Analytics: creating actionable insight through data
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With you today

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Agenda

► Analytics – an introduction
► The explosion of data and why it’s important
► Current market trends driving analytics in the human capital space
► It’s all about the questions (not the data processes)
► Asking the right questions
► Client viewpoint and case studies
► Becoming a data-driven organization
► Summary and wrap-up
What is data analytics?

Analytics is the practice of capturing, managing and analyzing data to drive business strategy and performance by turning raw data into information.
What do you think?

Polling question: do you have an analytics strategy in place within HR?

1. Yes
2. No
3. Not sure
What is data analytics?
And why is it important to our business?

Analytics is the practice of capturing, managing and analyzing data to drive business strategy and performance by turning raw data into information.

CIOs rank analytics as the #1 factor contributing to an organization's competitiveness.

8 out of 10 CEOs expect complexity to increase significantly in the next five years.

Financial outperformers are 64% more likely to use analytics to evaluate talent supply and demand on an ongoing basis.

Enterprises that apply advanced analytics have 33% more revenue growth and 12X more profit growth.

Organizations that embrace analytics are more than 2X more likely to outperform their peers.

Top performing enterprises use business analytics 5X more than lower performers.
Why is analytics a hotter topic than ever?

There are currently five disruptive forces within the market:

- **Evolving digital world**: In 2014 there were 7bn devices on the internet. By 2020 there will be 50bn.
- **Explosion in data**: 90% of all data in the world was created in the last two years.
- **Intangible value**: In the 1980s the book value accounted for 80%. Today it accounts for only 20%.
- **Data privacy**: Potential penalty for data breach increased to 100m.
- **Speed of change**: In 2011 - 100 marketing science analytics providers. At start of 2015 - 1,000.
It’s all about the questions
What are we trying to achieve?

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<th>Travel provider data</th>
<th>HR and demographic</th>
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<th>Assignment data</th>
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**Grow our business**
Make decisions that ensure the mobility program and talent selections are strongly aligned with future company strategy

**Optimize costs**
Ensure that program decisions are always made with full information and consideration of possible alternatives

**Manage risk**
Proactively monitor short-term business travel and assignee processes to ensure potential tax and regulatory risks are flagged well in advance
Polling question: how would you rank the importance of the insights that could be gained through global mobility data analytics? (1 = most important, 5 = least important?)

1. Cost implications (e.g., savings opportunities through shifts in staffing, mix of levels and types of assignments, more effective management of duration)
2. Assignment effectiveness – are we meeting the business objectives of the assignment
3. Selection – identifying the right profile of the assignees
4. Post assignment retention
5. Cost of hire for different workers (i.e., assignees vs. locals vs. contractors)
### It’s all about the questions

**Using data to create value**

<table>
<thead>
<tr>
<th>Grow the business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can we help ensure assignees are selected to grow overall leadership bench strength?</td>
</tr>
<tr>
<td>How do we plan for growth and ensure we have the right people, at the right place, at the right time (at the right cost)?</td>
</tr>
<tr>
<td>Can we align individual career growth ambitions with the firm’s strategy?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Manage risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>How can we gain proactive visibility of business and regulatory risks, before they happen?</td>
</tr>
<tr>
<td>Can we identify trends, patterns, dependencies and bottlenecks to anticipate and predict the future of the global mobility program?</td>
</tr>
<tr>
<td>Are we able to identify and anticipate specific hidden activities, such as policy violations and fraud?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Optimize costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can we identify and effect cost-saving opportunities through visualization of program costs?</td>
</tr>
<tr>
<td>How do we measure program ROI effectively so we can implement more effective decisions around program spend?</td>
</tr>
<tr>
<td>Can we identify potential alternative substitutions up-front, prior to initiating an engagement?</td>
</tr>
</tbody>
</table>
Analytics maturity curve

- **Data visualization**
  - Demographic and compensation
  - Compliance

- **Data insight**
  - Diversity and inclusion
  - Short-term business traveler risk

- **Data foresight**
  - Talent and workforce
  - New joiners, leavers, reasons for leaving data
  - Robust demographic, performance data, company’s survey, etc.

Data depth

- Compliance data
- Basic HR and demographic data, payroll data
- Travel data, security pass data
- New joiners, leavers, reasons for leaving data
- Robust demographic, performance data, company’s survey, etc.
Polling question: where are you in the maturity model?

