for both jobseekers and employers, including job listing search, resume databases, career management tools and advice, networking services, and scholarship search. Monster has generated the bulk of its revenue from employers who pay to advertise jobs and search its resume database; the company is now building a complementary consumer business. In recent years, the Monster site network has grown to encompass sites ranging from Military.com - now the nation's largest military and veterans' membership organization - to Tickle, one of the web's leading social networking sites.

### THE CHALLENGES

Following several years of breakneck growth, Monster's marketing organization faced a crucial challenge: lead generation revenue growth had hit a ceiling. Monster recognized that its current media placements would no longer drive the growth it required - new alternatives were essential. In particular, Monster needed to approach email marketing more systematically than ever before - replacing a sporadic, "on demand" approach that was no longer sufficient.

To increase the effectiveness of Monster's email marketing, the company needed to replace its aging, home-grown database marketing system that made it difficult to test, analyze, personalize, segment, and optimize millions of emails. Monster's existing system's limitations included:

- No way to establish test or control groups
- No support for closed-loop reporting or analysis
- Limited ability to track open rates and click-throughs
- Separate campaigns required for personalization and segmentation
- Only basic personalization and segmentation capabilities
- Limited email volume capacity

In addition to these limitations, setting up an email campaign was a time-intensive, complex process, requiring more than 25 hours and at least three different skill sets. This, of course, made campaigns more difficult and costly to execute. Now that Monster intended to rely far more heavily on targeted, timely marketing communications, the situation had to change - rapidly.

### THE SOLUTION

After evaluating several solutions, Monster selected Unica Corporation's Enterprise Marketing Management (EMM) suite, for its easy-to-use and highly scalable online and offline capabilities. More specifically, Monster deployed Unica's comprehensive interaction and campaign management solution, Unica Campaign, along with:

- Unica eMessage, a robust email authoring and execution application, and
- Unica PredictiveInsight, for data mining and predictive modeling.

In addition to Unica's EMM suite, Monster decided to implement a new database platform to support its targeted marketing efforts. Together, these applications would enable

### OBJECTIVES

- Drive multi-million-dollar revenue increases through improved resume acquisition and retention
- Achieve 3X productivity gains and \$180K in cost savings in campaign development and execution
- Earn \$500,000 in new email product revenue
- Boost email scalability to 1 million emails per hour

### RESULTS

- \$3.09M in new business value associated with improved resume acquisition and retention
- 80% reduction in the work required to generate a new campaign, from 25 hours to 5
- More than five times as many campaigns executed in the first year after deployment
- \$1M in revenue generation from new products marketed via Unica's EMM suite.

Monster to design and execute more effective strategies, interact more effectively with customers and prospects, and drive both increases in revenue as well as new cost-efficiencies. By enabling event-based marketing and powerful, network-wide customer profiling, Unica's suite would allow Monster to create highly targeted, value-based communications that maximize each customer interaction, regardless of channel.

The next section presents a specific example of how Monster is using Unica's Enterprise Marketing Management suite to drive significant revenue increases.

### Follow-up Emails

In order to drive increases in revenue and interact in a timely, effective manner with customers and prospects, Monster has implemented a series of targeted follow-up emails based on interest expressed on its web site. For example, when an individual visits Monster Learning, an online site that helps individuals find degree programs online in their area, a pop-up advertisement for a specific program may appear. If the individual expresses an interest in the advertisement by clicking "Yes, learn more" or completes a form associated with the advertisement, a confirmation email is sent. This email not only confirms the request for more information, it is customized with cross-sell offers, based on the individual's profile, for other relevant degree programs.

As a result of these follow-up emails, Monster has greatly increased ad value to sponsors.

### THE RESULTS

In the first year since deployment, Monster has already achieved more than \$4 million in savings and added revenue as a result of Unica's EMM suite. Specific results include:

#### Improved Resume Acquisition and Retention

Monster expected its implementation of Unica's EMM software to deliver multi-million-dollar improvements in resume acquisition and retention. Indeed, in the first year, it generated \$3.09M in value or cost savings. Moreover, this value was achieved with only limited optimization; there are opportunities to achieve even better results going forward.

#### Increased Campaign Scalability and Efficiency

Previously, setting up a campaign required Monster's marketing and technical professionals to navigate four separate systems:

Brio, SAS, web analytics software, and its own proprietary email campaign management tools. With Unica's Enterprise Marketing Suite., this process has been simplified. A campaign that once required 25 hours of work now takes only five: an 80% reduction. As a result, Monster increased its throughput from 193 campaigns in 2005 to over 1,000 in 2006, with only one additional hire. Monster calculates that it is spending \$300,000 less to execute the current volume of campaigns than it would have spent without Unica's EMM suite.

#### TargetMail and Permission Email Products

In the first year after implementation, Monster anticipated generating \$500,000 in revenue from new products made possible by its new marketing and analysis tools. It has, in fact, created two major email-based products: TargetMail for Recruitment, an innovative program of targeted job and career fair opportunities sent to opt-in My Monster members, as well as permission-based email that targets opt-in consumers with relevant product and service offers. These new offerings have generated \$1M in new revenue: twice what was anticipated.

"Based on our early successes," says Matt Resteghini, director of consumer relationship marketing, "we've accelerated our marketing plans, setting aggressive revenue goals for 2007 and beyond. This year, we've committed to achieving 641% growth in the revenue we achieve through database marketing."

"With the level of quantitative success we're achieving, it's not surprising that we're gaining some real qualitative benefits, too," adds Resteghini. "We've bought ourselves a seat at the table, transforming targeted marketing from an 'afterthought' at Monster to a major, high-profile initiative."

"We knew Unica could help us create profitable new products. We just didn't realize how quickly that would happen, or how much revenue we could actually earn from those products in the first year."

*Matt Resteghini  
Director of Consumer  
Relationship Marketing  
Monster Worldwide*



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