Effectively Communicating your Employee Value Proposition Webcast
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Agenda

- Examine recent Willis Towers Watson EVP research
- Communicate rewards to attract, retain and engage the talent you need
- Utilize HR software to provide unlimited access to personalized HR information
- Evaluate how digital media has transformed the way we do business
- Leverage the right HR software to optimize effective EVP delivery
A strong client focus, an emphasis on teamwork, unwavering integrity, mutual respect and a constant striving for excellence are the values at the core of the new Willis Towers Watson organization.

39,000 colleagues in 120+ countries

Scale, diversity and financial strength $8.2 billion revenue

A deep history dating back to 1828
Willis Towers Watson HR Software: Overview
## Upcoming Events

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
<th>Location</th>
<th>Details</th>
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</thead>
<tbody>
<tr>
<td>HR Technology Conference and Exposition</td>
<td>October 4-7</td>
<td>Chicago, IL</td>
<td>Booth #622</td>
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<tr>
<td>HR Tech World Congress</td>
<td>October 25-26</td>
<td>Paris</td>
<td>Booth #219</td>
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Across industries, organizations continue to face challenges attracting and retaining talent in key employee segments.

Talent mobility has increased.

48% of employers indicate that hiring activity has increased compared to last year.

35% of employers report that turnover is rising.

Retention risk is high.

46% of employees think their organization does a good job of hiring.

42% of employees think their organization does a good job of retaining highly qualified people.
Companies that deliver a targeted, smart, balanced, unique Employee Value Proposition (EVP) are..

3 times as likely to report their employees are highly engaged

1.5 times as likely to report achieving financial performance significantly above their peers

*Towers Watson Global Workforce Study 2014

Delivering on an effective EVP means being...

**TARGETED**
Identify the key employee groups and segment the EVP to make it relevant for them.

**SMART**
Understand the behaviors needed to drive business performance, and focus on these first.

**BALANCED**
Don’t just focus on pay and bonus, employees are motivated by purpose and meaning among other things.

**UNIQUE**
Stand out from your competitors by having a deal that is truly different and is communicated effectively.
EVP is more than a brand, more than a promise, more than a statement.
It is grounded in your business strategy and helps to drive desired outcomes.
An effective EVP lives in the employee lifecycle – realized only when there is clear alignment of the **people, programs, policies and processes**

**RECRUITMENT**
- Engages and filters the right people
- Talk about more than rewards
- Clear expectations of partnership

**ON BOARDING**
- Ensures continuity from the recruitment experience
- Sets out:
  - what employees are entitled to
  - what’s expected of them

**EMPLOYEE DEVELOPMENT**
- Triggers and guides people development discussions
- People know how to progress their careers

**PERFORMANCE MANAGEMENT**
- “Give” side of the EVP with clear expectations of overall employee performance and behaviours

**BEFORE JOINING**
- The customer experience reinforces your brand
- What people say about you on social media
- What friends and family think of you

**LEAVING**
- Contribution acknowledged
- Leaving experience positive – door open for return
- Exit interview feels worthwhile
- Ambassador for the Company

EVP underpins all the experiences of the talent you need to attract, motivate and keep.

It lives in the experiences they have before they join, while they are with you and after they leave.
Reversing the tide on today’s talent retention and total reward challenges requires treating employees like consumers...

Percent of employees believing that their organization should understand them to the same degree that employees are expected to understand external customers

Percent of employees reporting having an employer that understands them in this way


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The “peanut butter” approach to communication and how to connect with and engage employees no longer works
(Spoiler alert! It never really did anyway)
There are least four generations of employees in the workforce today – each experiencing the EVP through their own lens

- **Baby Boomers**
  - 1946 – 1963
  - Age in 2016: 53 – 70
  - Estimated population size (U.S.): 76 – 79 million
  - Individualistic
  - Loyal
  - Career-focused

- **Generation X**
  - 1964 – 1979
  - Age in 2016: 37 – 52
  - Estimated population size (U.S.): 34 – 40 million
  - Entrepreneurial
  - Self-reliant
  - Globally minded

- **Generation Y**
  - 1980 – 1995
  - Age in 2016: 21 – 36
  - Estimated population size (U.S.): 80 – 90 million
  - Group-oriented
  - Idealistic
  - Socially conscious

- **Generation Z**
  - 1996 – 2010
  - Age in 2016: 6 – 20
  - Estimated population size (U.S.): ~25 million
  - Realistic
  - Aware
  - Technology native
We need to look past the obvious “segments”…
… and deliver experiences that are targeted, timely, trustworthy and relevant

