HEALTH WEALTH CAREER

CONNECTING
WORKFORCE
INTELLIGENCE
TO STRATEGY

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AGENDA

INTRODUCTION
Announcing a New Alliance
How this Alliance Benefits You

OUR APPROACH TO WORKFORCE INTELLIGENCE
Bringing Meaning to Workforce Data

TECHNOLOGY ENABLED ADVISING
Product Demo
Example
ANNOUNCING A NEW ALLIANCE:
ABOUT MERCER

MERCER IS A GLOBAL FORCE OF OVER 21,000 UNIQUE INDIVIDUALS WITH A PASSION FOR ENHANCING THE HEALTH, WEALTH AND CAREERS OF 110 MILLION PEOPLE WORLDWIDE. WE’RE UNITED BY A SINGLE IDEA – TO MAKE LIVES BETTER TOMORROW THROUGH ACTIONS WE CAN TAKE TODAY.

MAKE TOMORROW, TODAY
ABOUT VEMO

CORPORATE FACTS

• Founded in 2005 by leading experts in workforce planning
• Complete suite of SaaS workforce planning and workforce analytics solutions
• Experience with leading organizations supporting basic and advanced analytics agendas

WHY VEMO

• State-of-the-art data model that can work with any data source/client business rules
• Vast experience and expertise integrating highly complex and disparate data systems quickly
• User-friendly and intuitive functionality that allows non-expert line, operations and HR users to conduct deep analysis … in seconds
• Historical and predictive analytics (future labor supply, turnover risk) to facilitate proactive decision making
• Multiple delivery options: dashboards, scorecards, slice and dice analytics, subscription reports, ad hoc analytics
HOW THIS ALLIANCE BENEFITS YOU
ADOPTION OF WORKFORCE ANALYTICS
GOOD INTENTIONS... BUT SUCCESS IS ELUSIVE

Mercer / Human Capital Media 2015 Global Study findings:

Making it a PRIORITY
• 77% Plan to increase workforce analytics capabilities in the next two years
• 52% Intend to use analytics to increase productivity/business success

HOW?
• “Connect workforce data to business KPI’s” – 76%
• “Improve communication of workforce analytics” – 73%
• “Get business leaders comfortable using analytics to make decisions” – 71%

But, Success is LOW
• Only 31% report moderate to high success
• Only 9% use predictive analytics

Major ROADBLOCKS Reported:

52% Lack of Analytic Expertise

54% Issues with Data/Technology
EFFECTIVE ANALYTICS & PLANNING CALL FOR EXPERTISE + TECHNOLOGY

STRATEGIC WORKFORCE PLANNING

EXPERTISE
- Algorithms to compute labor supply
- Determine critical jobs and labor demand
- Build a workforce plan to address gaps
- Implement & monitor strategies

TECHNOLOGY
- Dataset building
- Projections
- Model labor gaps & surpluses

BROADER WORKFORCE ANALYTICS

EXPERTISE
- Identify business issues
- Review data and analytics from the tool and help “tell the story”
- Develop fact based strategies for change in workforce management

TECHNOLOGY
- Dataset building
- Analytics, dashboards, reports
- Ad hoc slice and dice analysis
THE MERCER|VEMO ADVANTAGE:
AN UNMATCHED VALUE PROPOSITION

MERCER EXPERTISE

- Pioneered the workforce analysis and predictive analytics discipline over 20 years ago
- Deep global experience with in-region resources knowledgeable of local talent priorities
- Expert staff of data scientists, I-O psychologists, labor economists, and statisticians
- Proprietary Internal and External Labor Market analysis methodology (advanced analytics, Big Data)
- Wide breadth of service offerings that analyze, diagnose, and prescribe strategies for any people issue

VALUE

A full service, end to end workforce analytics and planning partner

- Uniquely positioned to understand the impacts of, and provide integrated planning for, implementing workforce analytics and planning technology
- Predictive analytics (future labor supply, turnover risks) and labor demand/supply/cost modeling
- Vemo’s cutting edge analytics and planning features combined with Mercer’s proprietary Internal Labor Market maps and projection algorithms
- Post implementation advisory services help clients to properly maintain the technology and to continue to receive returns on the investment

VEMO TECHNOLOGY

- Automated and end user workforce planning (bottom up and top down)
- Unlimited slice and dice workforce analytics
- Standard and customer-built dashboards
- Scenario planning using both strategic and operational demand drivers
- Workforce analytics and planning modules are tightly integrated
- KPI’s and graphics integrated into searchable data grids
- Ability to incorporate benchmark data

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Our approach starts with assessing issues and critical workforce questions. Our tool gives you the flexibility to react to new issues.

