

### Client Profile



The client is a Fortune 500 company and provider of human capital management solutions to employers of all sizes. Additionally, the client provides business process outsourcing solutions. The company has revenues of \$12B from 700,000 clients in 112 countries. Founded over 65 years ago, it has accumulated significant human capital data, paying over 124 million people.

### Business Objective

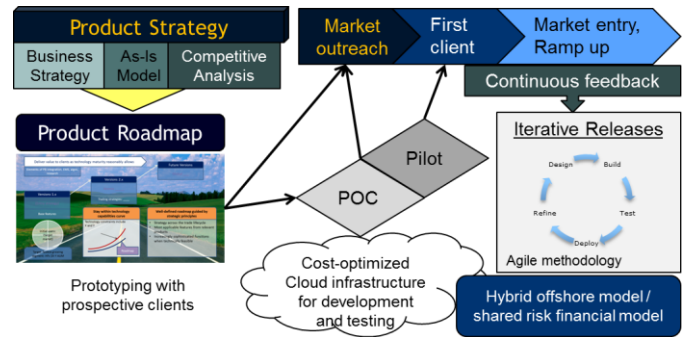
To remain competitive with new entrants into the market, the company wanted to provide more advanced capabilities as part of their current product sets. Actionable Strategies conducted strategic competitive analysis. This information, combined with market research demonstrated a willingness to pay for advanced analytical capabilities.

Actionable Strategies worked with the client to identify predictive measures and other meaningful analytics and turn them into product offerings.

- ▀ Predict turnover in different parts of the business and determine potential actions
- ▀ Show how business measures of costs and revenue loss related to human capital factors such as attrition and overtime
- ▀ Align compensation with market measures including by geography
- ▀ Provide flexible views of workforce demographics
- ▀ Recruit effectively by providing insight into compensation and other metrics
- ▀ Analyze turnover, tenure, retention and other key indicators across different views of the business

### Solution Approach

Actionable Strategies applied our proven Lean Product Development to rapidly deliver results. The project from strategy to release to market took a mere 2 quarters.



A Lean process was applied for the ideation-to-release process. As new analytical capabilities were imagined, they were rapidly prototyped outside the core product development process. If judged worthy or release to market, the stories were entered into the development backlog.

### Project Objectives

The predictive turnover framework had two major components: a user experience and an operational model. The user experience included the following:

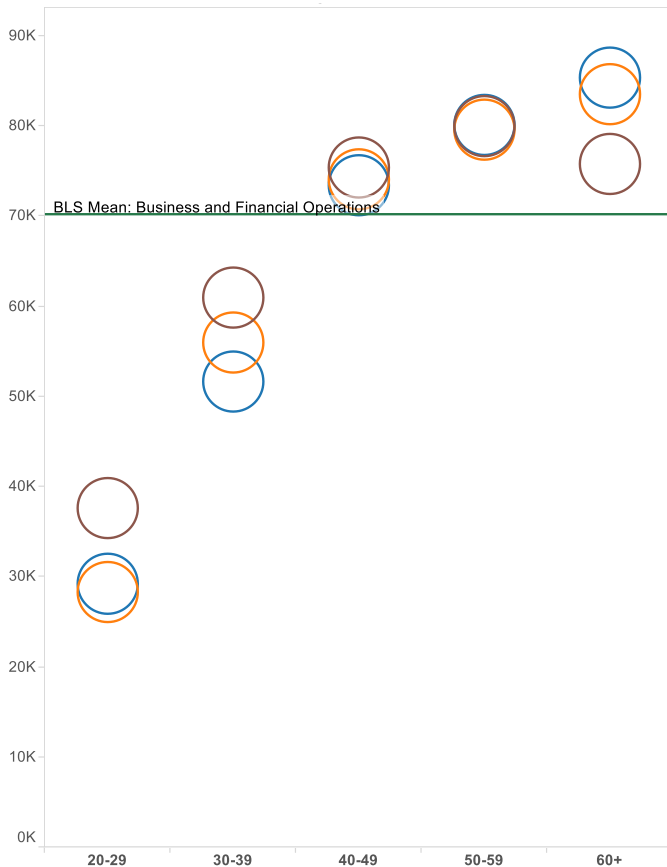
- ▀ Executive charts and reporting to illustrate current issues and future risks
- ▀ Management-level analytics to highlight where in the value chain effort was required
- ▀ Actionable drill downs to identify specific problems including geographies (including visualizations on maps), departments and individuals

