

Franco Beschizza

Student Number: 07980490

Monitoring, Measurement and Management Unit: 5G4170

Royal Navy Recruitment

SECTION 1A: THE ORGANISATION

The UK Armed Forces are operating in an increasingly challenging recruitment environment, with the Armed Services experiencing ongoing problems in recruiting in particular areas. The Royal Navy (RN) remains below strength at 35,470 personnel – a shortfall of around 3.6 per cent of its full complement (National Audit Office/MOD, 2006). The RN needs to acquire 5,298 new recruits for the year 2009. The target age range is men or woman aged 16 to 24-year-old.

The RN has created a department – the Directorate of Naval Recruiting (DNR) – To achieve three aims:

- Develop the proposition of the RN as a career option.
- Acquire the number of new recruits (this recruitment target is determined by the RN each year)
- Raise awareness of the RN as a career option to a wider audience.

During these current tough economic times we have seen an increase in the level of interest from people in joining the RN as a career option. In March 09 an unpublished report by the RN saw an increase in the number of enquires for a career in the RN of more than 50%. This increase was through the Armed Forces Careers Office (AFCCO) you find on the UK high streets. In the main these enquires are classed as unqualified enquires as they have little or no knowledge of life in the RN. More the 50% of these enquires are eligible due to lack of fitness, not a British National or lack of qualifications. Regardless of this they all must go through the same process of sifting which consumes resource, time and money. Also, this means the people the RN is interested in are taking longer to get through the process due to this increase in interest and has resulted in a higher dropout rate. This has an economic cost to the RN.

In April 2009 the RN has decided that all enquires at AFCCO's will be redirected through to the RN Careers website where they can submit the expression of interest form.

The three key audience segments have been identified by research undertaken by COI, (COI, 2003):

Optimistic achievers are well educated, and their interests include finance, business, football and travel. They read newspapers to get the top-line news but use the internet to get deeper information from news sites and blogs. They are happy to work alone and life does not revolve around a small group of friends.

Enthusiastic followers should leave school with a number of qualifications but underplay their capacity to learn and achieve. Sport and belonging to a team is important to them but they are also happy to work alone and get on with things. They will exchange views and general opinions around their interests; their social scene is based around their interests.

Unfulfilled potentials priority in life is being happy. They are happy for the present but they know that they need to think about their future, but need a push in that direction. They tend not to try new things unless their friends do as well. They are typically good at whatever they turn their hands to but feel the need to be in a team. Keeping in touch with their circle of friends is very important to them.

Each of the groupings will have different learning styles and communications needs at different points along their career path.

It's important for the RN to measure the effectiveness of their marketing activities against their segmentation model. Without any system in place they cannot determine the value of the campaign or the return on the investment. They need to match this against the quality of possible recruits. They need to

determine which channels are performing well, maybe to allocate more resource into them, whilst removing, or diminishing, resource from underperforming channels.

SECTION 1B: THE CURRENT SYSTEM

The RN as an organization holds a number of different pots of data; these have grown up over time. The data is contained in desperate systems, and managed by different agencies and people within the organization.

1: What is the RN measuring - the RN run a number of different digital activities as part of their overall recruitment campaign; these are shown in diagram 1. From the diagram you will see they use a number of different techniques based around impression-based advertising, performance-based advertising and website measurement. They mainly measure hard data like the number of download's, or total visits, to gauge their success. It's important to realize from the diagram that they don't measure everything.

