



Creating People Advantage - Revisiting a success story

An introduction to the 2021 study - EAPM session

JANUARY 2021

The logo for the Japan Society for Human Resource Management (jshrm) is displayed in a dark grey, lowercase, sans-serif font on a light yellow background.

Japan Society for
Human Resource
Management



The
CREATING
PEOPLE
ADVANTAGE
STUDY
is a global study
with HR
professionals...

... to holistically **assess the status quo** of topics that are the most urgent in terms of improving HR departments' capabilities around the globe.

... to provide **in-depth perspectives and best practice** on key topics for the HR function.

... to **enable HR leaders** to drive future business success.

Unique cooperation of the World Federation of People Management Associations and BCG as basis for success



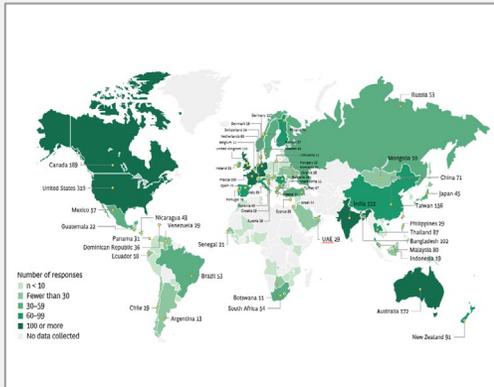
Methodological expertise
Analytical know-how
Editorial & publishing proficiency

Extensive data base
Sound methodology

Vast network of HR organizations
Expertise in leveraging network
Knowledge on key trends in HR

Former studies issue at the pulse of HR with broad insights...

Conducting a survey with help of human resources professionals

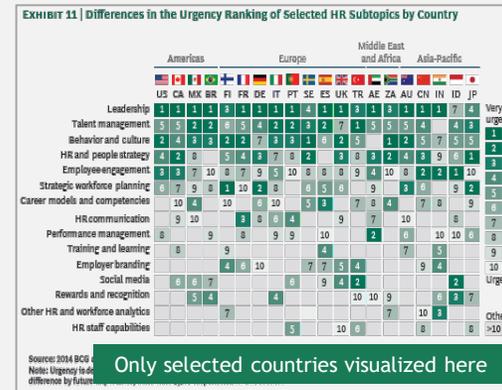


More than **5,000**

participants across several regions/geographies

Source: BCG

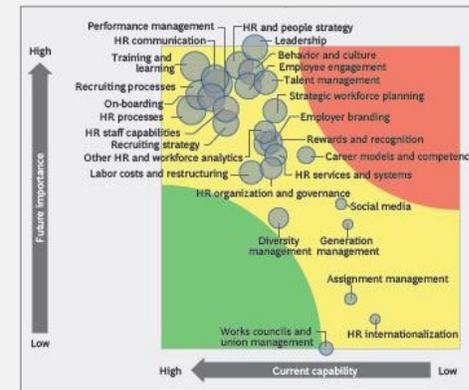
Detailed analysis of topic relevance for individual countries



Up to **100**

countries with an individual urgency ranking of HR topics

Outlook on trends and current capabilities



~ **30**

topics analyzed by future importance and current capabilities

... highly valued by media

FINANCIAL TIMES

“The largest competitive study of trends in personnel management of its kind.”

