



HR Analytics, Insights and Implementation Forum APAC 2016

From Insights to Intelligence: The Future of Human Capital Management

Main Forum: 18 - 19 January 2016

Post-Forum Workshops: 20 January 2016

Venue: Shangri-La Hotel, Singapore



5 Exceptional Strategies to Utilize HR Analytics For Human Capital Growth and Business Success

- Envision.** Realize the power of HR analytics in creating critical and valuable business impact by learning from success stories
- Embrace.** Build a data-driven HR culture using evidence-based decision-making for increased accountability of HR initiatives
- Enhance.** Uncover the use of talent analytics to optimize talent management and improve productivity
- Employ.** Rollout effective analytics initiatives that maximize insights from data analysis and empower business decisions
- Evolve.** Master predictive analytics to effectively transform risks into valuable business opportunities

Expect to Meet Over 100 HR Thought Leaders

THE FORUM AT A GLANCE

REGISTER BY 24 NOVEMBER 2015 TO SAVE S\$300!

DAY 1: MONDAY, 18 JANUARY 2016

- Building from Scratch: People Analytics & its Culture
- Winning the talent war with talent analytics (recruitment, retention, succession planning)
- Discovering great talents hidden under bad managers
- Predictive analytics as a key enabler for delivering your people strategy

***Don't miss out: Google's people analytics case study!**

DAY 2: TUESDAY, 19 JANUARY 2016

- Obtaining stakeholder buy-in with workforce analytics storytelling
- HR data, the new oil: making an impact with data-driven language and visualization
- Driving down workforce cost and driving up business revenue
- Forecasting potential HR risks and transforming it to valuable business opportunities
- HR analytics: to outsource or not to outsource?

***Don't miss out: panel discussion on the future of HR analytics**

POST-FORUM WORKSHOPS: WEDNESDAY, 20 JANUARY 2016

- Establish an HR Analytics Center of Excellence to Integrate HR and the Business
- Building a Predictive Analytics Organization

Featured Speakers



Geoff Ho
People Analytics,
Behavioral Scientist
Google

People Analytics - Google's Way of Playing It



Yos Rizal Setiawan
HR Director
3M

Human Capital Cost Optimization Through HR Analytics



Anuradha Purbey
HR Director
Aviva

Achieving Excellence in Employee Retention: Predictive Retention Strategies



Eugene Lam
HR Director
Kimberly-Clark

Effective Succession Planning With Insights from Data Analytics



Philippa Penfold
HR & Talent Director
APAC
GroupM

Panel Discussion - Realistic Picture of the Future: The Evolution of HR Analytics in the Next 5 to 10 Years



Jagmohan Singh
Former Field HR
Director, China & South
East Asia
Medecins San
Frontieres

HR Data, The New Oil: Making An Impact With Data-Driven Language and Visualization

Main Forum Agenda

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DAY ONE - 18 JANUARY 2016

The Rise of HR Analytics

With the richness of data available to organizations, CEOs around the globe are seeking for richer information and insights about human capital. Analytics is transforming these data assets into competitive human capital insights that are driving effective business decisions, actions and successful outcomes.

This session gives an overview of HR Analytics, how it impacts HR functions, how organizations implement it and how to start and build the culture of data-driven, evidence-based decision making that aligns HR initiatives with business objectives.

09:00 **Welcoming Speech, Opening Remarks by Forum Producer**

09:05 **Forum Introduction by Day 1 Chairperson
Highlights on Forum Day 1 Key Sessions**

Audrey Ciccone
Chief Strategist
Analytic Perspectives

Audrey Ciccone is a senior Human Resource professional with more than 15 years' consulting experience in Australia and Canada. As the Chief Strategist of Analytic Perspectives, Audrey's experience ranges from consulting within small entrepreneurial businesses to advising executive teams in mid-cap organizations in a variety of industries including manufacturing, security, logistics, telecommunications, life sciences and professional service firms. Audrey's passion lies in analyzing the connection between HR and operational effectiveness. Combining her consulting expertise with skills in data analysis, interpretation and visualization, she works with clients to diagnose business risk and shift practices to increase profitability. Audrey is an engaging and thought-provoking speaker who has developed and facilitated public workshops and presentations with Murdoch University, the Certified General Accountants of Canada, the University of British Columbia, Canadian HR associations and others. Organizations whose managers have benefited from Audrey's workshops include Citic Pacific Mining, Wesfarmers, Rio Tinto, Mantra Group, Bank of Queensland, John Deere, City of Busselton, Ikea, WA Department of Education Services and many others.



