

SmashFly Technologies

A Talent Marketing Case Study

6/24/08

Overview

This document describes a recent case study we performed in partnership with Covance Laboratories to study the effectiveness of using a talent marketing platform to create, manage, measure and ultimately optimize a company's recruitment advertisements across different job boards. The goal of the study was to objectively show how a talent marketing platform can help companies measure their current job advertising effectiveness and optimize their Ads for maximum impact.

The case study highlights several key advantages of using a talent marketing platform that companies will find have a direct impact on your organizations ability to recruit effectively.

- The ability to create and manage your job Advertisements in a central system.
- The ability to execute/publish your ad to multiple job boards from a single platform.
- The ability to measure both "impressions" and "applicants" to your job advertisements across job boards.
- The ability to leverage talent marketing techniques to increase the effectiveness of your job advertisements.
- The ability to run a marketing cost analysis report to fully understand your recruitment funnel.

This document describes the approach we took to running the case study, the job boards we used, the reasoning behind our job advertisement variations, and the actual job advertisements that were run. In addition, you will see the job marketing metrics we collected from each Ad. Finally, we have put together a flash video that will provide some insight into the numbers collected and key findings from this report.

The Case Study Process

We contracted with a marketing specialist at Google to assist us with constructing the study. He had no experience with Covance's market place or with the types of people Covance was trying to recruit. In a very real way, this "blank slate" approach to recruitment marketing is an important attribute, especially for the first set of ads. Because he had no experience with the target candidates, he was able to see the ads with "fresh eyes."

The greatest ROI from optimizing your recruitment funnel comes from "high volume" positions; positions that are opened multiple times throughout the year. This is because improvements in performance are easily repeated. Individual sales reps is very common "high volume" position. For Covance we selected Research Nurse and Medical Technician.

Our marketing specialist interviewed recruiters at Covance to learn about the position, who the ideal candidates for the position where, and what were some of the key benefits for candidates in applying. He distilled those into a marketing brief, summarizing his findings. He then worked with Tom Kramer on constructing an appropriate test methodology and eventually the subject lines and body copy.

The goal of initial marketing studies isn't to instantly improve job ad performance, although often this is the case. The goal of initial marketing studies is to understand the primary drivers of performance. Therefore, it is important that the variations in subject lines and body copy be designed to effectively interpret the results as repeatability is important.

For this study, we had 2 different positions, posted on 2 different job boards, with 4 different job ads, for a total of 16 different ad/board/position combinations. We posted the same ad on two boards (Monster and CareerBuilder) which would allow us to evaluate the relative performance of each board. In addition, if the performance for an ad was similar for each board we could assume that the performance would be similar for other boards. And finally, we used the current Covance ads as a baseline to measure relative performance.

Each ad consists of a subject line (the displayed search results) and body copy (the text of the ad on the board). We created 3 different subject lines and 3 different body copy approaches.

In our subject line study, we wanted to understand the key drivers of viewing.

S1 - Baseline
S2 - Question

"Research Nurse - RN"
"Are you a Registered Nurse?"

S3a - Immediate Opening 1	"Immediate opening for Registered Nurse"
S3b - Immediate Opening 2	"Registered Nurse: Immediate Opening"

Because the recruiters had identified that Registered Nurses looking to move away from patient-intensive work was the target candidate, we used the title Registered Nurse in the subject line of each ad and tried to create ads we felt would appeal to that target. We also wanted to understand the importance of the order of words (S3a vs. S3b) and question vs. statement (S1 vs. S2) and the importance of keywords (Research Nurse vs. Registered Nurse).

We followed the same basic structure in the Medical Technologist position to allow us to draw general conclusions about the underlying approaches.

S1 - Baseline	"Technologist 1"
S2 - Question	"Are you a Medical Technologist"
S3a - Unique Opportunity	"Medical Technologist: Unique Opportunity"
S3b - Position Only	"Medical Technologist"

An example of a simple A/B test any company could run would be BOLD vs. regular text. Most job boards offer BOLD subject lines for an additional fee. One test would demonstrate whether bolding has a positive ROI. For example, if performance improved by 30% and the extra charge was only 10% more than regular, it would make sense to pay the additional fees for bolding.

In addition to testing subject lines, we tested body copy in a similar way.

The job boards and locations selected for the case study

One of the goals of this study was to showcase how a talent marketing platform can help companies better understand which job boards or advertising channels perform better than others. For our study, we decided to use two of the most popular job boards in the market today, namely Monster and CareerBuilder.

For the job locations, we chose two different city locations, based on the hiring needs of Covance.

The Research Nurse positions were posted to Dallas, TX. The Medical Technologist positions were posted to Indianapolis, IN.