Operationally, a sustainable and automated model was created. This included data quality management and the ability to prototype using end user tools.

### User Experience

Users were presented with different levels of information based on their role in the organization. Senior leaders were presented with firmwide predictors and analytics with the ability to drill down into slices of the company. HR leaders were presented with organizational views that predicted issues and the ability to drill into specific data.

## Benchmarking

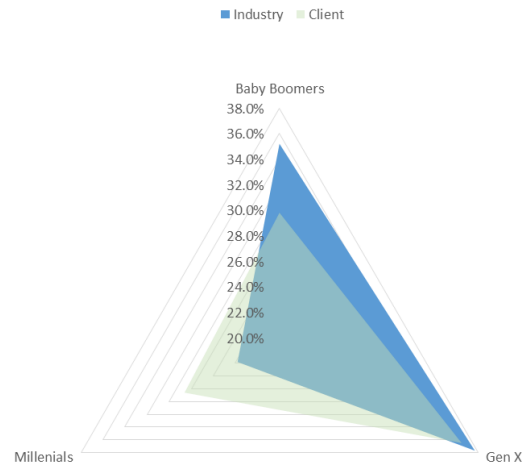


In the example above, the executive is presented with the company's average wages broken down by age band in blue. This is compared with other industries with this user selecting two: Information (in brown), and Professional, Scientific and Technical (in orange).

The blue circle in the 30-35 year old age band illustrates that the company is underpaying relative to the selected industry averages. This is a predictor of future attrition and the executive can then drill into the workforce to identify where the risks lie.

## Demographics

In the example below, workforce demographics helped explain why there was an internal skills shortage. Compared to the selected industry, the company had fewer baby boomers and a larger proportion of millennials.



## Attrition

The next example helped predict where attrition would be likely. The client was underpaying people in the 30-39 year old age band as well as those who were 40-49. In both cases, retention ran significantly lower than industry averages. This clearly pointed out a potential compensation problem.

The platform allowed the company to drill into total compensation in addition to wages to identify potential actions. The user could analyze compensation by location, job code and other factors in order to pinpoint the at risk employees.



