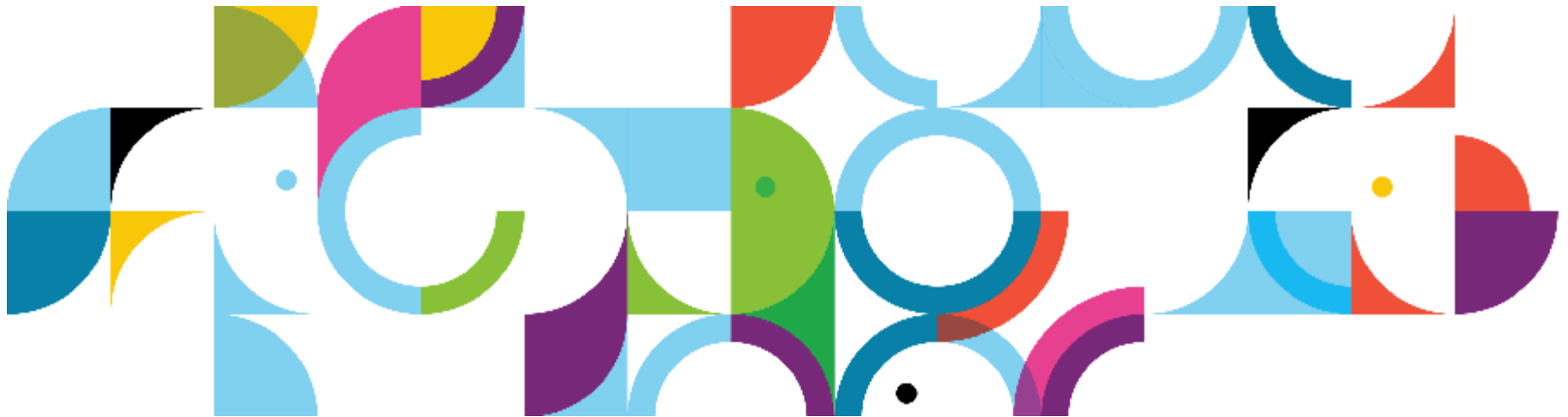


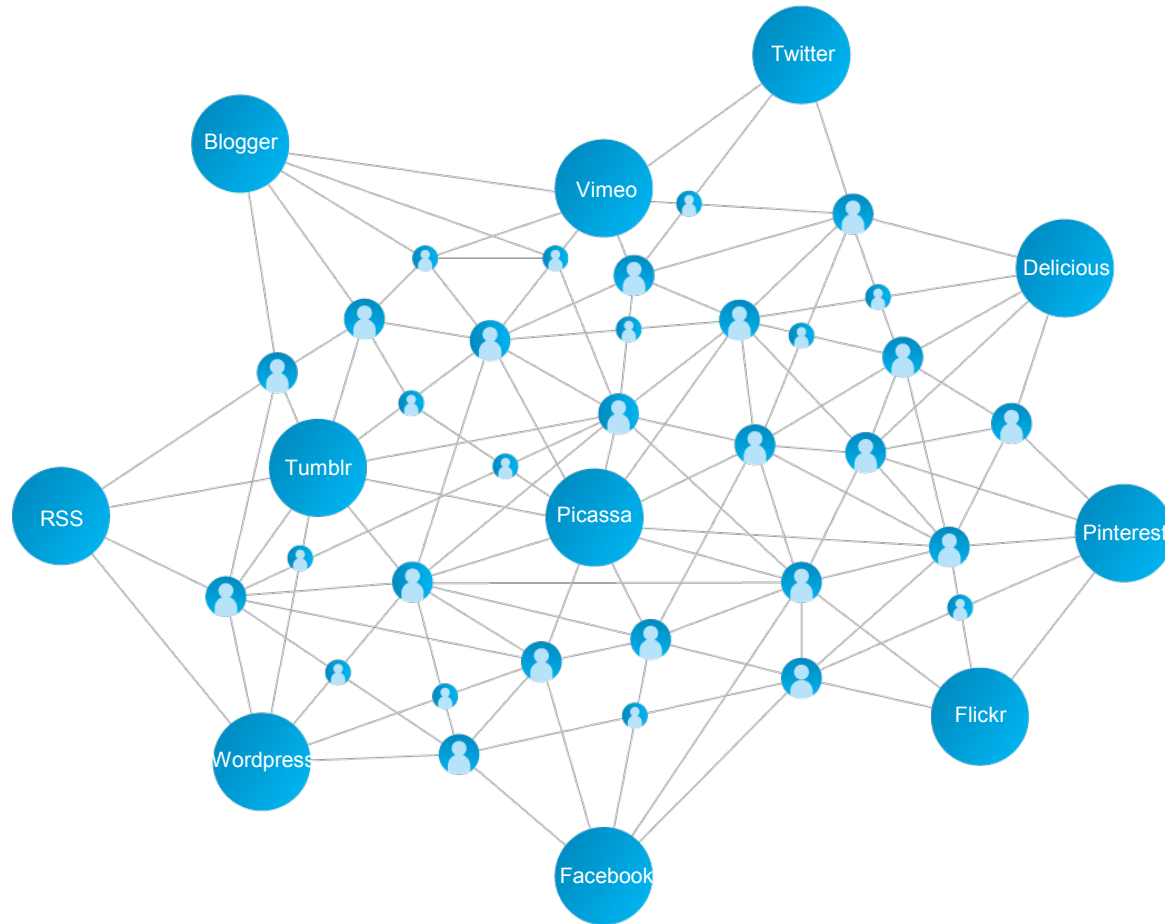
Presenter Name – Presenter's Title
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Creating a Smarter Workforce