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<thead>
<tr>
<th>Generations</th>
<th>Stage Profiles</th>
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<tbody>
<tr>
<td>Baby Boomers</td>
<td>Generation X</td>
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<td>Honeymooners</td>
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<th>Life Stages</th>
<th>Preference Profiles</th>
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<td>Early Career</td>
<td>Family Focused</td>
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<td></td>
<td>Show me the work</td>
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<th>Boxology</th>
<th>Pivotal Roles</th>
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<td>Departments</td>
<td>Locations</td>
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<td>Pillars and Pipeline</td>
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<th>Business Stage</th>
<th>Behavior Profiles</th>
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<td>Emerging</td>
<td>Fast Growth</td>
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<td>Quiet Champions</td>
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Communication and consumer-grade technology can help employees experience the EVP in ways that are most relevant to them at different life and career stages.
We can use a spectrum of communication tactics to experience the EVP in a more consumer oriented way.
Driving Segmentation with HR Software

A portal offers the best of all worlds: targeted and personalized messaging, year-round engagement and real-time data analytics and reporting.

- 24/7 access on PC, tablet and smartphone (iOS and Android)
- Powerful, real-time insights to drive and enhance your strategy
- Fully customized content with ability deliver targeted and personalized messaging
- Single sign-on to vendors and providers for seamless program delivery and experience
The importance of digital media transforms the way people and organizations work and plays a critical role in communicating EVP

- Many jobs now can be done anywhere, at any time. This is changing the **nature of the employment relationship**.
- On a larger scale, higher work flexibility is helping to **equalize and globalize work opportunities**.
- **Jobs themselves are changing**.
- Greater flexibility afforded by digital media allows for **better work-life integration**.
- Further positive effects on workers’ lives include the ability to **find work, do work, develop professionally and collaborate with colleagues**.
- Organizations can and should use **digital media to communicate and engage with employees**.
We use digital media anywhere, anytime and for many reasons

Highlights from the *Implications of Digital Media* survey

**Anywhere, anytime**
- **94%** have access to a pc/laptop
- **87%** have access to a smartphone
- **29%** spend 20+ hours per week using pc/laptops
- **20%** spend 20+ hours per week using smartphones

**For fast, convenient and personalized access to content**

<table>
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<tr>
<th>We use it for work</th>
<th>It’s entertaining</th>
<th>We want information</th>
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<tr>
<td><strong>32%</strong> reported spending more than 3 hours per day online to do their job</td>
<td><strong>23%</strong> reported spending more than 3 hours per day on entertainment and amusement</td>
<td><strong>18%</strong> reported spending more than 3 hours per day searching information for personal interest</td>
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**We want to share and create**
- **Everyday**
  - 14% share others’ content
  - 10% post pictures, video or text created by someone else
- **Everyday**
  - 15% comment on others’ content
  - 11% post own written content
  - 9% post own pictures or videos

**Which of the following content attributes would encourage you to share or create your own content more often?**

- **Entertaining**
  - 36%
- **Contains useful facts**
  - 37%
- **Inspiring**
  - 36%
- **Comes from a brand that you believe in**
  - 32%
- **Novel/Unexpected**
  - 32%
- **Popular in peer group**
  - 31%
- **Allows you to express view**
  - 30%
- **Other**
  - 2%
  - 2%
- **None of the above**
  - 21%

**% who use the following social applications every day:**

- **U.S.**
  - Facebook: 85% / Twitter: 13%
- **Germany**
  - Facebook: 43% / Google+: 41%
- **China**
  - Weibo: 59% / WeChat: 44%
- **Brazil**
  - Facebook: 80% / WhatsApp: 71%
- **South Africa**
  - Facebook: 72% / WhatsApp: 60%
Communicating EVP with employees involves making it a personal, interactive experience as “digital” as in everyday life

- Integrated with corporate vision, branding
- Global, targeted, and fully personalized messaging
- Accessible from mobile devices
- Intuitive organization of communication (content) and related data
- Highlight specific plans, programs as well as calls to action
- Secure administration for content management, viewing and reporting
Creating a Consumer-Grade Experience with HR Software

Include interactive modules and widgets to help educate users on different topics.
Discussion and Questions

https://twitter.com/WTWhr

https://www.linkedin.com/company/willis-towers-watson