



EXPERT INSIGHTS

Reports on HR Management
& Demand-Driven Manufacturing



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Redefining Compensation in Today's Workplace

For today's business leaders, hiring and retaining the best employees has become more and more challenging. Globalization, cut-throat competition, a younger and highly mobile workforce, and a marketplace in which opportunities are always open to top talent, call for a new approach to compensation.

In the traditional view, compensation is a simple salary equation, measured in dollars. The company pays money to its employees and in return receives their services. Higher pay equals a more desirable job.

This view is a carryover from the past. Fifty years ago, the marketplace changed very

slowly. Families often had a single wage earner who sought long-term employment and was loyal to the company. Companies, in turn, offered stability to their employees by providing health-care, retirement, and other benefits, in addition to a paycheck.

In today's world companies need a more expansive view of compensation. People still care about how much they're paid, and yes, the traditional salary equation still has relevance, but many elements of compensation are no longer easily quantifiable in dollars (or yen or euros).

Today, wage earners want quality of life. They need flexibility. They search out the

opportunity for alternative work schedules or telecommuting. Increasingly people recognize that resolving conflicts between their work and personal lives is essential to health, happiness, and productivity.

Employers need to know why employees join a company, why they stay, and what makes them productive. Employers must also determine how to modernize their compensation strategies in a way that benefits the bottom line. Traditionalists will always resist this expanded definition of compensation. The old equation, after all, worked well for a long time. But companies that ignore changes in the employment landscape will likely face a future of recruitment, retention and productivity issues, resulting in low growth and weak profits.

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Making the Shift to a Demand-Driven Enterprise Begins with Manufacturing

Today, manufacturers are killing their ability to execute on differentiated strategies and operate on effective demand flow frontiers because of technology deployment decisions. Businesses have made great strides in improving information infrastructures, but the environment of central control, cost containment, large task focus, and inflexibility they have created are counterculture to the creation of demand-driven supply networks. Differentiated strategy deployment and effective demand flow execution require cross-functional, strategy-operational linkage with speed and agility at the forefront of every senior executive's mind.

One may ask, are there structured approaches available to help management plan and operate

businesses within a demand-driven framework? The answer lies in Lean performance systems. Today, many companies are stuck in the tactical "sum-of-projects" mentality on the infamous "Lean Journey" where the focus is mainly on cutting costs and driving efficiencies within individual silos. They fail to recognize that Lean principles not only create improved cost performance but also facilitate the type of agility that defines a demand-driven enterprise. Achieving that agility, however, necessitates a new approach to combining activities – just as Michael Porter suggested in his seminal *Harvard Business Review* article "What is Strategy?" – into a strategic program that supports the drive toward competitive advantage and sustainability of results.

Operating a business within a demand-driven framework is at the heart of enabling differentiated strategies and operational excellence. Jack Welch recognized this fact in the '90s when he announced to his executives: "DFT™ (Demand Flow® Technology) is a business strategy. It is an absolute business discipline for every one of us from the factory floor to the office...It is a way to put order into everything you do." In calling for the transformation of GE to a more demand-driven enterprise, Welch led the company into an era of unprecedented performance fueled by its ability to operate more flexibly in response to changing customer needs.

There is a pathway for making the shift to a demand-driven enterprise, and it begins with manufacturing.

To read the full report, go to www.expert-insights.com/pelionsystems.asp



Pelion Systems is a market leader in providing solutions that drive flexibility to help manufacturers accelerate and sustain results from operational excellence programs and rapidly transform into demand-driven enterprises. Working with Pelion's education teams, expert consultants, and software applications, companies gain the power to connect activities, link operations to strategy, and achieve continuous improvements in areas such as labor, inventory and shipping costs while simultaneously improving cycle time and delivery capabilities. Boulder, CO • 720-890-2800 • www.pelionsystems.com



EXPERT INSIGHTS

Reports on Talent Management & Communicating with Customers



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Don't Forget About the Talent in Your Talent Management Solution

As talent management systems increase in popularity, more and more companies are turning to them to improve the way they recruit, assess, hire, and develop top talent — ultimately, to achieve a higher return on their human capital.