*When the right people engage with the right community,
they can change the way business works*



The social media revolution is changing the way people interact and creates new relationships leveraging the social graph



Three shifts are creating an opportunity for social technology to create real business value



Pressure to build and share expertise for competitive advantage



Increasingly influential and vocal customers



Growing demand for 24/7 and mobile connectedness

Leading organizations are achieving competitive differentiation when social technology is applied to transform business processes

Customer Service

72% of CEOs cite the need to improve their understanding of customers. ¹

Can achieve 5% reduction in customer defection rate increasing profits by up to 68% ²

Sales

Top 10% of sellers often generate 30-50% of a company's revenue. ³

Can increase sales manager revenue by 40% and improve efficiency by up to 50% ⁴



Product Development

In software, the top programmers write 10 times the code of average performers. ⁵

Can develop and bring new products to market in 1/3 time ⁶

HR

Employees who are most committed to their organization give 57% more effort and are 87% less likely to resign than disengaged employees ⁷

These organizations understand that they can enhance their ability to delight customers by creating a smarter workforce

Activate the Workforce

Improve productivity and unleash innovation



Delight Customers

Increase loyalty, advocacy, and revenue

Social Business
From “liking” to leading

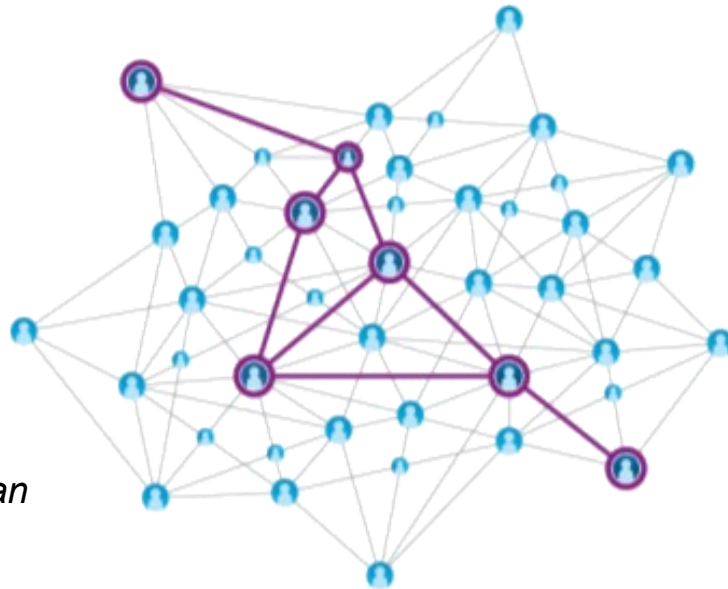
When social technology is used to empower employees, additional sources of value emerge