1. Visibility
2. Insight
3. Foresight
Live demonstration of analytical outputs, case study and client example
Problem statement

► The Rio 2016 Olympic Committee requires just over 70,000 volunteers to service the Olympic and Paralympic events.

► These volunteers will fill diverse roles, ranging from specialist medical practitioners to dignitary assistants.

► These 70,000 volunteers will be selected against 3,500 distinct jobs, each categorized by different skill, language competency, experience and education requirements.

► Historically, this has been an extremely time-consuming, labor-intensive process.

► For the first time, the Olympic Committee has elected to utilize data analytics to help ensure not only that the right skills are matched to the right jobs, but also that all successful candidates are placed in jobs that match their primary preferences.

The better the question. The better the answer. The better the world works.
Using analytics to optimize massive event scheduling

Machine learning-based rapid solution

Complex rule-based allocation
- Full automated matching of 70,000 volunteers across 3,500 roles
- Business intelligence drill down cloud-based reporting
- Multiple export functions for integration with RIO transactional systems
- Machine learning algorithm for volunteer selection to place most appropriate candidates in the best matching volunteer role utilizing cloud computing infrastructure and high memory instance technology infrastructure for processing results of each scenario

Job builders

Accommodates over 3,000 distinct job descriptions
- Over 80 fields available to customize job requirements, including skills, languages, education, preferences, etc.
- Global target setting per scenario includes minimum match score per candidate, race/gender/age and disability diversity targets and target representation for Brazilian volunteers

Accelerated results

Massive person-hour savings and increased accuracy
- Each schedule run takes hours as opposed to months enabling multiple scenarios to be created with different target key performance indicators (KPIs).
- Time to schedule volunteers reduced to just over two man months, down from 13 person-months.
- Volunteers are only allocated for jobs, venues and areas for which they have already expressed interest, ensuring more engaged, active volunteers.
- The approach is a first in Games history.
Problem statement

Global talent management processes are typically fragmented and lack transparency across borders and businesses, resulting in ad hoc and suboptimal responses to the emerging talent needs of the business. Among other issues, this has resulted in:

► Key talent being overlooked across businesses and country offices and may result in fewer successors in the talent pool than there should be

► Identification and management of talent remains within business and/or geographic silos; little culture of talent sharing across business units, lines and geographies – talent decisions often based more on informal networks than strategic business needs

► No repatriation, talent retention strategy for key talent placed in cross-border roles

How do we grow our international leadership bench strength?
Using the mobility function as a strategic talent driver

The better the question. The better the answer. The better the world works.
Using the mobility function as a strategic talent driver

Know where your talent is
- Adopt a more transparent and inclusive process that recognizes all talent across its business units, lines and geographies
- Produce valid and reliable data for the executive to be able to confidently compare talent across the business – units, lines and borders
- Make more informed and effective appointment and succession planning decisions that assures the fitness of newly appointed leaders to lead in a "global" context

Place the right person in the right place at the right time
- Ensure that all assignees are selected from a talent pool that are compared against consistent performance metrics
- Consider financial and logistic tradeoffs of assignee selection in addition to fit for role considerations (i.e., cost and time to deploy)

Build a culture of transparent talent sharing and career development
- Match mobility aspirations (career aspirations and plans) of key talent with demand opportunities that need to be filled
- Create a more scientific, objective approach to assessing and identifying talent, enabling better fit for role and lower settling friction
- Maintain effective repatriation and talent retention for senior leaders, linked to career plans

Data-driven strategic assignments
Short-term business travelers (STBTs) are a challenge to identify, manage and report on for many organizations. With even more focus from authorities on business travelers, this presents a risk to organizations who do not use the data they have to manage their STBT population, often compounded by the following:

- A process for tracking and collecting STBT data is often undefined and relies on post travel, reactive data collection.
- Access to real-time data on immigration and tax requirements for the countries to which your employees travel is often patchy.
- Typically, only a compliance lens is applied to business travelers, missing an opportunity for further insight.

How do we optimize STBT costs and risk exposure?
Using the data analytics to better manage enterprise short-term business travel.