Type of digital marketing	Type of activity	Measurement via
Performance-based advertising	Search (Paid)	Pay Per Click (PPC)
<p>The paid search measurement model is based solely on qualifying click-through to the RN website.</p> <p>Search marketing: paid per click (PPC)</p> <p>The targeted nature of PPC enables the RN to recruit more efficiently and cost-effectively by reaching people when they are actively looking or seeking out information about jobs.</p> <p>Increasing the RN visibility in the PPC listings will raise awareness of the RN in general and will also raise awareness of specific job roles. Increased visibility will lead to a higher click-through rate to the RN website. With PPC, it is easy to test and monitor the advertising and optimize the campaign by serving the best performing adverts.</p> <p>The RN will need to bid against competitors for a position in the sponsored listings section of the search results page. High-volume keywords or generic key phrases will cost money, but the RN would only get charged a fee (the amount you bid for that position) when a potential recruit clicks on an advert. This helps with the budget efficiency for the RN but will require ongoing monitoring.</p>		
Impression-based advertising	Online Advertising	Ads are served Click Per Mil (CPM) Click Through Rate (CTR) Impressions delivered Cost per click
<p>CPM is bought on the basis of 1000 impression served to a landing page of a website i.e. The Sun newspaper website. The RN palaces it ad on this page for a timed period.</p> <p>The CTR measures what percentage of people clicked on the RN ad and arrived at the RN website; it does not include the people who failed to click, yet arrived at the site later as a result of seeing the ads. A high click-through rate does not assure a good conversion rate measuring and monitoring of this channel is critical if monies are not going to be wasted.</p>		

<p>Word of Mouth Marketing (Neff 2006)</p>	<p>Viral</p>	<p>Click Through Rate (CTR) Tags recorded the amount of traffic coming through to the landing page of the viral.</p>
<p>The RN viral marketing depends on a high pass-along rate from person to person. Measurement is through arrivals to the landing page of the viral.</p> <p>This can be great at generating awareness for the RN and generating referrers who amplify the message by generating conversations. The RN opportunity is to data capture through viral and an obvious area would be to capture email addresses via the opt-in newsletter.</p> <p>It's not possible for the RN to create a totally targeted viral campaign by its very nature and measurement is limited to click-through. Viral tends to be seen internationally, which takes it outside of the target audience for the RN. Measurement of the IP address of the click through is important to see how many are from the UK (target audience) and not internationally. By capturing the email address we can ask for their country of origin. This still means wastage if they happen to be outside of the UK.</p>		
<p>Permission Marketing (Chaffey 2007)</p>	<p>Email Marketing</p>	<p>Bounce Rate Gross Openings Unique Openings Unique Open Rate Gross Clicks Unique Clicks Unique click through rate Unsubscribing</p>
<p>In a survey of marketers, conducted by MarketingProf in 2005, measured their campaigns, 40 per cent said email earns the highest ROI, followed by search (28 per cent) and direct mail (18 per cent) (e-consultancy, 2009). This shows that email marketing is a very cost-effective way of communicating.</p> <p>The RN email marketing metrics are very extensive and the data is used to optimize the emails to gain better open rates and response rates. Email marketing gives the RN the opportunity to test different sequencing and timings of messages.</p>		
<p>Information and engagement marketing (Bird 2007) (Allen, Kania, Yaeckel 1998)</p>	<p>Website</p>	<p>Total Visitors Unique Visitors Most Popular pages Average duration per visit External referrers Completion of form Downloads Signups for email</p>

