THE PREMIER BUSINESS LEADERSHIP SERIES

Hashtag #PBLS10
Leveraging Business Analytics to Stay on Top of the Competition

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Vice President, Global BI and Predictive Analytics
Monster Worldwide
Welcome!

Peter Dorrington
Director, Marketing Strategy
SAS
Leveraging Predictive Analytics To Stay on Top of the Competition

Monster’s BI Evolution from Good to Great

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Monster Insights
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Oct 2010
Agenda

- Overview
- Monster & its BI Vision
- BI Successful Implementation
- From Good To Great: BI Examples
- Key Takeaways & Conclusion
Online recruitment is one the fastest growing industries where major players are facing management challenges, including how to:

- Increase Customer Retention
- Increase Market Share
- Increase Customer Wallet Share and Profitability
- Manage Competition from Paid sites, Social Networks and Free sites

To maintain its competitive advantage, Monster has taken the data driven road by leveraging Research, Business Intelligence and Predictive Analytics to support its overall decision making process across all regions.
Overview

Online Recruitment At A Glance  Monster Background  Some Key Statistics

Monster has been the pioneer in the online recruitment industry:

- Monster was the first public job search company on the Internet.
- The first public resume database in the world and the first to have job search agents or job alerts.
- Monster was the 454th commercial website in the world.
- Monster is the leader in online recruitment and is present in 55 countries across the world (NA, EU, APAC).

<< Monster strives to bring people together to advance their lives. With a local presence in key markets in North America, Europe, and Asia, Monster works for everyone by connecting employers with quality job seekers at all levels and by providing personalized career advice to consumers globally.>>
Some key statistics why Business Intelligence appears to be the cornerstone for Monster to maintain its competitive advantage:

- Since its inception, Monster has collected more than 110M resumes.
- There were 170M visits to Monster Sites in Q2 2010 who conducted more than 611M job searches.
- There are 18M companies in US and 1.7M in Canada and the majority of them are currently using Monster.
- Monster manages data and analytics from Employers’ Job Postings and Job Seekers’ resumes behavior.

"Business Intelligence, and the intellectual capital that develops from it, has rapidly become the way successful companies differentiate themselves in their sector. In order to leverage Business Intelligence fully, an organization must have executive sponsorship, a clearly defined strategy and a bias-to-action in the information that is distributed throughout the organization."

Jesse Harriott  SVP Chief Knowledge Officer  Monster Worldwide
**BI Mandate:**
Develop & Implement Employers, Job Seekers and Market knowledge to provide Strategic Intelligence to the Business for Best Practices and Profitable Actions

**BI =** Business Intelligence + Data Intelligence

- Employer Data
- Job Seeker Data
- Data Warehouse
- US Bureau of Labor Stats
- EuroStats
- Statistics Canada
- IDC
- Surveys

Data Driven Competitive Advantage

Knowledge Maturity

Decision Support Systems

Solve Business Problems
Monster and its BI Vision

Monster’s Competitive Advantage:
Be a data driven company and integrate BI in Sales, Customer Service and Marketing. Constantly Leverage BI Virtuous Process and Baby Steps Knowledge Maturity approaches.

1. I know my customers, job seekers and my market
2. I can describe, explain predict their behavior
3. I am taking proactive actions
4. Business Intelligence supports my strategies
   I am data driven

Reactive Marketing Customer Service and Sales strategies
Not data driven

Monster Proactive

Competition Reactive
Monster and its BI Vision

BI Mandate | Data Driven Competitive Advantage | BI Virtuous Process | Knowledge Maturity

Identify business challenges where data analysis can provide value

Transform data into actionable intelligence using data mining techniques

Act on the intelligence

Measure the results

Step 1
Step 2
Step 3
Step 4
Monster and its BI Vision

BI Mandate

Data

Data Driven Competitive Advantage

Information

BI Virtuous Process

Knowledge

Standard Reports

Intelligence

Ad Hoc Reports

Alerts

Data Driven Competitive Advantage

Query Drilldown

Optimization

Ad Hoc Reports

Predictive Modeling

Data

Alerts

Raw data, cleansed Data built information Foundation

Data

Forecasting

What is the best that could happen? Data driven actions

What happened?

Why is this happening?

What will happen next?

What if these trends continue?

Top line expansion, Prototype ideas driving best to market

How many, How often?

Where exactly is the problem?

What actions are needed?