The better the question. The better the answer.
The better the world works.
Using the data analytics to better manage enterprise short-term business travel

**Country overview**

**Understand your key risk locations and travel routes**

- View risk heat map by each risk area
- View trip volumes inbound and outbound from each country and travel routes
- Use filters to view risk profiles for employees to or from a specific country or countries
- Use the other detail pages to review the findings in more detail -- all filters and selections are linked across pages

**Risk overview**

**Understand the degree of risk in each area**

- View ratio of red and amber risk ratings to total assessments completed
- View total number of red/amber risk alerts by risk area
- All filters and selections linked to all other detail pages

**Note**

Green = all clear; Amber = caution, employee is nearing thresholds; Red = requirements/liabilities triggered

The timing of amber alerts can be configured based on risk profile and is intended to drive action steps.

**Travel and cost patterns: employee**

**Identify high-risk or high-volume travelers**

- Trip and employee volume by date -- view by day, month, quarter or year
- Assessments count by risk rating
- Employee count by number of trips made
- Employee count by number of assessments generated
- All filters and selections linked to all other detail pages
Problem statement

► Do we understand our investment in our mobile talent and contractors?
► Do we optimize our current investment in mobile talent and contractors?
► Are we aligning our investments with our business strategy?
  ► Business growth
  ► Recruiting plans, etc.

The better the question. The better the answer. The better the world works.
案例研究
Accenture

- Accenture 是一家专业服务公司，拥有 330,000 名员工。
- 它在 56 个国家设有办公室，员工在 120 多个国家工作。
- 每年，Accenture 约派遣 60,000 名员工执行任务，部署约 30,000 名合同工在成熟和新兴市场。
- Accenture 每年大约花费 35 亿美元在海外雇员和合同工上。

Slide courtesy of Accenture
Our data analytics journey
From massive data to targeted and actionable impact

“**We think** these are the big issues for the business”

- Lots of data (100 slides)
- Varying quality & reliability of data
- Purely historical data – no forward looking insight
- Dozens of questions & potential issues
- Wide variety of potential business impact

“**We know** these are the issues of most concern to the business”

“**We can identify specific actions** to address these issues”

- Seek input and buy in from senior leadership
- Use just enough data to tell the story and pique their interest
- Forward looking data and trends improves relevance
- Focus on highest business impact data/issues

*Slide courtesy of Accenture*
Objective
► Enable profitable growth, improve operating margin, ensure compliance.

Approach
Leverage data analytics to provide actionable insights by business unit and geography:
► What’s the right mix of local talent, expats, and contractors?
► How do we maximize our investment in these 3 sources of talent?

Focused actions:
► Contractor opportunities to drive savings:
  ► Use of Preferred suppliers and competitive bidding
  ► Reduce High Rate/Long Term Contractors
► Expat opportunities to drive savings:
  ► Review assignments to confirm intent | Consider repatriation, Localization, or Perm Transfer
  ► More GCP usage where applicable between home/host
  ► Reduce intra-GU assignments by reviewing local skills

*Slide courtesy of Accenture*
Business unit kick-off meetings

Analyzed data to identify business units with the largest opportunities

► Met with business unit COO, CFO, HRO to build baseline awareness of the volumes and levers that drive their Staffing Strategy

Meeting objective

► Proactively discuss dependencies on expat assignments and third party contractors, identifying opportunities and actions to maximize investments in these areas
► Provide current and future landscape around expat and third party usage
► Share spend insights and opportunities for optimization

Collaborate and agree on key actions moving forward

► Establish a forum for periodic meetings with business unit leadership
► Agree specific actions to be taken by business unit leadership, with support from People Mobility and Procurement
► Document and report back to leadership re: $ savings and other results achieved

*Slide courtesy of Accenture*
Executive summary
Business unit X example

We are increasingly dependent on expats and contractors to deliver on client work. People Mobility & Procurement are engaging the business to provide insights and prompt actions to improve management of these costs.