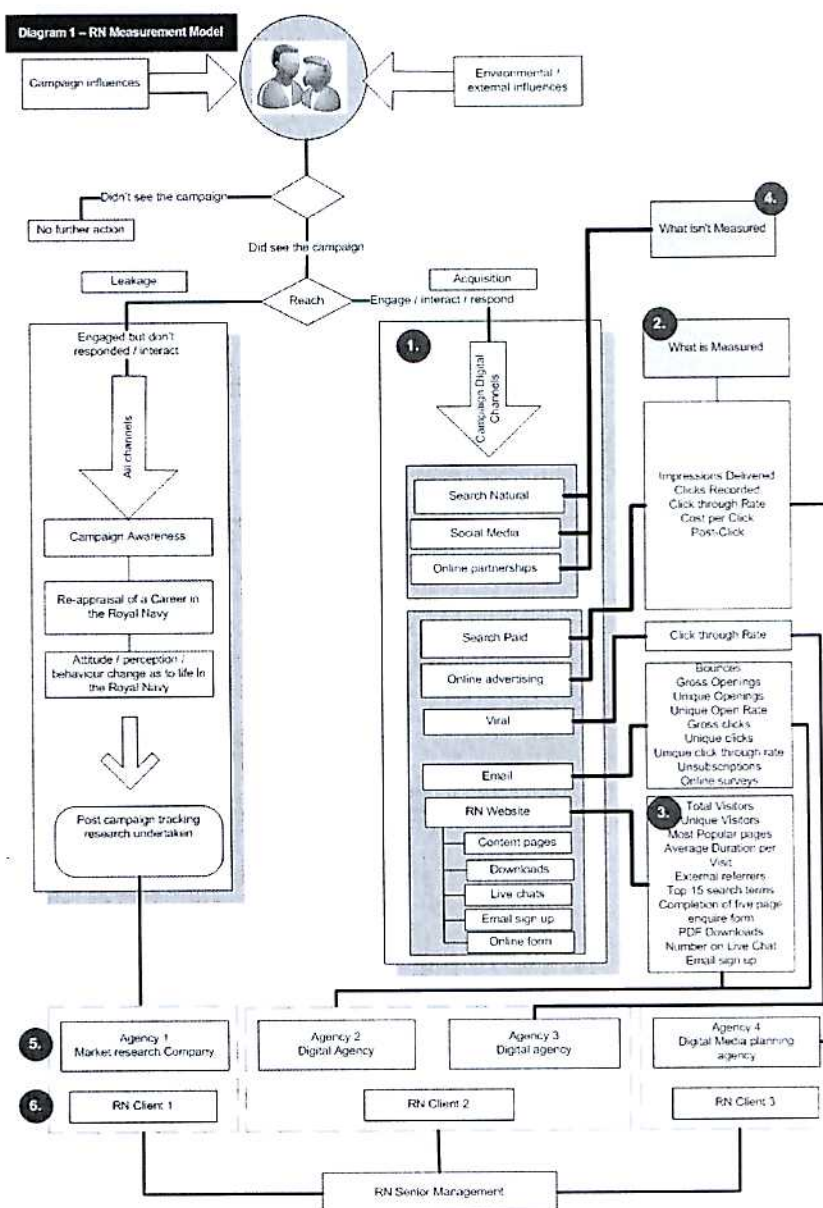
		Live chat viewers
<p>The website is a useful resource for potential recruits and other gatekeepers. The website gives the RN the opportunity to let people self-select information. Measurement of the current website gives the RN a top level view of what information is useful and to the level of engagement. It helps form opinion as to the packages of information to give a potential recruit, and helps lower the costs by delivering information via non-digital channels. The RN measure a wide and different range of activity on their website.</p>		

2: How is the RN measuring? The RN uses a number of different tools to measure. This means a conflict has risen in the reports because of the different techniques used. As an example the RN has two sets of data for the arrivals to the expression of interest form on the RN website. The web agency data is showing around 75% more traffic filling out the form then the data from the fulfillment house. This was due to how these reports were set up by the different agencies. Each agency uses different tools to measure the activity. The fulfillment house is using server based log files and the web agency is using a commercial JavaScript tagged product called Nedstats on this occasion. All the different tools the RN use are listed in table 1b.

5: When is it being measure - All digital activity is currently measured and reported to the RN at the beginning of every month. The data is compiled and placed into a standard reporting template by the different agencies. This template has been designed so that the client can just cut and paste information into their monthly report to RN senior management. It also standardizes the information for reviewing trends on a month-to-month or year-by-year.

The RN does not carry out any analysis of their own or try to gain any insight from this set of data.

One other element that is measured is the post campaign tracking. This looks at overall brand and measures the



awareness of the campaign creative and recognition of the key messages for both on and offline. Any change in sentiment towards a career in the RN is also monitored.

5: Who is measuring what – All digital activity is measured by the four different agencies, three digital and one market research. The design and development agency will report on the website and email activity. The online creative agency who designed the display ads measures the viral elements. The online media-planning and buying agency measures the search and display ads.

All the digital agencies will just collate their own reports with little or no analytical analysis. The only comments are around looking at trends. Then the RN client merges all the different reports, which is then sent onto senior RN management.