The Results

RESEARCH AD Posted on 2/6/2008

Job Ad	CB Views	CB apply clicks	CB CTR	Monster views	Monster Apply Clicks	Monster CTR	Total Views	Total apply clicks	Total CTR
Baseline "Research Nurse -RN"	83	13	15.6627	232	22	9.482759	315	35	11.11%
"Are you a registered Nurse?"	75	15	20	159	33	20.75472	234	48	20.51%
"Immediate opening for Registered Nurse"	64	4	6.25	145	27	18.62069	209	31	14.83%
"Registered Nurse: immediate Opening"	116	20	17.2414	232	38	16.37931	348	58	16.67%

Technologist 1 Ad posted on 2/10/2008

BaseLine "Technologist 1"	213	32	15.0235	289	27	9.342561	502	59	11.75%
"Are you a Medical Technologist"	109	23	21.1009	159	29	18.23899	268	52	19.40%
"Medical Technologist:Unique Opportunity"	303	35	11.5512	223	33	14.79821	526	68	12.93%
"Medical Technologist"	193	29	15.0259	89	7	7.865169	282	36	12.77%

REFERENCE

You will find the “Baseline” job ad (the Ad Covance had been running), followed by the three variations we created for each Ad.

Baseline Job Ad

Job Title: Research Nurse (RN)

Job Description:

At Covance, you can make a difference by helping to deliver life-saving and life-enhancing medicines to people around the world. Our commitment to this mission has resulted in Covance’s impressive history of company stability and growth. We’ve achieved these results by fostering a work environment that encourages, develops and leverages our team’s capabilities.

Responsible for study unit activities in the conduct of clinical trials with emphasis on the safety and welfare of study participants.

Duties and Responsibilities:

- Ensure that the dignity, health, safety, and welfare of participants is given the highest priority at all times.
- Be current with appropriate emergency certifications and company emergency policy and procedures.
- Respond to emergency situations based upon nursing standards.
- Utilize skills, knowledge, nursing diagnosis, and clinical judgement in order to provide a high standard of care for participants in clinical trials.
- Utilize nursing assessment skills to observe participant general well-being and potential adverse events. Documents adverse events and takes appropriate action as needed
- Obtains Informed Consent and continues the ICF process by educating, explaining and informing participants of study procedures.
- Obtains and documents medical history.
- Administers investigational compounds (inclusive of parenteral) to participants according to the protocol and applicable regulations.
- Performs study related activities such as IV insertion, telemetry, holters, vital signs, ECGs, venipuncture.
- Collects and processes biological samples according to the protocol and Standard Operating Procedures.
- Records data obtained according to the protocol and Standard Operating Procedures.

- Maintains an understanding of current regulatory requirements.
- Transcribe source data onto the Case Report Form
- Take responsibility for quality control of study data.
- Attends all required meetings, as appropriate.
- Maintains accurate records of all work undertaken.
- Maintains skills to perform all study tasks, as required
- Maintains constant awareness of participant safety and dignity at all times.
- Handles participant complaints efficiently and effectively in order that their satisfaction is maintained.
- Ensures that client and participant confidentiality is maintained.
- Responds to client and team queries in a timely manner.
- Takes ownership for the quality and standard of own work.

Working Conditions:

- Handling of biologically hazardous or radiolabeled material is necessary.
- Must be able to see (distinguish colors) and hear.
- Must have an excellent command of the English language, both oral and written.
- Must be able to use hands to finger, handle, or touch objects, tools, or controls, including a computer keyboard, for up to 6 hours per day.
- Must be able to stand and/or bend for up to 6 hours per day.

Special Factors:

- For newly graduated nurses, some procedures may be co-signed until appropriate licensure or training is obtained or completed.
- Overtime, various shifts and weekend work as required

Education Required:

- Associates Degree or BS degree in nursing with current licensure in applicable state.
- CPR/AED certified

Experience Required:

- 0-1 related experience
- Additional experience may be substituted for education requirements

VERSION 1: FAQ template - includes “Why should I apply” section - puts Covance description first

[Ad Search Headline: Are you a Registered Nurse?]

Immediate opening: Research Nurse

What is Covance?

Covance is one of the world's largest and most comprehensive drug development services companies with locations around the country and the world. As a contract research organization (CRO), Covance offers clients a wide range of pharmaceutical research services, from clinical trial management to central laboratory services.

What will I do as a Research Nurse at Covance?

As a Research Nurse in our [clinical pharmacology](#) group, you'll be working to ensure the welfare of healthy participants in clinical trials for life-saving and life-enhancing medicines. This is a very people-skills focused role, and requires great attention to detail.

Why should I apply?

The Research Nurse position at Covance offers several distinctive benefits to outstanding registered nurses. At Covance, you'll get to:

- Contribute to the development of life-saving medicines
- Experience greater variety of projects than in most nursing roles
- Work in a research, rather than clinical setting
- Grow within the organization
- Receive excellent compensation

What are the required qualifications?