► $3.5B was spent across Accenture in FY14 on Expats and Contractors
► $700 M is the estimated spend for BU X alone in FY15

Expats

► Current trending show BU X will spend about $300M on expat usage in FY15
► 41% (2,255) of BU X assignments are under International Assignment Policy 710 & 59% (3,252) are on Global Careers Program (GCP)
► BU X ranks 2nd amongst OGs with mobility usage
► Potential opportunity to realize savings associated with Expats costs could be ~$60M

Contractors

► With current trending, BU X will spend about $400M on contractor usage in FY15
► 65% of Contractor Exchange requests are not competitively bid resulting in higher rates of more than $100/day/contractor
► Material opportunity for a reduction in costs via added oversight of subcontractors
► Single biggest area of opportunity is to increase level of competitive bidding

Slide courtesy of Accenture
We are increasingly dependent upon expats and contractors to deliver on client work

Accenture currently spends $3.5bn/yr on contractors and expats

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<td>120K</td>
<td>15K(^1)</td>
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<td>330K</td>
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<td>2020</td>
<td>450K(^1)</td>
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\(^1\) Estimated.

*Slide courtesy of Accenture*
People mobility: trend, expats working on BU X clients YTD

BU X trend in assignment volumes will lead to an estimated $300mn in FY15 mobility spend. FY15 YTD BU X assignments are trending up; with a 10% increase compared to ending FY14.

Scope: Data as of Q3 FY15 YTD; The total YTD Volume of PM Assignees (cross-DTE) staffed to BU X Clients (Projects). Excluding Business Travellers, and Permanent Transfers.

Slide courtesy of Accenture
BU X ranks second amongst business units with mobility usage. 41% (2,255) of BU X assignments are under International Assignment Policy 710.

**Mobility Assignments by OG:**

- BU A: 6,054 (26%)
- BU B: 4,121 (17%)
- BU C: 3,491 (15%)
- BU D: 2,025 (9%)
- BU E: 2,160 (9%)

**BU X Mobility Assignments by Policy:**

- GCP: 3,252 (59%)
- P. 710 - Cross Border Assignments: 2,255 (41%)
- Others: 28 (0%)

**Opportunity for Labor Efficiencies**

Scope: Data as of Q3 FY15 YTD; The total YTD Volume of PM Assignees (cross-DTE) staffed to BU X Clients (Projects). Excluding Business Travelers, and Permanent Transfers.

*Slide courtesy of Accenture*
People mobility: there is $18mn potential savings within BU X top 25 clients

| Client | Total HC | Local % | HC | % Contr | Contr HC | % Contr | Expat HC | % Expats | CBA | % CBA | GCP | % GCP | Oppty: | Reallocation | Client Oppty Total |
|--------|----------|--------|----|--------|---------|--------|---------|----------|------|-------|-----|-------| Unplanned | CBA->GCP1 | Total |
| 372    |          |        |    |        |         |        |         |          |      |       |     |       | Extensions2 |          |       |
| 438    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 905    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 473    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 595    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 2,783  |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 564    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 1,069  |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 1,054  |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 557    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 562    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 385    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 603    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 958    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 1,075  |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 670    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 391    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 1,854  |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 224    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 1,413  |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 1,123  |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 1,934  |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 381    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 642    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |
| 607    |          |        |    |        |         |        |         |          |      |       |     |       |            |          |       |

1 This is limited to the countries where IQN is fully implemented.
2 Per EY, 1/3 of CBAs are extended at avg cost of $43K. Opportunity potential through elimination of these unplanned extensions.
3 A 10% reallocation from CBA assignments to GCP would result in ~$85K savings per ‘N/A’ indicates GCP program not applicable.

Slide courtesy of Accenture

Potential Savings $13mn $5mn $18mn
People mobility: clients with potential for greatest savings through GCP optimization

Potential savings if we reallocate portion of the 280 cross border assignees (CBA) $85k saving per employee:
- 10% from CBA to GCP, potential savings opportunity ~2.5mn
- 20% from CBA to GCP, potential savings opportunity ~5mn
- 40% from CBA to GCP, potential savings opportunity ~9mn

*Slide courtesy of Accenture*
People mobility: client X analysis

Host Country Breakdown

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<tr>
<td>Germany</td>
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<td>31</td>
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</tr>
<tr>
<td>All other</td>
<td>22</td>
<td>19</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>235</td>
<td>248</td>
<td>276</td>
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Client X has the #3 highest BU X active assignments by volume, globally

Global Assignee Volume Trend

Volume forecast for FY15 represent a 17% increase compared to FY14 end.