Data

Statistical Analysis, Data Mining

BI Mandate

BI Virtuous Process

Knowledge Maturity

Business Intelligence Capability

BI Commercialization
BI Implementation Success Criteria

- Implementation Model
  - Clear Vision
  - Strategy
  - Customer & User Experience
  - Organizational Collaboration
  - Metrics
  - Integrated Process
  - Information
  - Technology & Tool
  - Change Management Training & Implementation
  - Human Capital

- Knowledge Maturity Baby Steps

- BI Evolution Cases

Business Intelligence Implementation

BI Successful Implementation Model
BI Implementation Success Criteria

<table>
<thead>
<tr>
<th>Implementation Model</th>
<th>Knowledge Maturity Baby Steps</th>
<th>BI Evolution Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Describe: Market &amp; Customers</td>
<td>Analyze</td>
<td>Adjust &amp; Act Proactively Towards Customers Prospects and Job Seekers</td>
</tr>
</tbody>
</table>

- **Stage 1**: Describe: Market & Customers
- **Stage 2**: Analyze
- **Stage 3**: Understand Explain
- **Stage 4**: Predict
- **Stage 5**: Adjust & Act Proactively Towards Customers Prospects and Job Seekers
BI Implementation Success Criteria

Implementation Model
Knowledge Maturity Baby Steps
BI Evolution Cases

How Monster has implemented its BI vision through Baby Steps Approach

Data

- Identify sources
- Cleansing
- Standardize Definition
- Integrate sources
- Communicate Changes and Business Rules

Some Data Sources
- Employers
- Seeker
- Market
- Marco Economic
- D&B IDC Stats

Cross -functional teams meetings (Sales, Marketing, Finance, Customer Service) to identify Requirements and explain the framework of what reports will be delivered:
- Customer Behavior Metrics
- Prospects Behavior Metrics
- Seeker Behavior Metrics
- Market Trends Report
- Global KPI

Cross Tabs and Cubes Reporting of a targeted behavior and changes Synchronize communication to act if a given change takes place Leverage threshold approach

Statistical Analysis & Data Mining

Leverage Data mining And other statistical analysis power to
- Describe
- Explain
- Segment
- Profile
- Develop CRM Strategies for
- Customer’s Intimacy
- Satisfaction
- Retention
- Up sell
- Acquisition

 Queries Drilldown & Alerts

Leverage Predictive Models To predict Employers & Seekers Behavior:
- Renewal
- Attrition
- Conversion
- Product Adoption

Forecasting (Predictive Models)

Forecast Trends of our KPI

Optimization & Innovation

- Leverage Optimization Models to maximize Sales coverage and territory assignment
- Adhere to a forward thinking approach by building and implementing innovative solution to bring value to Employers, Job Seekers and reinforce their commitment.
- Maintain Thought Leadership Position

Your calling is calling

monsterc.com
## From Good to Great BI Examples

### Business Challenges

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reduce Customer Attrition</strong></td>
<td>• Customers attrition predictive model (proactive campaigns).</td>
</tr>
<tr>
<td></td>
<td>• Customer Life Cycle Management Matrix + GCK Tool</td>
</tr>
<tr>
<td></td>
<td>• Job Posting Performance Benchmarking Tool (Optimizer)</td>
</tr>
<tr>
<td></td>
<td>• IBS + CPA Program, Predictive Optimizer</td>
</tr>
<tr>
<td></td>
<td>• Customer Satisfaction Tracking, CLTV</td>
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<tr>
<td><strong>Acquire New Business</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Up Sell Existing Customer &amp; Maximize Sales Coverage</strong></td>
<td>• Global Segmentation &amp; Scoring Models</td>
</tr>
<tr>
<td></td>
<td>• Prospect Propensity Models, Leads Scoring Models</td>
</tr>
<tr>
<td><strong>Global Account Management</strong></td>
<td></td>
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<tr>
<td><strong>Effective Targeting for Marketing</strong></td>
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<tr>
<td><strong>Sales Activity Support</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Increase Seeker Traffic &amp; Employers’ Experience</strong></td>
<td>• Optimizer Tool, Stats tool, KPI, KSI Dashboards</td>
</tr>
<tr>
<td><strong>Thought Leadership</strong></td>
<td></td>
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<tr>
<td><strong>Global Business Intelligence Solutions</strong></td>
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</tr>
<tr>
<td></td>
<td>• Global Scoring, Segmentation &amp; Profiling</td>
</tr>
<tr>
<td></td>
<td>• Global Customer Knowledge Tool</td>
</tr>
<tr>
<td></td>
<td>• RFM segmentation &amp; BI Score Profiling targeting</td>
</tr>
<tr>
<td></td>
<td>• Segmentation Matrix</td>
</tr>
<tr>
<td></td>
<td>• Customer Life Time Value Segmentation</td>
</tr>
<tr>
<td></td>
<td>• Sale Coverage Optimization Model</td>
</tr>
<tr>
<td></td>
<td>• Seeker Segmentation and Profiling, Career path and Benchmarking . Sixth Sense Technology</td>
</tr>
<tr>
<td></td>
<td>• Seeker Behavior Predictive Modeling</td>
</tr>
<tr>
<td></td>
<td>• Resume &amp; Job Posting Keyword Predictive Tool</td>
</tr>
<tr>
<td></td>
<td>• Monster Employment Index , Customer Satisfaction and Brand Awareness</td>
</tr>
</tbody>
</table>
From Good to Great BI Examples