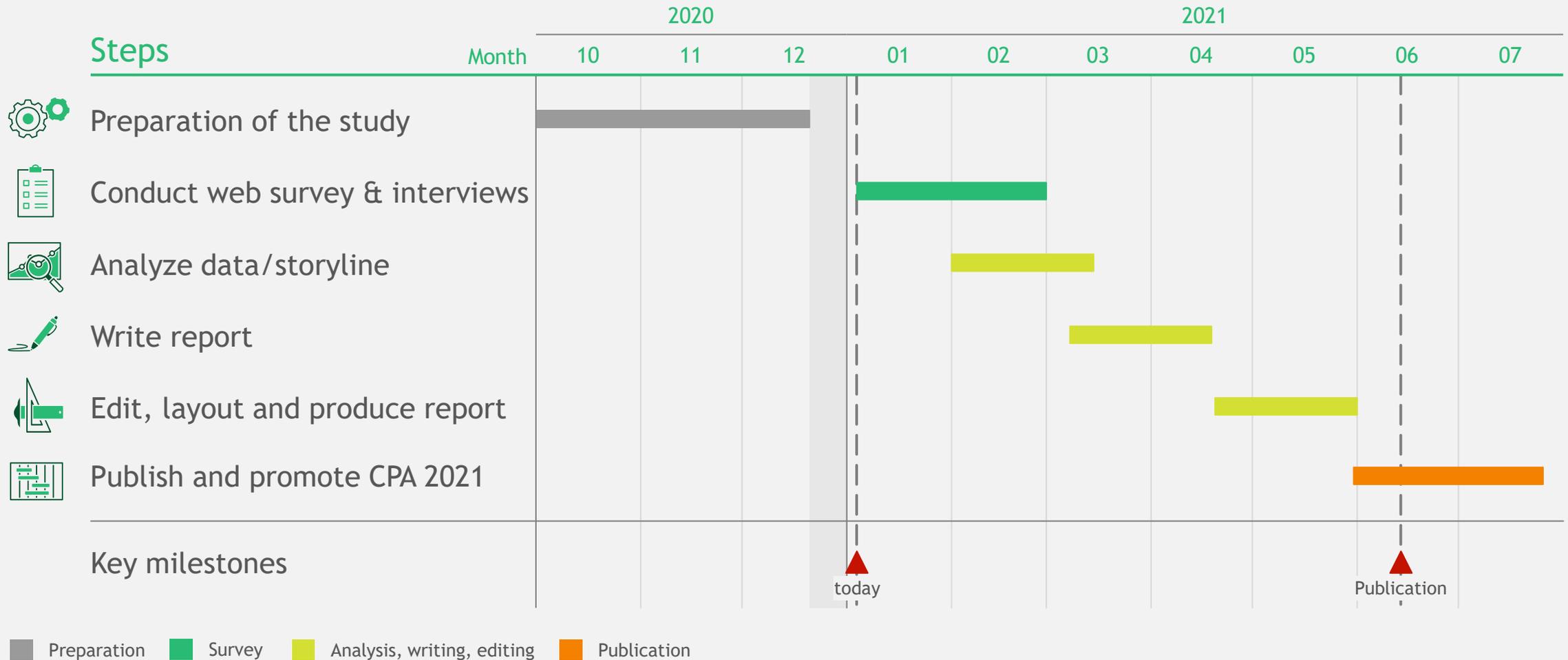
Wirtschafts Woche

“I have read dozens of special reports produced by consultancy firms [...]. Most are banal - heavy on data, light on insight [...]. There are exceptions - The Boston Consulting Group and the EAPM.”

As the largest HR study, it has a unique track record covering trends and challenges in people topics



Timeline of relaunch aims for publication in June '21 – preparations have been completed



Publication
in June 2021:

What will
you receive?



Global Report

~5000 words, both online and print



Regional/Country Decks

Detailed and focused decks for continents and national associations with high number of respondents (~ top 10 countries)



Regional/Country Excel Kits

Data excerpts made available for continents and national associations with high number of respondents (~ top 10 countries)



Marketing Kit

Press release template, social media resources and marketing guide



Webinars on Key Findings

Online events to present and discuss key findings and enable promotion on regional/national level

The success of the Creating People Advantage Study 2021 depends on your engagement



Share survey link with your members



Promote survey link to other HR professionals, e.g., via website



Track survey progress



Send reminders to members



Discuss key findings & results



Support national/local media presence



Distribute online report to members

Survey as the main data source of the study...

Interviews



Executives from HR & non-HR functions

Survey



Employees & executives from HR & non-HR functions

Case studies



HR best practice project experience

Your engagement is key for a broad participation

...providing insights for the final report

CPA 2021 outline

Introduction

- General introduction to CPA including context and history
- Report of general information such as sample size and brief description of methodology
- Summary of most compelling findings

Main body

- Discussion of the identified critical HR topics, capabilities and efforts
- Support of findings with insights from interviews
- Analysis of industry and regional priority topics

Deep dives

- Discussion of deep dive topics
- Sharing of insights on HR innovations and best practices
- Highlight industry and regional differences

Online survey is the foundation for the study content and subdivided into four individual sections

Introduction

Section I: 5 context questions

Regional Focus	Country Focus	Hierarchical Level	Current Position	Industry Focus
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Section II: 32 HR & People topics in 9 cluster

Ranking of HR & People topics (future importance, current capabilities)

- | | | |
|--|--|-----------------------------------|
| I People & HR strategy, planning & analytics | IV Performance, rewards & engagement | VII Organizational transformation |
| II Talent acquisition | V Purpose, behavior, leadership & culture change | VIII Digital & IT |
| III People development | VI Labor & employee relations | IX HR operating model |

Section III: 2 deep dives

Future Role of HR	Personalized Experiences
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Section IV: 7 performance questions

Total number of employees	Number of HR employees	Workforce size development (past)	Workforce size development (future)	Revenue development	Profit development	Resilience
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Section II: 32 HR and people topics to be assessed on future importance and current capabilities



Section III: Two key HR trends to be investigated in detail through deep dives



Future Role of HR

- Shifting societal expectations, growing competitive pressures and increasingly complex operations require far-reaching adaptations by individual departments within organizations
- HR has to undergo a shift in mentality from an administrative "HR for HR" logic to an emancipated, long term-focused "HR for business" mindset
- To this end, HR has to more strategically engage with other organizational units, identify future human capital needs and proactively feed innovative and purpose-driven ideas into the organization



Personalized Experiences

- More than in the past, employees expect organizations to acknowledge and address their individual needs and aspirations
- HR has to engage more closely with individual employees, offering them personalized solutions rather than standardized one size fits all approaches
- To this end, HR needs to overhaul existing structures, processes and tools, leveraging digital innovations to address employees' needs and aspirations in a more targeted and successful manner

Participation allows your association to create unique values



Marketing boost by being part of a global survey with a huge sample size can attract new members



Access to **competent, coherent insights** on the global and your specific market/region



Basis to **discuss and develop the HR profession** on a global, regional and national level



Combined BCG-national association **brand positioning** towards upper level management - joint fingerprint to approach clients on new levels



Strong joint message to press on importance of the identified topics



Potential to **connect with ongoing WFPMA/regional initiatives** (e.g., webinars, HR day, congresses, international journal)



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