

CASSIES 2001 CASES

Brand: workopolis.com

Advertiser: workopolis.com, Toronto

Agency: one company inc. (formerly Ranscombe & Co.) Toronto

Winner: Best Launch Silver

Credits: workopolis.com

Kim Peters

Sarah Hastie

Susan Hayes

**Credits: one company inc. Toronto
(formerly Ranscombe & Co.)**

Jim Ranscombe

Rick Mayzis

Liz MacDonald

Tony Miller

Greg Cromwell

Craig Thompson

Anne Wood

Crossover Notes:

These highlight the learning in CASSIES 2001, and “cross over” to the accumulated learning in CASSIES I, II, III, 99. They are listed at the end of the case. [Crossover Notes were not part of the submitted case. I have added them after the event—David Rutherford.]

Executive Summary

“globecareers.com didn’t die. It just went to a better place.”

In September 1999, *The Toronto Star* and *The Globe and Mail* entered into a unique partnership to create a new career site on the Internet. Two months later Ranscombe & Co. of Toronto was awarded the advertising assignment for a project code-named “CareersX.com.” The agency had less than twelve weeks to develop the brand identity, positioning, and creative for a late January launch. *Crossover Note 1*. There were three key issues:

- Differentiate CareersX.com from monster.com. Monster had a six-year head start and was well established in over 12 countries including Canada.
- Give CareersX.com a definitive new name.
- Drive traffic to the new Website.

The agency created the name “workopolis.com” and followed up with a dynamic, witty, multi-media advertising campaign. Within nine weeks of launch workopolis.com had the #1 market share. Within fourteen months, job postings increased from 15,000 to 45,000, job searches went from under 2 million to over 7 million, and unique visitors grew from 297,000 to 671,000. Revenue increased six-fold, and workopolis.com was entrenched as the market leader in Canadian career sites.

According to Bain & Company in *The Globe and Mail* (The E25: Canada’s Hottest Dot Coms) workopolis.com was considered “one of Canada’s top 25 Dot Com companies.”

This is the story.

Situation Analysis

In print, *The Globe and Mail* and *The Toronto Star* had the dominant market share in careers advertising. By creating an e-recruiting partnership in September 1999, they brought their substantial job postings into a single on-line job site with the code-name CareersX.com. The Globe had an established on-line site called globecareers.com while the Star had not yet entered the on-line recruiting market. In January 2000 globecareers.com had 15,000 jobs posted, and under 2 million job searches. Revenue for 1999 had been just under \$2,000,000.

As a result of the merger, globecareers.com had to be re-branded. This was the opportunity to establish a new and dominant brand in Canada’s increasingly competitive on-line job market.

Workopolis is unlike high-traffic web sites supported by advertising sales, or e-commerce sites supported by the sale of products. Its most significant revenue comes from companies paying to post jobs on the site. Secondary revenue comes from subscriptions to our Resumé Database, competency screening to rank and shortlist candidates, and advertising to support an ‘employer of choice’ positioning. Two additional lines of business have recently been added—a subscription to an interactive career development resource for candidates, and CorporateWorks®, delivering corporations an end-to-end Website recruitment solution.

"Einstein" :30 TV *go to commercial*

Take one Einstein

A pinch of Galileo

Add a dash of Schwarzenegger

Throw into blender

workopolis.com CareerAlert!

workopolis.com CareerAlert!
Geneticist

What's your dream job?



To realize the opportunity the new site needed to:

- Attract a vast audience of new “unique visitors” every month—because the site with the most visitors would be a must with major recruiters
- Attract a majority share of the most sought-after candidates—usually those that cost the most to recruit

The challenge was amplified by competition from monster.com, careerclick.com, hotjobs.ca, jobboom.com, jobshark.com and more. Monster.com was the most formidable. It had launched in 1994, and offered job opportunities in over 12 countries including Canada. Owned by multi-national recruiting giant, TMP Worldwide, it was the global leader. Monster advertised on major US and Canadian television stations, out of home, radio, and newspapers. Its internationally renowned advertising targeted job seekers—unhappy in their current positions—with the message “there’s a better job out there.” With the launch of Quebec-based monster.ca, partnered with the leading French daily *La Presse*, TMP had its eyes set on taking command of the Canadian market. *Crossover Note 2*.

Our best offense was clear: establish a positioning for the new site that would differentiate it from monster.ca, and establish it as the site of choice for the most and the best candidates.