6: Is any action taken with the results - Not at present, as all the digital activity seems to be on an upward curve for the last few years. The RN views this as good news and no need to change anything. The post campaign tracking market research conducted after each campaign is looked at in much more detail by the RN. The company provides analysis as part of the reporting. Key decisions are taken around this report like when to renew creative or key messages.

Senior management in the RN like to see trends as they believe they can see if things are working, and what is floundering and needs attention.

SECTION 1C: ANALYSIS OF THE CURRENT SYSTEM

The current model is outlined in diagram 1. It has served the RN well over the last few years. It has many positive elements to it.

- Consistent measurement
- Quick and simple to measure
- You can drill down into the data
- Regular time intervals
- View trends over time
- Low skill required to collate data
- Accurate measurement

The measurement techniques in diagram 1 will produce a large volume of data. The model suffers from a number of key omissions. Refer to diagram 1. Numbered points

1. The lack of a RN measurement strategy - The RN have no clear reason or strategy as to why they are measuring apart from being able to say more people have seen or engaged in their ad or website. No key performance indicators (KPI's) or goals have been defined for any digital activity. The only goal is the recruitment targets. The amount of traffic is not measured against awareness, retention and conversion. Ultimately the RN cannot measure the cost per acquisition (CPA) or life time value (LTV).

In an unpublished report in January 2009 it was highlighted as one area of concern. That no KPI's had been set by the RN. Chaffey (Chaffey 2007) and supported by Bird (Bird 2007) shows how the KPIs are and must be fully integrated into the SMART objectives, strategies and tactics. They are performance

metric which sets the overall performance of processes and sub-process. Without these the RN can't determine whether to invest more or less monies in any of the recruitment activities to ensure the targets are achieved.

2. No single currency of measurement in use – If you refer to table 1b you see the different digital activities matched against the different type of tools used to measure this digital activity. The RN has no unified tracking currency No two tools measure in the same way. The tools rely on tags (little pieces of code) to be placed within each page or ad for all the different digital activities. Each tool has their version of the tags. The quality of the response by the tag is dependent on how skilful the coder who installed them. The RN has three different agencies working for them; this means that three different coders implement the different tags for each of the measurement systems. Over time, as new people joined these agencies, new measurement code has been added differently. This has meant wildly different numbers coming from the three different agencies and a mismatch when data crosses over between them. Confusion and uncertainty has crept into the process.

Table 1b	
Digital activity	What tool is used to measure
Paid Search	Adwords (Google)
Viral	Google analytics
Email - Newsletter	Ecircle tool
RN Website	Nedstat
Display	Spotlight Tag

3. The RN website – The RN currently measure a large amount of hard data from different data pots. They don't currently measure any of the softer measurements like peoples sentiment, engagement with content. Loyalty, can be powerful tool in rewarding the possible RN recruits with content and exclusive content, which the RN produce but doesn't monitor its success (Michael Lewis, 2004).

Just because someone is on the website for more than two minutes does that mean that is a success, are they engaged? Or maybe the just couldn't find what they were looking for, or left their browser window open while they did something else? Engagement and loyalty is more than a single step. The RN doesn't qualify the individual and has no information about them or how eligible they are to join the RN. The audience can go through many interactions with the RN in their relationship with them. Dialogue with the possible recruit can help the transition and build relationships but to do this the RN will need a measurement system in place (Brondmo, 2000).

4. Non – Measurement of some of the digital activity – It's important to get an understanding with what is happening within these different digital activities. The RN cannot decide to engage with people just on their own terms, communicate through the RN touch points. Social Media is growing and the RN need to understand how people are engaging in these areas. They are investing in social media but measuring it so can't decide how effective it is and if they should invest more capital in this area. Online social media can provide a rich source and setting for looking at the motivations of these groups and the RN as a life style. It opens a window on highly motivated individuals. Word-of-mouth is driven by a number of different factors like advice seeking, extraversion and positive self-enhancement (Thurau, Walsh, 2003-2004) the RN needs to take these into account and have the capacity to measure and to act on them in order to take advantage of this.