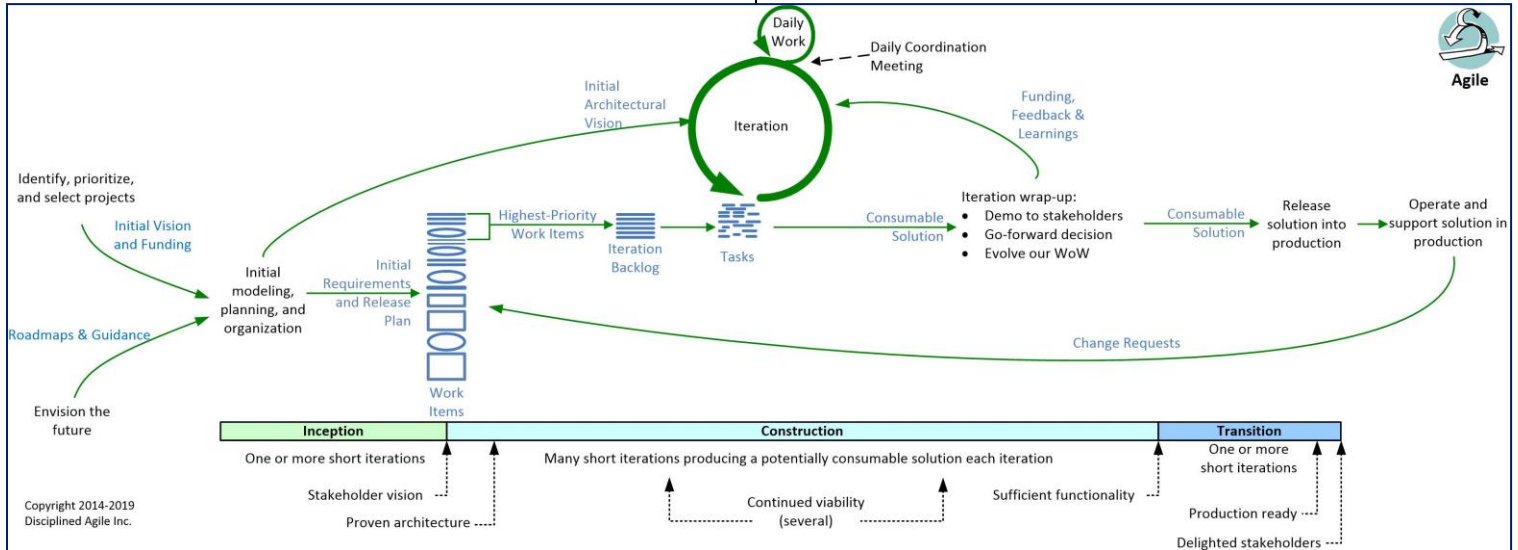
## Other Visualizations

Dozens of other visualizations were developed and linked together into an exploration interface. This seamless experience was unique in that it crossed many HCM domains and harmonized the data for customers.

# Software Development Process

Actionable Strategies applied an Agile software development process to rapidly deliver a product to market. The accompanying diagrams depicts the Disciplined Agile Delivery framework, which generally reflects the approach used in this project.

- ▶ The initial prototypes were well received by key customers, when previewed at trade shows, and to the press
- ▶ After formally launching the product, the client received the “Top HR Product” award by HR Executive Magazine



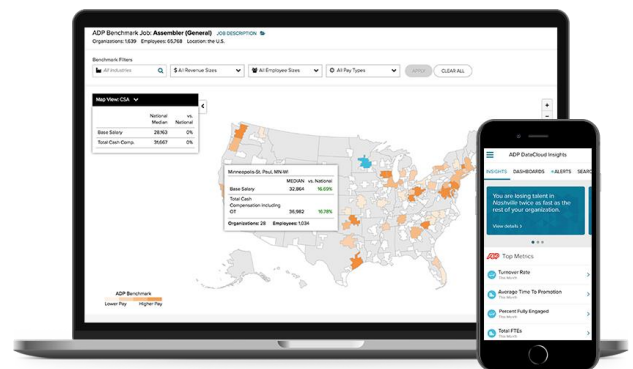
Keys to success and other takeaways include:

- ▶ Actionable Strategies conducted market research and competitive analysis to determine potential projects.
- ▶ New work items (stories) were added as part of the Lean Product Development process described above.
- ▶ The architecture served JSON objects to the browser, but used sample data until the middle tier could be built to transform cleansed production data.
- ▶ Evolving the WoW (way of working) involved reducing the iteration length to 1 week with the Chinese development team working late at night to collaborate with U.S. product stakeholders.
- ▶ The infrastructure evolved with all data and servers eventually moved into a Tier 1 production data center.

## Results

Actionable Strategies collaborated closely with business and marketing leaders to conceive and build the product.

- ▶ The client immediately realized sales and testimonial customers from the enterprise segment of their business
- ▶ Actionable Strategies fully transitioned the Agile software development operation to the client IT organization when it was ready, from story cards to automated testing
- ▶ The client continued to extend the capabilities of the product into the mid-market segment, which is the most profitable area of their business



Today the client has a broad product offering and has elevated data delivery and analytics capabilities in their product and services mix.