Time was of the essence. We needed to entrench the new brand quickly, before monster.ca established an irreversible foothold. In less than 12 weeks, on January 26, 2000, workopolis.com, Canada’s Biggest Job Site, was launched for English Canada.

Strategy and Execution

Two strategies anchored our approach.

The first was to give the site a name that communicated jobs and size. Choosing such a name is difficult. It had to be trademarkable, and available as a URL in .com and .ca domains. It had to be memorable, cool, and easy to type. It also had to deliver the key messages for CareersX.com:

- The largest job site in Canada
- The greatest depth in the variety, levels and location of job listings
- Great content and functionality
- Wants to build relationships that last beyond a single job search

We coined workopolis.com. “Work” establishes our reason for being—allowing us to spend less time and energy on telling people what workopolis.com does, and more on why to go to there.

Size comes from the echo of metropolis and megalopolis. Bigger means more jobs, and in turn, more opportunities. Bigger means more candidates, and in turn, more value to recruiters. Name research confirmed the strength of workopolis.com. The brand was off and running.

The second strategy was to focus creative on the positive. *Crossover Note 3*. We would put the great jobs available on workopolis.com centre-stage. This did two things:

First, it differentiated workopolis.com from monster.com. With “there’s a better job out there,” Monster focused on the negative, dramatizing the disillusionment and frustration in dead-end jobs. Our focus would not be on the bad job you currently have, but on the dream job you could have through workopolis.com.

Second, this expanded our appeal beyond those actively looking for a job, to include “passive job seekers.” These are “those who already have a good position but will apply if they see another job of interest. Some people will argue that passive job seekers are higher quality candidates than active job seekers.” Derek Smith. Benchmarks in Online Recruiting: Maximizing Corporate Career Site Effectiveness. Kennedy Information Research Group, November 2000.

Opening the door to passive job seekers increased the potential user base, addressing the objective of becoming the job site with the most candidates. It addressed the second objective as well, to get the top candidates—those most sought by recruiters, that recruiters would pay higher fees to reach. If passive job seekers were seen as more valuable, then attracting them to workopolis.com would help meet the goal of higher revenues and increased market share.

This led to media strategy of “size through presence.” The objective was to generate awareness as quickly as possible in English Canada, helping establish workopolis.com as the market leader. This dictated television for broad reach, outdoor and transit for the commuter, Elevator News Network to attract job seekers at work, and newspaper to reach the job seeker at home.

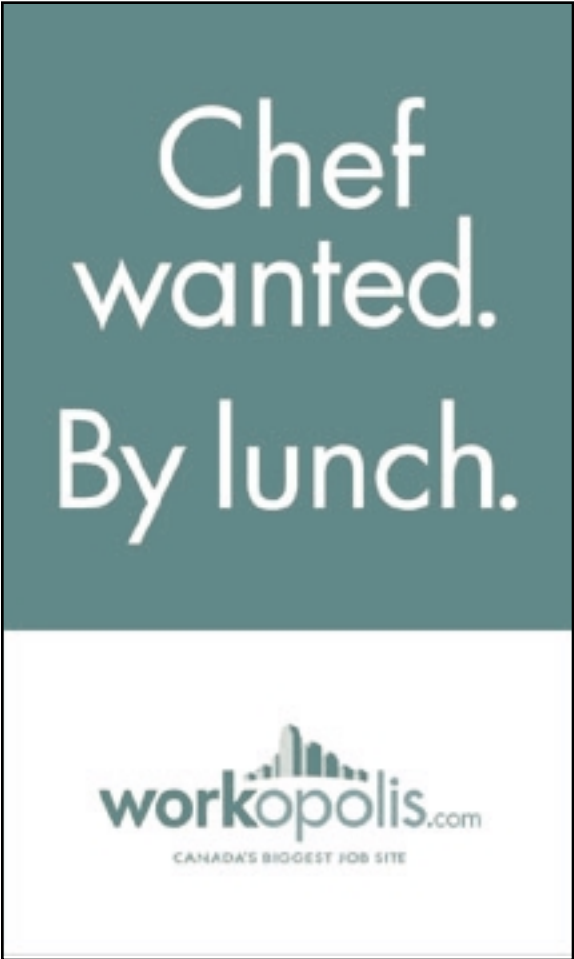
The creative strategy was captured by “big place with lots of opportunity.”

For billboards we had the message, “Welcome to workopolis.com. Canada’s Biggest Job Site. Population 15,000 jobs.” Population numbers were updated as the job postings grew.