Built in flexibility and advice to grow and change with the business
THE DELIVERY MODEL

01 PLAN
- Analytics Needs Assessment
- Tailored Content Planning
- Best Practices Review
- Business Case Identification
- Strategic Implementation Planning

02 DEPLOY
- Verification and Testing

03 ACT
- Data Analysis & Interpretation Guidance
- Design of Processes to Support Leveraging Analytics (CoE, Scorecards, Connecting Analytics to Business Issues, etc.)
- Vision & Skills Building
- Advanced Analytics Pilot Projects
- Communication Strategy & Support

MERCER’S ADVISORY SERVICES

VEMO’S TECHNOLOGY

01 Data Discovery
- Technical Implementation Planning
- Data Acquisition

02 Data Build & Verification
- Platform Configuration
- Validation

03 Training
- Ongoing Support
- New Features, Functionalities, and Reports
**MERGER|VEMO ANALYTICS: COMPELLING FUNCTIONALITY**

**User Driven Analysis**
Flexible tools allow for easy analysis across dimensions such as talent, external labor market, recruiting, and diversity/inclusion topics.

**Scorecards & Dashboards**
Explanatory analytics and infographic-style pages bring life to data and communicate the message in concise visuals to all levels of your organization.

**Predictive Analytics**
Predictions of flight risk and labor supply enable you to address potential issues before they become a problem.

**Scenario Modeling**
Scenarios planning such as “what is our future labor gap if turnover increases due to a salary freeze?”
VEMO ENTERPRISE 5 – DATA INTEGRATION

Data Sources

- HRMS/Payroll
- Talent Acquisition
- Talent Management (Performance, TRP, Comp)
- Learning
- Budget & Financials
- External Benchmarks / Market Data

State-of-the-Art Data Warehouse

- Transformed Actuals
- Forecasts /Risks
- Budgets & Financials
- Position & Candidates
- Operational Drivers
- Benchmarks

Hierarchies – Time, Financial, Reports To, Functional, Location, Other

Multiple Views and Filters

- ✓ Automated and End User Workforce Planning
- ✓ Slice & Dice Workforce Analytics for Analysts
- ✓ Push Reporting for End Users
- ✓ Scorecards for Executives
- ✓ Predictive Analytics
- ✓ Consortia Surveys and Benchmarking
GLOBAL PRESENCE

...with users spread across the globe

Argentina - Australia - Austria - Belgium - Brazil - Canada - Chile - China - Columbia - Czech - Republic - France - Germany - Great - Britain - Hong - Kong - India - Indonesia - Italy - Japan - Malaysia - Mexico - Morocco - Netherlands - New - Zealand - Poland - Russia - Saudi - Arabia - Singapore - South - Africa - South - Korea - Spain - Sweden - Switzerland - Thailand - Turkey - UAE

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PRODUCT DEMO
### Example: Shifting Staffing Model from Buy to Build

<table>
<thead>
<tr>
<th>Situation</th>
<th>Action</th>
<th>Results</th>
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| • Fortune 500 company grew rapidly and was in a very profitable industry  
• Over years, the company was able to afford buying talent instead of building it internally  
• When the company (and industry) growth slowed, they continued their buy strategy  
• HR leadership suspected that excessive buying had a negative impact on the business, but needed proof | • Senior HR leadership used their data and an analytics tool to compare newly hired employees with promoted employees  
• Comparisons were done using multiple outcomes:  
  - Cost: Total compensation paid  
  - Retention: Turnover rates  
  - Performance: Performance rating  
• The analysis revealed that “bought” talent cost more, turned over more, and performed worse than built talent  
• Excessive external hiring cost this company $40m every year | • The company implemented an internal hiring initiative:  
  - Communicated to managers to seek internal candidates for positions before seeking external candidates  
  - Reassured managers that they can promote internal candidates over hiring external candidates if the decision was on the margin  
• The company instituted a buy vs. build scorecard and monitored progress organization-wide  
• A year after the program was initiated, the company estimated $15m in savings due to increased reliance on internal talent |
TECHNOLOGY AND EXPERTISE TO USE IT

Vemo’s Workforce Analytics & Planning software. Since 2005 the most robust solution on the market

Mercer’s experience in workforce management and analytics to help you solve business problems with that data

You: Empowered to make data-driven, strategic decisions about your workforce
For more information and to schedule a product demo call:
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