

MONSTER

Overview

Monster is a global leader in connecting people to jobs, wherever they are. For more than 20 years, Monster has helped people improve their lives with better jobs, and employers find the best talent. Today, the company offers services in more than 40 countries, providing some of the broadest, most sophisticated job seeking, career management, recruitment, and talent management capabilities. Monster continues its pioneering work of transforming the recruiting industry with advanced technology using intelligent digital, social and mobile solutions.

At the heart of their success and their future is innovation: They are changing the way people think about employment and careers, helping people actively improve their lives, and how employers find and hire the best possible people. This commitment to innovation helps Monster deliver on its mission: "To help people find better."

Problem

When Kate Ammann, Product Manager, Strategic Ad Technology at Monster, entered the automation marketplace in early 2012 she had a problem – make that many problems.

Like many, she entered into programmatic sales with a focus on selling remnant inventory, unsold inventory priced at low CPMs. As was the practice at the time, she worked with numerous demand partners and spread her inventory across multiple

supply side partners, creating confusion, busy-work and chaos. As a result, she continually found herself feeling overwhelmed and unorganized, sometimes spending up to 75% of her time juggling partners and chasing pennies. Add to that the responsibility of explaining and contextualizing this new, seemingly exploratory medium – she was frustrated.

Monster has experienced a 433%¹ year-over-year increase in Orders, which represents about 40% of their overall sales from programmatic sales.

¹ 433% increase in Orders from Q1 2014 to Q1 2015

Sadly, this was not an uncommon experience for many publishers in the earlier days of programmatic sales. Without a knowledgeable guide, many companies found selling via RTB to be inefficient and exasperating, some noting that the burgeoning industry frequently offered low CPMs, poor adoption rates, and not enough scale to justify the effort of managing deals. While Ammann remained optimistic about how automation could better serve her needs, she was uninformed about how to take the next steps to increased utility.

Progress

Things began to change in mid-2013 when a prominent online insurance retailer approached



Monster to request a private auction. Ammann was intrigued. Unsure of where to begin, she reached out to Heather Carver, her Rubicon Project Account Director handling remnant sales within the open market, to structure a deal. Carver suggested that Monster engage within the private marketplace (PMP), a more sophisticated arena wherein she would have one central location to better control this relationship and potentially all of her inventory on a buyer specific basis. With this strategy in mind and an optimistic attitude, they moved forward.

The insurance deal was moderately successful, resulting in net new revenue that was considerable enough to increase interests. So Carver suggested that Monster actively seek other advertisers who were endemic to its site, like educational institutions, to gain better CPMs. Ammann agreed to try out the PMP on a limited basis.

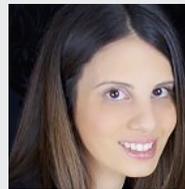
Solution

Months later in early 2014, with the results of the insurance company experiment still in mind, Ammann decided to dive deeper into automation. Through her efforts of explaining the goals and processes of programmatic sales, she gained support to fully execute her automation strategy, which included centralizing inventory to one supply partner (she chose Rubicon Project), working hand-in-hand with her account team to understand and maximize Seller Cloud's product feature set, and hiring a manager to focus Monster's renewed efforts.

Daniella Clavell began in spring of 2014 as Monster's first dedicated Programmatic Sales Manager. In this role she would oversee the daily growth and profitability of the automated sales division, help advertisers understand programmatic

buying, and assess the viability of moving existing relationships into automation.

Another of Clavell's primary responsibilities was to work with Monster's direct sales team to educate them about the goals, advantages, and limitations of automated selling. Reassuring the sales team that there was no need for competition between traditional and automated selling and reminding them that the two can and should work together to create maximum profit for the company.



Deal Health makes it easy to be diligent about client management. It automatically flags underperforming deals and root causes so that I can correct them ahead of time.

Daniella Clavell
Programmatic Sales Manager,
Monster



In order to effectively manage Monster's inventory and yield, Clavell leveraged numerous features available on the Seller Cloud platform. Through the Reporting feature she was able to schedule daily reports to track PMP activity and by extension, increase her own productivity. She assessed blocked advertisers using the Block Lift Opportunities feature, through which she was able to identify profitable new advertisers that may have been previously overlooked.



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Kate Ammann
Product Manager, Strategic Ad
Technology, Monster

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One feature Clavell found particularly valuable was Deal Health, a highly visual diagnostic application that monitors and diagnoses the changes in a deal's performance before they affect key metrics. She still uses Deal Health everyday in an effort to be proactive about yield management. "Deal Health makes it easy to be diligent about client management. Its easy-to-read color coding automatically flags underperforming deals and root causes so that I can correct them ahead of time," says Clavell. With the addition of Clavell who was dedicated solely to programmatic growth, Monster was working at full steam in the automated frontier.

Results

Beginning in 2012 when Monster began working in automated sales to September 2015, the team has encountered numerous challenges, overcome internal discomfort, and achieved great success.

Today, Monster's team, managed by Ammann and Clavell and supported by a staff of sales experts, has evolved to work harmoniously within both the traditional and automated sales spaces. Now both teams work together to find the best fit for each advertiser. They continue to streamline workflows and gain efficiencies, and can now focus their time on optimizing yield and finding new revenue opportunities.

Their growth in the PMP has been extraordinary. Prior to re-dedicating their focus to private marketplace sales by hiring a full time manager, their sales in the PMP were nominal. After hiring Clavell and focusing the team's efforts they more than doubled their monthly PMP sales. And today, little more than two years after dedicating their attention to automated selling, their monthly PMP sales have risen by nearly a dozen times and still climbing. Extremely impressive growth from a lean yet determined team.

Based on their success thus far, the Monster team is hopeful that they will continue their growth. Ammann says, "The tools that we have in place today will help drive how we automate the future. We're looking at new opportunities like Guaranteed Orders and audience extension." Ammann also discusses the opportunity for the company to better understand the industry from both the buyer and seller perspectives through their work with the PMP.

"We've seen solid growth in programmatic sales year over year," Clavell says. "Even with this success we're constantly looking for efficiencies to drive ourselves forward within the market. Our holistic approach with the PMP has placed Monster in a healthy position and we're excited for what lies ahead in automated sales technology."