Transit featured job-wanted announcements with a sense of humour. *Crossover Note 4.*

Television launched in February 2000 and featured eight spots about the “dream job.” The commercials teased viewers right up to the payoff line, using humour to keep them engaged, and featured an X-ray Technician, Veterinarian, Electrical Engineer, Nursery School Teacher, Telemarketer, Geneticist, Economist, and Emergency Room Nurse. These were simple spots, and all eight were produced for less than \$65,000.



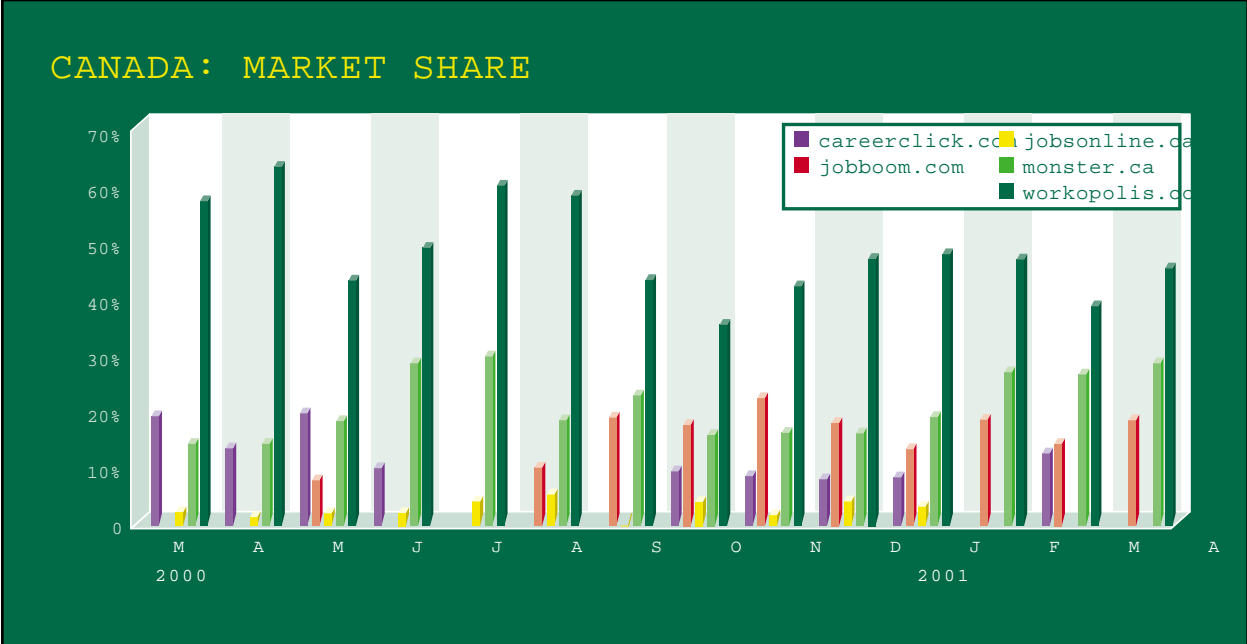
In March 2001, we evolved the TV to “Dare to Dream.” Two policemen are chasing a bad guy who gets away. They call for SAM—a Jack Russell Terrier—to chase him down. Then SAM wakes up. He sees his owner type “Law Enforcement” on our website, and the spot closes with Dare to Dream at workopolis.com.

In newspaper, we featured jobs that had been on the workopolis.com site. We developed thirteen executions, such as X-Ray Technician, Fighter Pilot, and Executive Director Canadian Arctic Resources Committee. Each ad had a “cool factor” and an empty chair to symbolize a job opening. The ads ran twice a week in The Toronto Star and its affiliate papers, and nationally in The Globe and Mail.

In addition to these full-page four-colour ads, we ran a series of banner ads. These made fun of myths about certain careers such as accountants and lawyers. We also used the space on newspaper boxes and the cover sleeve on home-delivered newspapers.

	% Reach	Unique Visitors	Avg. Minutes per Month	Canadian Market Share
Workopolis.com	3.5	297,000	16.2	59%
Monster.ca	1.7	148,000	9.2	17%
Careerclick.com	1.5	127,000	13.8	22%

Radio built on the theme that workopolis.com is a great place to visit, even if you are not looking for a new job. “Work in Progress” featured advice on difficult topics such as how to deal with an angry boss or how to ask for a raise. It also highlighted the Resource Centre on workopolis.com where visitors can go to find advice.