But as companies attempt to select and implement the right talent management solution, they are often surprised to discover that most of them do not offer a seamless job seeker experience. As the war for talent heats up, job seekers are becoming more selective, therefore talent management systems need offer functionality for seekers as well as employers.

Today's most innovative companies are realizing that technology can change the game, and they're combining the employer experience with a unified job-seeker experience.

“Recent research shows that when the job board and corporate career sites are fully integrated, the application-completion rates more than double.”

This best practice will allow companies to find the right candidates faster than ever before.

For example, consider the benefits of integrating a talent management system with a

candidate-sourcing solution, such as job boards. Recent research shows that when the job board and corporate career sites are fully integrated, the application-completion rates more than double.¹

Also, third-party resume database integration gives recruiters an effective way to reach a new source of talent: “poised workers.” Poised workers are employees not looking for a new job but would consider an opportunity, and could be as much as 26 percent of the current workforce.² Tapping into this unseen market can give recruiters a significant competitive advantage.

1 Applicant-completion rates increase from 30% to 78%, Monster Intelligence data, 2006.

2 Monster Intelligence, 2006.

To read the full report, go to www.expert-insights.com/hrsmart.asp



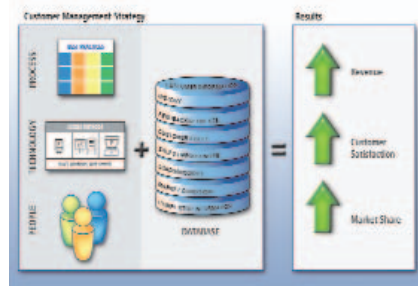
HRsmart delivers the total talent management technology suite—including applicant tracking, performance management, learning management and succession planning—from a single platform, backed by superior support. HRsmart supports a wide range of clients across multiple industries with operations in the U.S., Europe, Canada, Africa and Latin America, and offers solutions in English, Portuguese, Spanish and French. As the #1 online career resource, Monster connects job seekers to national and local career opportunities across all industries. Monster's powerful tools streamline the hiring process and put quality to work for employers. www.hrsmart.com • www.monster.com

Building Profitable Business Relationships

In an age characterized by unprecedented consumer access to information and alternative products, successful companies are those that deliver the most personalized, relevant and timely communications to their customers. While many businesses still struggle to keep accurate records of the spelling of their customers' names, leading companies across all industries are using a combination of company discipline, team work and empowering technologies to beat competitors to their customer's wallets.

To prevent the number one trust-eroding factor, irrelevant communications from sabotaging sales and marketing efforts, all customer-facing employees need to be trained to consistently capture, mon-

itor and assess the accuracy of customer information. With information flowing in from each cus-



tomor touch point, promoting team work across the company is the next challenge. Readily available

customer relationship management and advanced Website technologies allow each team member to better collaborate – understanding their part in each customer's overall experience with the company.

Consumers buy from people and companies they like. More personalized, timely and relevant communications result in trust. With increasing trust and perceived communications relevance, customers are encouraged to reveal more of their preferences. Smart companies will have the processes and technology in place to harness this revenue-driving snowball. By instilling company discipline, promoting teamwork and taking advantage of proven customer relationship management software products, companies can achieve a level of customer trust that is beyond reproach – brand loyalty in an age characterized by unprecedented customer choices.

To read the full report, go to www.expert-insights.com/maximizer.asp



With more than 1 million licenses shipped, Maximizer Software is the world's leading provider of affordable, easy-to-use Customer Relationship Management (CRM) software systems. The Maximizer line of CRM products promote collaboration between sales, marketing and service employees - resulting in more responsive, personalized and profitable customer relationships. Maximizer can be tailored to match a wide-variety of industries and features the latest in sales force automation, marketing automation, customer service and email marketing technologies. For more information visit www.maximizer.com or call us at 888-804-5483.