Note: Forecast based on prior data trends, not on feedback from project

Client X Global Policy Breakdown
As of Feb 2015

<table>
<thead>
<tr>
<th>Policy 710</th>
<th>Cost Est./Assignee</th>
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<tr>
<td>BT/Short</td>
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Client X Global Estimated Annualized Cost Breakdown

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</tr>
</thead>
<tbody>
<tr>
<td>GCP</td>
<td>$1.2mn</td>
<td>$2.1mn</td>
<td>$2.3mn</td>
<td>$40K</td>
</tr>
<tr>
<td>Policy 710</td>
<td>$10.3mn</td>
<td>$9.0mn</td>
<td>$10.3mn</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$11.5mn</td>
<td>$11.1mn</td>
<td>$12.6mn</td>
<td></td>
</tr>
</tbody>
</table>

Source: PM Analytics – Assignment Volumes Report as of February 28, 2015

Slide courtesy of Accenture
People mobility
Through key actions BU X could save about $60 M

<table>
<thead>
<tr>
<th><strong>Did You Know?</strong></th>
<th><strong>What We Can Do!</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>BU X assignment trajectory leading to 10% increase year end with estimated $300 M in total spend on ~ 6272 assignees.</td>
<td>Implement Mobility Talent Planning early-on and on-going within deal-shaping process</td>
</tr>
<tr>
<td>1/3rd of P 710's are extended at avg cost of $43K per assignee. Opportunity for potential savings through elimination of these unplanned extensions is ~ $ 32 M</td>
<td>Leverage Deal Shaping Tools and Tax Planning Tool for Engagement Leads to minimize unplanned extension costs; monitor assignments to ensure transition /succession plans are in place early on</td>
</tr>
<tr>
<td>A 10% reallocation from P710 assignments to GCP could result in another ~$ 20 M savings / ~$85K savings per assignee</td>
<td>Discuss with CALs and highlight opportunities (e.g. maximize GCP usage, manage extensions, etc.)</td>
</tr>
<tr>
<td>Spend on Exceptions in FY 15 Q 2 is ~0.7 Mil ; &amp; FY 14 ~ 0.8 Mil &amp; sometimes without PM advice or biz “cutting deals” leading to increased spend and setting precedence</td>
<td>Involve PM early on to confirm business intent &amp; policy choice – don’t negotiate</td>
</tr>
<tr>
<td>Opportunity to save estimated ~ $ 8M if BU X early repatriates at least 3% of our total 710 assignees</td>
<td>Begin local succession planning &amp; back-fill plans early on to ensure cost effective options are considered</td>
</tr>
</tbody>
</table>

_Slide courtesy of Accenture_
**Talent Mobilization - Data Driven Business Advisory Scorecard**

We have made great progress over the last year but still have a ways to go to fully realize our data driven business advisory vision

**Key Components Of An Effective Data Analytics Program & Culture**

<table>
<thead>
<tr>
<th>Data Analytics Program &amp; Culture</th>
<th>Achievement</th>
<th>Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>► Top-down leadership</td>
<td>![Circle]</td>
<td>Strong buy-in at BU level</td>
</tr>
<tr>
<td>► Bottom-up engagement</td>
<td>![Circle]</td>
<td>Team recognizes value-add</td>
</tr>
<tr>
<td>► Talent and expertise</td>
<td>![Half-Circle]</td>
<td>Need more dedicated focus and resources</td>
</tr>
<tr>
<td>► Technology and tools</td>
<td>![Half-Circle]</td>
<td>Process is repeatable but need to improve cycle time and enhance forward looking data</td>
</tr>
</tbody>
</table>
Becoming a data-driven organization
Polling question: what do you see as the biggest barrier to implementing analytics into your business?

1. Availability or/readiness of data
2. Leadership/culture within the firm
3. Technology platforms to host and deliver an analytics service
4. Budget to invest in new service
5. Talent availability to design, deliver and maintain an analytics service
How do you become a data-driven business?

**Behavioral alignment**
(Analytics consumption)
- Culture and mental models
- Organization and process design
- Learning and development
- Incentives and rewards

**Technical capability**
(Analytics production)
- Data quality
- Infrastructure and tools
- Data science

Strong vision from the top is critical in becoming a data-driven organization.
Summary

► Trends continue but data generation is growing exponentially.
► Global mobility can use the data to create opportunities for greater alignment to the business.
► It’s not about the data; it’s about the business problem.
► A data-centric culture is the key to the successful use of data within the function.
► Data is the lifeblood of the organization and can create a clear strategic advantage: the goal is to turn data into information, and information into insight.