Results

Workopolis.com launched on January 26, 2000 and after the first nine weeks Media Metrix released its March 2000 results. Workopolis.com was number one across the board. This was a tremendous vote of confidence for the brand and its positioning.

Media Metrix is an independent third party measurement bureau for digital media in Canada. Market Share has been calculated by Thomas Weisel Partners.

We understood that it would be unrealistic to sustain this launch market share, given the increasing number of competitors, decreasing ad weight post-launch, and the fact that (unlike monster.ca) we were English-language only. Nevertheless, we maintained share dominance, and now, fourteen months later (April 30, 2001) still have a commanding market share of 48%.

As to jobs posted, workopolis.com launched with 15,000 jobs daily, and through April 2001 is at 45,000. It has also increased job searches from under 2 million in January 2000 to 7.3 million in April 2001. And in the key category of unique visitors workopolis.com grew from 297,000 to 671,000. [Editor’s note: month-to-month figures were supplied.]

How does this relate to revenue? In 1999, globecareers.com had generated less than \$2 million revenue. As at April 2001, it is running at an annual rate of \$12 million.

Revenue is also ahead of plan by 29% as of April 2001. This comes from volume growth, and two price increases—made possible by the strength of the brand—in the fourteen months since launch.

Isolating the Cause and Effect of the Advertising

This is not always easy, especially when a launch has a public relations campaign, special events, launch parties, editorial coverage in business publications, etc. However, we commissioned pre-post studies by third parties, and these demonstrate a direct correlation between the advertising pre and post launch and the awareness level of workopolis.com.

Pre-launch, in August 1999, a globecareers.com user survey showed that 12% of users learned about globecareers.com from advertising. Post launch, a job seekers survey for workopolis.com by www.sitesurvey.com showed that 40% of workopolis.com users heard of the site through advertising. [Editor's note: in absolute, the numbers are even stronger, because it is 40% of a much higher user-base.] Billboards had the highest recall at 48%. *The Toronto Star* and *Transit* tied for second with 23% each. Television was third with 19% and *The Globe and Mail* had 16%.

In addition to the user surveys, we tracked unique page views. Users have multiple ways to reach the website (for example from the Toronto Star and Globe and Mail domains). But over 50% of the 248 million page views in 2000 came from the URL www.workopolis.com —and the main source of this is the advertising.

In summary, the success and speed with which workopolis.com achieved its goals can only be reasonably attributed to the advertising campaign.

CROSSOVER NOTES FOR CASSIES 2001

Introduction.

Please take a minute to read this introduction. It will help you get maximum value out of the Crossover Notes.

Practical Points.

- CASSIES I and II ran in 1991 and 1993.
- Longer & Broader is identified by its current name: Sustained Success.

Overview.

The best way to use these notes is to compare and contrast how they apply to different cases.

Please do not read them with the idea that they contain “rules”, but with the idea that broader knowledge leads to better decisions. Also read them with an eye to the issue of risk.

Risk is a complicated subject. Society admires those who boldly go where none has trod before. On the other hand, despite the rhetoric about breaking out of the box, a lot of advertising decisions are governed by the tried-and-true.

I remember the first time I heard an agency say “there are no rules.” I was at Procter & Gamble, and we stiffened in disagreement. This sounded like anarchy.

Bill Bernbach said it best when he pointed out that there are no rules, but there are principles.

In many advertising situations, there is often a tried-and-true precedent. But the tried-and-true also carries a risk—that because of familiarity it has become the expected-and-ignored.

The CASSIES show clearly that taking a well-judged risk pays off.

The CASSIES also confirm that “there are no rules” in the sense that we see some success stories that follow conventional wisdom, and even more striking ones that fly in the face of it.

Compare and Contrast.

Some Crossover Notes apply to several cases. Others apply to just one or two. To help you browse through how they apply to different situations, see the following Index.

David Rutherford.