- Registered Nurse (RN) degree (Bachelors or Associate)
- 0-1 years of related experience (New grads encouraged to apply!)
- Additional experience may be substituted for education requirements

What are the primary job responsibilities?

- Ensure that the dignity, health, safety, and welfare of participants are given the highest priority at all times.
- Educate participants on goals of trials and safety procedures
- Be current with emergency certifications and company emergency policy
- Collect and process biological samples according to protocol.
- Perform study-related activities such as IV insertion, telemetry, vital signs, and ECGs

How do I apply?

Simply click the button below to get in touch with us. If you love the intellectual challenge of working in a fast-paced, results-driven organization, there is a home for you at Covance. All you need is a resume and cover letter to get started.

VERSION 2: Department/role/company template- Covance description last - no position benefits section

[Ad Search Headline: Immediate Opening for Registered Nurse]

Research Nurse

Are you an outstanding registered nurse? Are you looking for a change from the typical clinical nursing role? Consider a career in research nursing at Covance.

The Area: Clinical Pharmacology

Covance is a contract research organization (CRO) that provides comprehensive drug development services to clients. Our [Clinical Pharmacology](#) department offers services to manage the clinical trial process for life-saving and life-enhancing medicines.

The Role: Research Nurse

As a Research Nurse, you'll be working to ensure the welfare of healthy participants in clinical trials for life-saving and life-enhancing medicines. This is a very people-skills focused role, and requires great attention to detail.

Responsibilities:

- Ensure that the dignity, health, safety, and welfare of participants is given the highest priority at all times.
- Educate participants on goals of trials and safety procedures
- Be current with emergency certifications and company emergency policy
- Collect and process biological samples according to protocol.
- Perform study related activities such as IV insertion, telemetry, holters, vital signs, ECGs, venipuncture

Requirements:

- Registered Nurse degree (RN, Bachelors or Associate)
- 0-1 years of related experience (New grads encouraged to apply!)
- Additional experience may be substituted for education requirements

About Covance:

Covance is one of the world's largest and most comprehensive drug development services companies. As a contract research organization (CRO), Covance offers clients a wide range of pharmaceutical research services, from clinical trial management to

central laboratory services. With annual revenues greater than \$1.4 billion, global operations in more than 20 countries, and more than 8,700 employees worldwide, Covance offers employees the stability of an established company and along with tremendous opportunity for growth. [Learn more](#) about careers at Covance.

Apply Now

Just click the button below to submit your resume and cover letter. We look forward to hearing from you!

VERSION 3: As short as possible

[Ad Search Headline: Registered Nurse: Immediate Opening]

Research Nurse

Covance has an immediate opening for a registered nurse to join our [clinical pharmacology department](#) as a Research Nurse.

Qualifications:

- Registered Nurse degree (RN, Bachelors or Associate)
- 0-1 years of related experience (New grads encouraged to apply!)
- Additional experience may be substituted for education requirements

Responsibilities:

- Provide outstanding nursing care to healthy participants in clinical trials
- Educate participants on goals of trials and safety procedures
- Collect and process biological samples according to protocol
- Perform crucial medical activities such as IV insertion, vital signs, ECGs, venipuncture

About Covance:

Covance is one of the world's largest and most comprehensive drug development services companies. As a contract research organization (CRO), Covance offers clients a wide range of pharmaceutical research services, from clinical trial management to central laboratory services. . [Learn more](#) about careers at Covance.

Apply Now:

Just click the button below to submit your resume and cover letter. We look forward to hearing from you!

BaseLine Ad

JobTitle: Technologist I

At Covance, you can make a difference by helping to deliver life-saving and life-enhancing medicines to people around the world. Our commitment to this mission has resulted in Covance's impressive history of company stability and growth. We've achieved these results by fostering a work environment that encourages, develops and leverages our team's capabilities.

Incumbent performs established procedures for clinical testing as required in all assigned laboratory disciplines. Incumbent is responsible for analyzing specimens whose results are then reported to the sponsor. Operate instruments to perform testing in accordance with established written procedures. Resolve routine and non-routine assay problems. Resolve pendings. Retrieve and check specimens against pending list. Document specimen discrepancies. Ensure the validity of test results through the performance of established quality assurance and quality control procedures. Ensure maintenance of instruments and equipment.