BI solutions for Business Challenges | Sale Coverage Optimization Case | Global Implementation

**Purpose**
- Score & Segment Canadian universe of 1.7M companies

**Goal**
- Identify best customers for growth and equip sales with product & marketing support to capture high value potential

**Inputs Factors**
- D&B Firm Graphic Data
- Macro Economic Data
- Transactional Data
- Online & Offline Posting Data
- Seeker & Traffic Data

**Data Mining**
- Regressions Models, Decision Tree, Neural Network

**Outputs Score & Segments**
- Score 0 to 100
- Define Segments High, Medium, Low

**Outputs Implications**
- Acquisition Retention & Up-sell prioritization

**Outputs**
- Implications

**From Good to Great BI Examples**
- BI solutions for Business Challenges
- Sale Coverage Optimization Case
- Global Implementation

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Build the Segmentation Matrix

**Customer Scoring**

<table>
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<tr>
<th>Company Potential</th>
<th>Company Value</th>
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</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Medium</td>
<td>Medium</td>
</tr>
<tr>
<td>High</td>
<td>High</td>
</tr>
</tbody>
</table>

- 1: Low Value & Low Potential
- 2: Medium Value & Low Potential
- 3: High Value but Low Potential
- 4: Low Value & Medium Potential
- 5: Medium Value & Medium Potential
- 6: High Value & Medium Potential
- 7: Low Value but High Potential
- 8: Medium Value & High Potential
- 9: High Value & High Potential

**Prospect Scoring**

<table>
<thead>
<tr>
<th>Company Potential</th>
<th>Propensity to convert</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low Propensity to convert &amp; Low Potential</td>
</tr>
<tr>
<td>Medium</td>
<td>Medium Propensity to convert &amp; Medium Potential</td>
</tr>
<tr>
<td>High</td>
<td>High Propensity to convert &amp; High Potential</td>
</tr>
</tbody>
</table>

**Company Value**: (last 12, 24, 36 months or life time spend)

**Company Potential**: Opportunity score from data mining scoring model

**Propensity to convert**: Likelihood that a brand new prospect will purchase within the next month.

Scoring helps Acquisition Retention and up-sell activities prioritization
From Good to Great BI Examples

Define CRM strategies and activities for each segment and Track Results

Customers

Segments

Propects

Strategies /Activities

High Retention Efforts Keep & Protect

Medium Retention Efforts Grow & Up sell

Low Retention Efforts Grow

1. Customer Retention increase of 15 percent
2. Sales Force Productivity increase of 40 percent
3. Marketing Efficiency increase of 40 percent
4. Increased Market Share
5. Increased Customer profitability

High Acquisition Efforts Tier1

Medium Acquisition Efforts Tier2

Low Acquisition Efforts Tier3

Results Benefits /ROI
From Good to Great BI Examples

BI solutions for Business Challenges
Sale Coverage Optimization Case
Global Implementation

Monster’s BI Solution Evolution

1- Build at any location to test, learn and adjust to expand to all regions globally

2- It’s working and successful, let’s apply it in other regions to maximize the ROI

Pilot Launch: Test Learn Adjust and Validate

Pilot Learning Applied to Bigger Market

Worldwide Coverage
Asia Pacific Coverage
European Coverage
North America Coverage

Global Segmentation Scoring Implementation Baby Steps Approach
Conclusions & Takeaways

Conclusions

1-Business Challenges

2-BI Vision

3-Human Capital

4-Tools & Software

5-Data Foundation

6-BI & Predictive Analytics

7-Measure Results/ROI

Takeaways
Conclusions & Takeaways

<table>
<thead>
<tr>
<th>Conclusions</th>
<th>Takeaways</th>
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<tr>
<td>R1: BI Vision Mandate</td>
<td></td>
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<tr>
<td>R2: Knowledge Maturity Data Analysis: Baby Steps</td>
<td></td>
</tr>
<tr>
<td>R3: BI Successful Implementation Model</td>
<td></td>
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<tr>
<td>R4: Segmentation Matrix for CRM activities (Sales and Marketing)</td>
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Questions? Comments?

Thank You!

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