INDEX OF CROSSOVER NOTES FOR CASSIES 2001

- An Integrated Case.* i-wireless.
- Aging Franchise.* St-Hubert.
- Baby with the Bathwater.* Molson Canadian.
- Battling for the Same High Ground.* St-Hubert.
- Brand Essence.* Molson Canadian.
- Brand Value and Stock Price.* Molson Canadian, Clearnet, Clarica, Manitoba Telephone, i-wireless.
- Brand Linkage.* Molson Canadian.
- Brand-Building.* Clearnet.
- Business Strategy.* Dictated by the Brand Positioning. Clearnet, i-wireless.
- Brand Truths.* Lipton Chicken Noodle.
- Changing the Goalposts.* Lipton Chicken Noodle.
- Classic Rivalries.* Molson, Sunlight, workopolis.com.
- Consumer Insight.* Lipton Chicken Noodle, Kraft Dinner, i-wireless.
- Conventional Wisdom. (Staying In the Box.)* Molson, Sunlight.
- Core Equity.* Molson, Clearnet, Kraft Dinner.
- Creating a Brand from the Concept Up.* i-wireless.
- Emotional versus Rational.* Clearnet, St-Hubert.
- Familiar but Fresh—Building a Campaign.* Clearnet, St-Hubert, Sunlight, Tourism New Brunswick.
- Fixing the Product, then Pulling in the Customers.* St-Hubert.
- Handling Multiple Audiences.* i-wireless.
- Humour in a Serious Category.* Clearnet, Clarica, workopolis.com, Manitoba Telephone, Weather Network.
- IPA Cases.* Kraft Dinner.
- Keeping it Simple.* Clarica, Tourism New Brunswick, Manitoba Telephone.
- Likeability.* Clarica, Manitoba Telephone.
- No Change in Product.* Weather Network, Lipton Chicken Noodle, i-wireless.
- Not TV.* Weather Network.
- Out of the Box Thinking.* Molson Canadian.
- Personality versus Product.* Clearnet, Weather Network.
- Pre-emptive Media Timing.* Tourism New Brunswick, i-wireless.
- Portfolio Management.* Manitoba Telephone, Kraft Dinner.
- Positive or Negative Sell?* workopolis.com.
- Problem versus Solution.* Sunlight.
- Reach and Frequency versus Large-Space Impact.* Tourism New Brunswick.
- Re-branding and Re-Naming.* Clarica, workopolis.com.
- Showing the Obvious—Yes or No.* Lipton Chicken Noodle.
- Spending Weight versus Idea Weight.* Molson Canadian, Tourism New Brunswick, Manitoba Telephone.
- Strategic Choices.* Kraft Dinner.
- The Total Brand Experience.* Clarica.
- Transcending Advertising.* Molson, Tourism New Brunswick, Manitoba Telephone.
- Turnarounds.* Sunlight, Lipton Chicken Noodle.
- Undercut by Pricing/Promotion. (See also Brand-Building.)* Kraft Dinner, Clearnet.

Crossover Notes for workopolis.com

1. **Re-branding and Re-Naming.** This—and Clarica—are the only CASSIES cases that deal with this issue, though MiKe and Fido (CASSIES 99) had similar issues to consider when they launched.
2. **Classic Rivalries.** Rivalries with a CASSIES connection have been:
 - Pepsi versus Coke in Quebec. (Grand Prix in CASSIES I.)
 - Listerine versus Scope in Quebec. (Grand Prix in CASSIES II.)
 - Duracell versus Energizer. (Silver for Packaged Goods in CASSIES II.)
 - Dove versus Ivory. (Gold for Sustained Success in CASSIES III.)
 - Canadian versus Blue. (Gold for Sustained Success in CASSIES I, for Beverages in CASSIES III, and the Grand Prix in CASSIES 2001.)
 - Richmond Savings versus the banks. (Gold for Services in CASSIES III.)
 - Sunlight versus Tide. (Grand Prix in CASSIES 99.)
 - Lipton versus Campbell. (Gold for Packaged Goods Food in CASSIES 2001.)
 - workopolis.com versus monster.com. (Silver for Best Launch in CASSIES 2001.)
3. **Positive or Negative Sell?** Conventional wisdom says to focus on the positive, not the negative, and workopolis successfully does this. However, this should not be extrapolated to exclude negative sell in all circumstances. Buckley's (CASSIES III), Richmond Savings (CASSIES III), and Sunlight (CASSIES 99 and 2001) all use negative sell brilliantly. And in a similar vein, Dove (CASSIES III) focuses on the problem, not the solution.
4. **Humour in a Serious Category.** Career-building is serious, but the advertising clearly does not have to be. See also Richmond Savings, Buckley's, Claritin, and Goodwill in CASSIES III; Fido and AGF in CASSIES 99; and Clearnet, Clarica, Manitoba Telephone, and The Weather Network in CASSIES 2001.