Top performers are **5.4x** more likely to use an analytic approach over intuition and gut instinct when making decisions.¹

Highly engaged employees are

87%

less likely to leave their organizations than highly disengaged employees¹

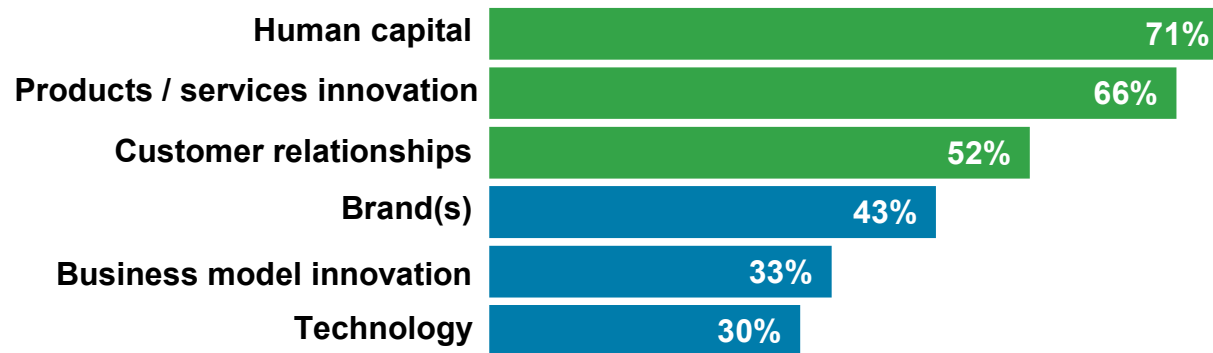


Using social technologies across the value chain, especially in consumer packaged goods, can increase margins

by up to **60%**

Today's environment requires CEOs to effectively leverage their people to create competitive advantage

Human capital is the leading cited source of economic value...



Key sources of sustained economic value¹

...but, CEOs face significant workforce challenges.

The average turnover in the U.S. is **15%** per fiscal year.²

Total costs of replacement can reach **200%** of an employee's annual salary.²

Source 1: 2012 IBM CEO study: Q24 "What do you see as the key sources of sustained economic value in your organization?"

Source 2: SHRM Human Capital Benchmarking Database, 2011

Leaders in every industry are seeking new ways to transform their front-office processes by enabling a smarter, more effective workforce

“People-focused businesses generated 26% more revenue per employee, had 40% lower turnover rates.”¹

The right skills at the right time in the right place

- Interpersonal and Communication Skills
- Digital Skills
- Agile Thinking Skills
- Global Operating Skills²

A fast growing segment of a \$99 Billion opportunity.³

“Companies will evolve through globalization and IT adoption, but always—at the center—are **people. People are the foundation.**”