Experience:

No prior experience required

Education:

Individual must qualify as testing personnel under the following CLIA 1988 and New York State Department of Health requirements: · Bachelor's degree in Medical Technology or Clinical Laboratory Science or other life science with completion of at least a 12-month training program in Medical Technology. OR · Bachelor's degree in a chemical, physical or biological science from an accredited college or university and one year training and/or experience in the specialty in which testing is to be performed. Such training must be equivalent to that received in a school of Medical Technology. OR · 90 semester hours from an accredited institution that include the following: 1) 16 semester hours of biology courses, which are pertinent to the medical sciences 2) 16 semester hours of chemistry (at least 6 semester hours of Inorganic Chemistry) 3) 3 semester hours of math AND · Completed an accredited clinical laboratory training program, or · One year documented laboratory training or experience in the specialty that testing is to be performed. OR · Associate's degree in medical laboratory technology

Covance's ongoing success offers team members unsurpassed growth and career development opportunities. There is no better time to join us!

VERSION 1: FAQ template - includes “Why should I apply” section - puts Covance description first

[Ad Search Headline: “Are you a Medical Technologist?”]

Covance is seeking Medical Technologists

What is Covance?

Covance is one of the world's largest and most comprehensive drug development services companies with locations around the country and the world. As a contract research organization (CRO), Covance offers clients a wide range of pharmaceutical research services, from clinical trial management to central laboratory services.

What will I do as a Medical Technologist at Covance?

As a Technologist in our [Central Lab Services](#) group, you'll be working to ensure accurate, timely analysis and interpretation of specimens from clinical trials for Covance's pharmaceutical industry clients. This is a laboratory-based position and does not involve patient interaction.

Why should I apply?

Covance recognizes the critical importance of medical technologists to our success and provides excellent benefits accordingly:

- Desirable hours with no rotating shifts
- Research, rather than clinical work settings
- Real opportunities for growth within the company
- Contributing to the development of life-saving medicines
- Excellent compensation

What are the required qualifications?

- Bachelor's degree in Medical Technology, Clinical Laboratory Science or other life science with either:
 - Completion of at least a 12-month on-site training program in Medical Technology.
 - Or one year documented experience in the specialty that testing is to be performed

How do I apply?

Simply click the button below to get in touch with us. If you love the intellectual challenge of working in a fast-paced, results-driven organization, there is a home for you at Covance. All you need is a resume and cover letter to get started.

VERSION 2: Testimonials template - does not include a description of Covance as a company

[Ad Search Headline: “Medical Technologist: Unique Opportunity”]

Medical Technologist

Covance has an immediate opening to join our [Central Lab Services](#) group as a Medical Technologist. Currently, we are seeking entry-level and seasoned Medical Technologists in all areas of the laboratory - Toxicology, Hematology, Special Chemistry, Microbiology, Genomics and Immunology.

Position benefits:

Covance offers employees with medical technology background opportunities unparalleled in the industry:

- Desirable hours with no rotating shifts
- Research, rather than clinical work settings
- Real opportunities for growth within the company
- Contributing to the development of life-saving medicines
- Excellent compensation

Read what our technologists have to say about Covance

“I joined Covance because I could work a set schedule and could have a specialized position in Special Chemistry and Toxicology. . . . This makes my work at Covance unique from my other work experiences. Because I do not have direct patient interaction, I am able to direct my full attention to providing efficient, accurate.”

○ Covance Medical Technologist

○

“With a Medical Technology background at Covance, you can experience career options I never realized were possible. . . . if you are willing to think outside the box, you will have opportunities to use your medical technology background in a unique way, creating an exciting, challenging career!”

○ Covance Medical Technologist

Learn more on our [medical technology micro site](#).

Required Qualifications

- Bachelor's degree in Medical Technology, Clinical Laboratory Science or other life science with either:
 - Completion of at least a 12-month training program in Medical Technology.
 - Or one year documented laboratory training or experience in the specialty that testing is to be performed

Apply Now

Simply click the button below to get in touch with us. All you need is a resume and cover letter to get started.

VERSION 3: As short as possible

[Ad Search Headline: Medical Technologist]

Covance has an immediate opening for a medical technologist to join our [central lab services](#) group.

Qualifications:

- Bachelor's degree in Medical Technology, Clinical Laboratory Science or other life science with either:
 - Completion of at least a 12-month training program in Medical Technology.
 - Or one year documented laboratory training or experience in the specialty that testing is to be performed

Responsibilities:

- Ensure accurate, timely analysis and interpretation of specimens
- Be an expert in the use of technology in your area of specialization
- Support quality control/quality assurance monitoring programs
- Contribute to the development of life-saving and life-enhancing medicines

About Covance:

Covance is one of the world's largest and most comprehensive drug development services companies. As a contract research organization (CRO), Covance offers clients a wide range of pharmaceutical research services, from clinical trial management to central laboratory services, to assist in the creation of life-saving and life-enhancing medicines. [Learn more](#) about medical technology careers at Covance.

Apply Now:

Just click the button below to submit your resume and cover letter. We look forward to hearing from you!