5. Data silos - The data is collated by the three different digital agencies for the RN without any coordination between them, and more importantly no analysis apart from trends. Refer to table 1b for the different types of tools the RN use. A combination of tags and server-side reporting is used. They can track numbers and trends but this needs to be correlated against the effectiveness. No relationship between the marketing and the outcomes is identified by the RN. What would happen if the RN stops its

marketing effort? There is no culture of accountability in the marketing and no sense of the return on investment.

6. RN Client –The RN is lacking internal staff that can carry out the data analysis. The agencies are in the main design agencies and not analytical agencies. Currently there are three different RN clients who each have their own set of requirements for data. No linking of data and no follow up actions occur currently and the RN client just accepts the reports on face value. Each RN client feeds their own report to a senior RN management without any clear objectives or goals.

For the RN, the approach to capturing digital data is about getting a holistic sense of the overall amount of traffic being driven through to the RN website by each of the standalone digital elements, which is out of context against the rest of the measurement system. The customer funnel is undefined and no optimization is undertaken. Currently the RN don't know what really works and why. Deciding on what is worth continuing, or investing more capital into, is based only on the trend growth. Currently no mapping is undertaken to see how each channel is effectively driving users to the RN website, nor which content on the site is more effective in driving conversion. Ultimately the RN doesn't know which element of their marketing activity is most effective, or why they should or shouldn't allocate more spend in one channel over another.

SECTION 2A: RECOMMENDATIONS

From section 1 you can see that the RN measure across their digital activity. The problem is that it lacks focus. The RN hasn't set out their objectives so the measurement is fragmented and shallow. The RN needs to change their current model to a more structured approach to analyzing the data. This change would be in the form of a number of stages.

Stage 1: Foundation Phase - it's important that any new model is developed and designed by the RN, they need to take ownership. Senior management role within the RN is to set the goals. The measurement cannot be done in isolation of the overall marketing strategy plan. The RN currently uses SOSTAC (Situation Analysis, Objectives, Strategy, Tactics, Action and Control) as a guide to planning. The Control element is made up of a subset of measurement, monitoring, reviewing, updating and modifying. This subset needs to feed into, and inform, all the other elements of SOSTAC to help define success. One drawback of the SOSTAC model is that it doesn't give sufficient emphasis for the need to identify and understand the target audience.

This proposed foundation phase is the bedrock that the measurement framework will be built on for the RN. In the previous section 1c.1, we saw the lack of any RN measurement strategy is a problem because the RN has no framework to work against. The RN will need to go through a number of steps

- Benchmark all RN digital activity and map out the current model as it was outlined in section 1b.
- Benchmark the RN digital presence to compare against others within the recruitment market.
- Developed an evaluation eco-system of what they see as the ideal measurement.

This is important as only then can the RN start to set the SMART objectives and KPIs. Peterson (2004) showed how these are important in defining what action to take. Without this in place you cannot measure success.

KPI's need to be:

- Easily understood
- Quantifiable
- Based on valid data
- Aligned to the business goals

Rather than measuring everything the RN must define what needs to be measured and why. These must be set against the objectives.

The RN can't solve this problem just by adding new software tools. It will require a new approach to measurement. The RN will use the Trinity strategy model to help formulate this new approach. This model helps the process of thinking through the decision process. This new process will be more than just number crunching, it must overlay insight gained through measurement, feeding this back into the overall strategy.



Stage 2: Plan - The RN needs to aggregate the data into three main groups of awareness, retention and conversation activity. This will make better sense of these activities.

Key performance indicators will need to be defined for the overall activity but also for each of these areas of activity and then measure these against the defined goals.

Diagram 2: Points 1 & 6. Awareness -

The RN will need the ability to identify which site referrals generate the most traffic to the RN website against the reach and frequency. This will give them the ability to target their online advertising and search. The RN already undertakes keyword analysis for search, the focus around this will be on terms that support the objectives and KPIs. Search and the display ads are already covered under the present this model. The RN will need to take this a stage further by matching the reach and frequency against the target segmentation and following them through to fulfillment. The RN needs a better understanding of the triggers in the recruitment funnel, if they can