Financial Markets President, Japan 2012 IBM CEO Study

Source 1: Bersin Report The Science of Fit

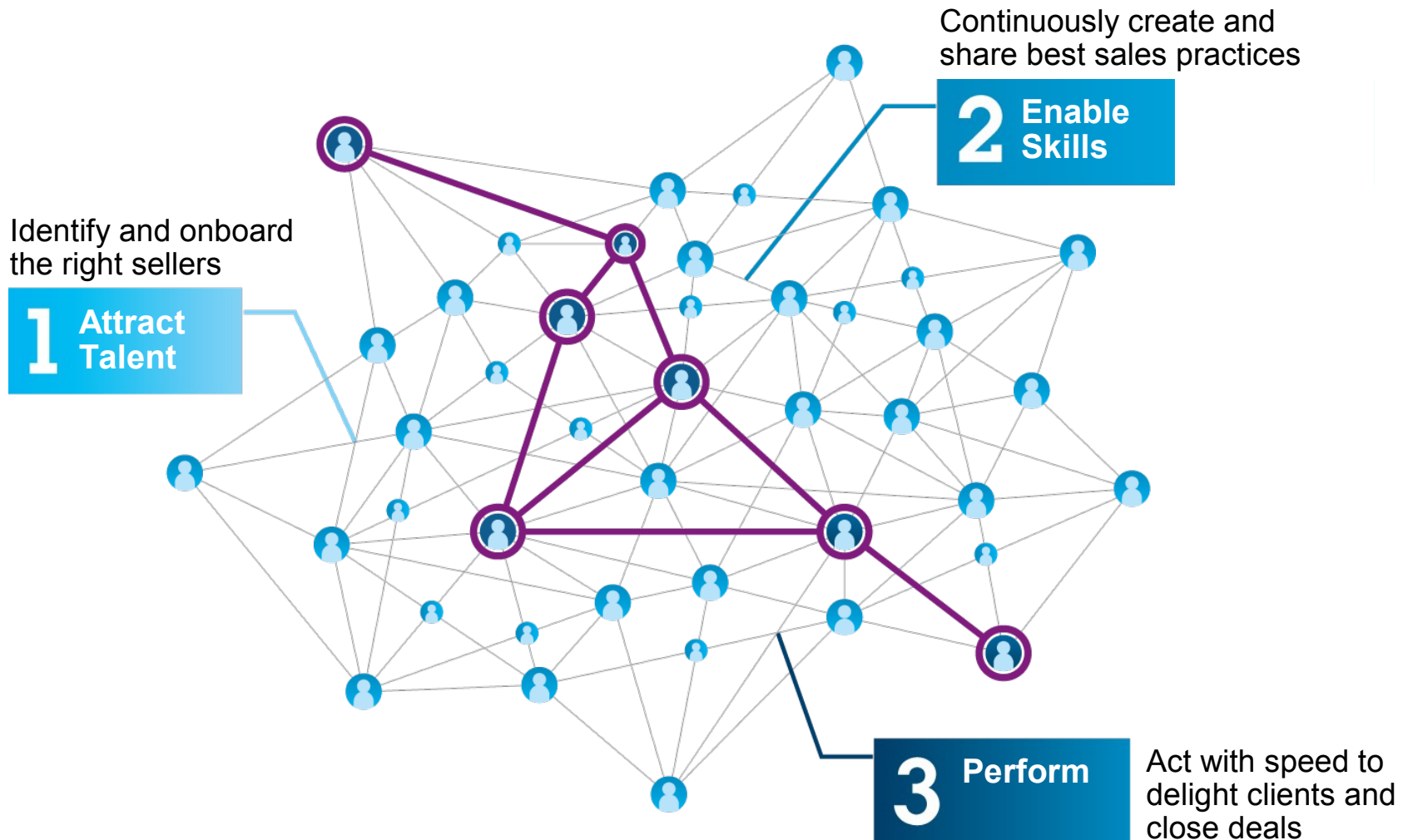
Source 2: Oxford Economics – Global Talent 2021

Source 3: IBM Market Development & Insights - Represents sub-sets of infrastructure, content, analytics, social networking, services, HCM, SCM, CRM, PLM needed to become of social business

A smarter workforce enables leaders and managers to:

-
- A word cloud of business and HR terms, with 'employee' as the largest word. The cloud is flanked by a large blue arrow pointing down on the left and a large blue arrow pointing up on the right. The words are in various colors and sizes, including: cultivate, performance, productive, smart, practices, connect, talent, intelligent, running, make, measurable, top, transform, leaders, culture, employee, attract, people, personality, social, analytics, active, new, right, collective, drive, identify, born, behavioral, productivity, systems, business, impact, retain, enable, best, job, across, results, easily, engagement, organization, fit, innovate, optimize, develop, trust, motivate, way, measure, careers, help, integrated, grow, tools, work, skills, hit, straight, believe, individual, recognized, empowered, precision, simplicity, aligned, continuously, progress, and many others.

How does a smarter workforce come together to help transform a sales process?



As a recognized leader in end-to-end talent management solutions, Kenexa brings capabilities required to enable a smarter workforce

- Industry leader with a unique combination of technology, services and content
- Only cloud-based talent management solutions provider with a proven RPO business
- 25 years experience building teams, transforming organizations and processes
- Blue-chip client base, including over half of the Fortune 500
- More than 8,900 clients across every industry
- Global footprint with 32 offices in 21 countries
- Rapid growth: 29% CAGR¹ since 2004



Best Learning Content Management System



Top 20 Leadership Training Companies



Top Recruitment Technology Provider



RPO Baker's Dozen
2011 7th year in a row



Product of the Year 2010

IBM now combines a unique portfolio of talent management and behavioral sciences with consulting services, social, analytics and content management tools to help clients create a smarter workforce



Dynamic
outcomes for clients

Proven track record of delivering results working with 60% of the world's Fortune 100 companies

Deep
expertise

Human insight, research and consulting expertise

Differentiated
capabilities

Industry leader in social software platforms, business analytics and enterprise content management

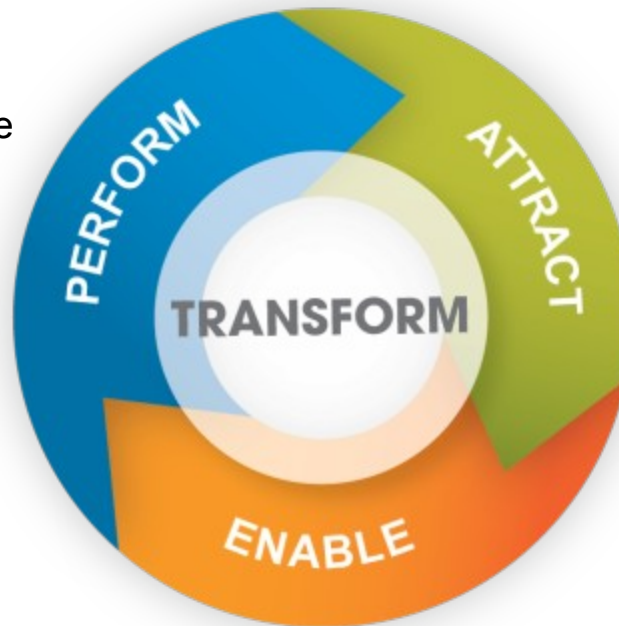
In a smarter workforce, leaders AND employees transform the organization for business advantage in three significant ways

Perform

Improve performance by assessing and aligning the right skills, cultivate inspired leaders and drive better engagement



2/3 Time saved bringing new products to market by collaborating globally³



Attract

Identify, attract and recruit the top talent and integrate them to your culture



\$2M savings in recruitment costs from use of predictive modeling in hiring practices¹

Enable

Enable people to hit the ground running in new roles and to continually share and develop their skills so that they can make the greatest impact to the business



45% reduction in training time by addressing knowledge gaps with the right training at the right time²

A smarter workforce ATTRACTS employees and matches strengths, personality and aspirations to roles and company culture

The problem:

Uncovering the right person for the right job isn't an easy task—wasting valuable time and investment



The solution:

Attract top talent to your business real-time instead of forcing business to find candidates when timing is critical



Business Outcomes:

- Reduced staff turnover via predictive hiring analytics
- Increase in branch sales through higher engagement and culture fit

Enabled by:

- Recruiting services provide new ways of finding resources with less investment
- Activating passive candidates through social recruiting networks to find top talent
- Engaging candidates in rich social recruiting communities that support your company's brand identity
- Using predictive hiring analytics to gain insight into the likelihood for success of hiring decisions

Attract the right people through employment branding to appeal to the right candidates and win the war for talent



Apollo Group, a leading provider of higher education for adults, used predictive hiring models to reduce their costs to recruit students.

Attract the right people with the best talent

\$2 million
savings in recruiting costs

Using a competency-based job assessment, Apollo Group was able to significantly shrink the potential hiring pool, saving recruiters both time and significant resources.



Attract the right people through human insights and analytics to help ensure the right fit, the first time



AMC hired the right sales people to work theater concession stands, generating millions of dollars of incremental income

Attract the right people for the right job

1.2%

increase in profit per customer
yields millions in net income

AMC's "fit" strategy matched the right people to the right jobs, resulting in 11 percent lower employee turnover rates



amc
THEATRES

A smarter workforce ENABLES employees to start contributing immediately and continually grow their skills

The problem:

Traditional enablement methods no longer work—they don't scale and are impossible to measure



The solution:

Bring your business into the next generation by sharing information real-time and leveraging collective intelligence



Enabled by:

- Speeding up a candidate's learning curve through intuitive Portal-based on-boarding experience, including mentoring, linkage to key social tools and communities, focused enablement, etc.
- Enabling learning through capturing and sharing collective knowledge and providing diverse experiences that are more effectively linked with how work gets done



Business Outcomes:

- Improve patient care via on demand learning from specialist experts
- Reduce call times by giving staff access to communities of experts

Enable creative leaders and innovative teams to thrive and inspire them to make a difference



Cabela's re-energized their sales teams with a performance management solution, significantly increasing sales per labor hour

Perform for Impact

9.3%

higher sales per labor hour
among top performers



Employment branding, surveys, talent / performance management systems helped attract and hire the right candidates, improving engagement and sales per employee

Cabela's
WORLD'S FOREMOST OUTFITTER®
Hunting • Fishing • Outdoor Gear

A smarter workforce empowers employees to PERFORM for impact, transforming the organization and their careers

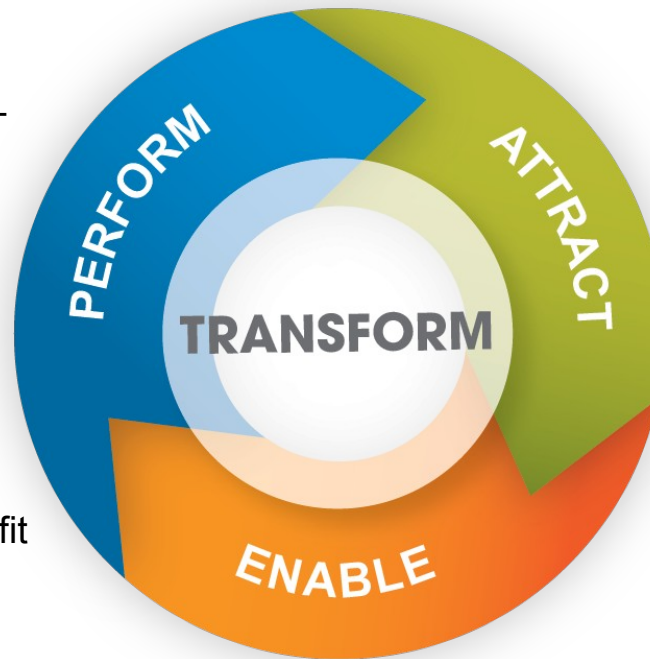
The problem:

Employees and knowledge are siloed to job roles and functions—resulting in lost talent and unused minds



The solution:

Leverage the organization's collective intelligence to solve big problems and increase engagement, productivity and profit



Business Outcomes:

- Optimize project assignments to increase performance and retain key resources
- Predict sales quota attainment probability early in month or quarter

Enabled by:

- Integrating social collaboration into business processes to enable teams to work together to solve bigger problems than any one employee can solve themselves, resulting in better communication, engagement and increased productivity
- Deploying real-time and multi-source performance feedback from peers and management
- Executing hiring and enablement at the speed of business, in real-time

Empower employees to perform with relevant, real-time solutions that leverage a company's collective intelligence



VCC built deeper expertise into its sales system, providing managers with instant access to relevant industry, customer and project data

Empower employees to perform

40%

increase in sales for new construction

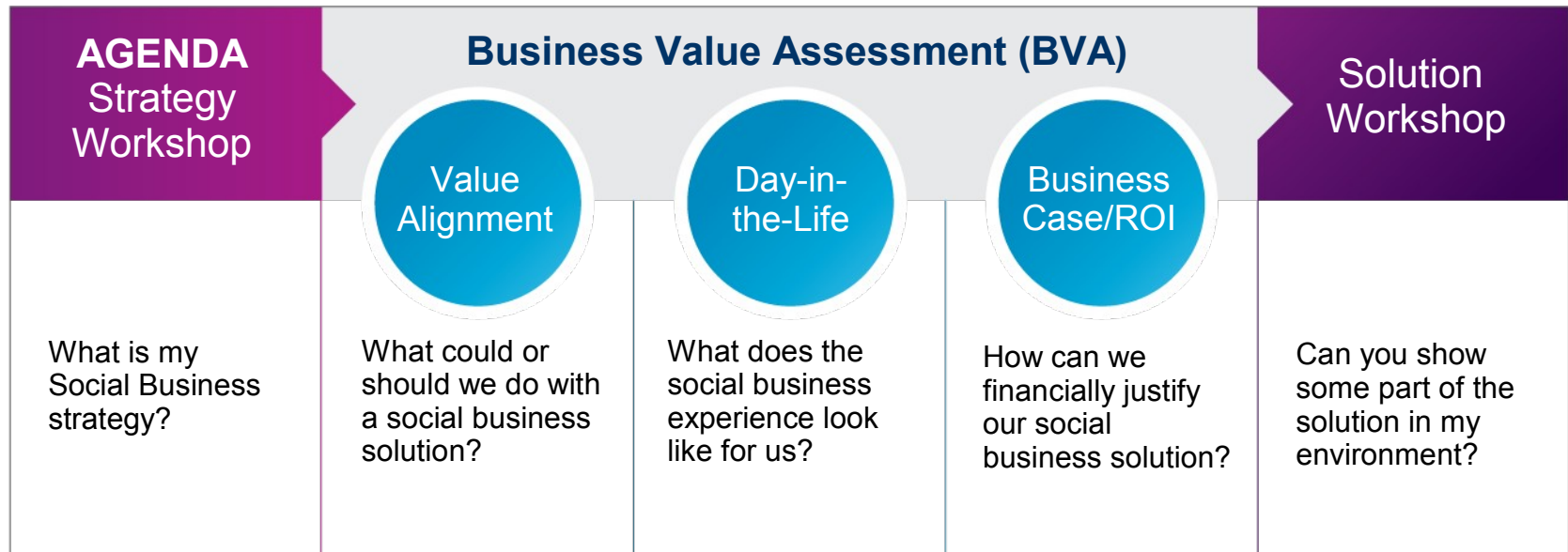
VCC empowered its managers with instant access to relevant information from across the organization to accelerate their sales efforts



Leverage the Social Business AGENDA to start your journey and accelerate the value from connecting people inside and outside the organization



The AGENDA Strategy Workshop provides the overall business linkage for a successful transition to a smarter workforce





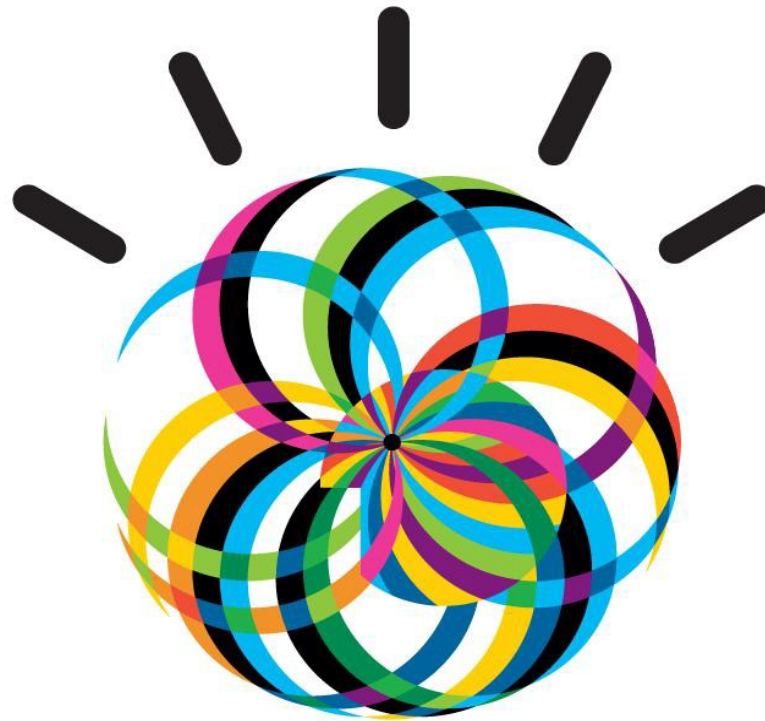
Learn more about becoming a social business and activating a smarter workforce

Learn: www.ibm.com/social-business



Attend: [Connect 2013](#) and experience first hand what it means to become a social business and the impact of a Smarter Workforce





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