09:15 **Building from Scratch: People Analytics & its Culture**

- Going from "none" to some...
- Moving from some to more...
- Making it useful

Lisa Mulligan
Director Human Resources - Asia Pacific & Middle East
MRC Global

Lisa has over 18 years' experience in Human Resources and Organizational Development gained at domestic and global listed companies operating in the Retail, Distribution, Insurance, FMCG, Port Management and Manufacturing industries. Her passion and focus is developing people, and in particular, leaders in organization to help them create an effective organizational culture. Lisa is currently the Director HR Asia Pacific and Middle East for MRC Global, a Fortune 500 US multinational and the largest distributor of pipe, valve and fitting products and services to the energy and industrial markets. Lisa has gained experience across the region in devising and driving HR strategy, acquisition integration, start-up businesses and delivering key talent development programs.



10:00 **Achieving Excellence in Employee Retention: Predictive Retention Strategies**

- Predictive analytics as a key enabler of delivering the people strategy - keeping it simple and meaningful
- Track, analyze and measure turnover with analytics
- Spotlight on talent and engagement - from analytics to insights (showcasing examples from Aviva)

Anuradha Purbey
HR Director
Aviva

Anuradha has over 20 years of experience in strategic planning, HR business partnering, change management and talent engagement in countries such as India, the US, Singapore, Indonesia and Vietnam. Building capability and helping people realize their true potential is her passion.



10:45 **Morning Refreshments**

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11:15 **Bridging the Gap Between HR and the Business with HR Analytics**

- Describing a framework to understand your strategy, business needs, and competitive advantage
- Identifying critical questions to inform decision making
- Demonstrating the alignment between the critical questions and business outcomes
- Delivering impact and accountability by measuring the execution of strategy

Marcus Champ
Senior Manager HR Analytics
Standard Chartered Bank

Marcus' professional background is in behavioural science, with undergraduate and graduate qualifications in Organizational Psychology. Marcus has worked in the area of HR analytics, generalist HR, and evidence-based management for around 15 years, in a wide range of industries, including: Health, Law, Public Infrastructure, Engineering, Information Technology, Mining and HR Consulting. Some of the key projects Marcus has worked on in the past include: modeling retention, analyzing safety behaviour, productivity assessment, assessing and quantifying human capital, strategic workforce planning and workforce segmentation. Some of key projects Marcus is currently working on include: human capital forecasting, productivity analysis, predictive attrition modeling, and performance analysis.



FROM TALENT MANAGEMENT TO TALENT ANALYTICS

Talent analytics represents a major evolution of Big Data and emerging data sources and ties business strategy directly to talent. Instead of measuring contextual data around the talent, it goes to the source - measuring the talent directly. It is the next step in extracting value from talent data by measuring what the talent wants and what they do best, keeping organizational objectives in focus.

This session delves into the top 3 challenges in talent management namely: recruitment, retention and succession planning, to uncover how the use of analytics benefits the organization by increasing efficiency through time, cost and quality.

12:00 **Recruitment Intelligence with Talent Acquisition Analytics**

- Map the talent demand and supply trends which impact an industry or geography, and diagnose the talent eco-system surrounding a business
- Lead a strategic conversation on competing talent priorities
- Build a customized investment hypothesis to divert discretionary talent dollars towards the highest value outcomes

Gyan Nagpal
CEO
PeopleLENS Global Associates Consulting

Gyan Nagpal is an award-winning talent strategist and commentator, who has deep expertise in researching ongoing changes to the global talent pool. As CEO and Principal of PeopleLENS Global Associates, Gyan helps clients in 11 countries enhance the effectiveness of their long-term talent strategy. Gyan's bestselling book Talent Economics - The Fine Line Between Winning and Losing the Global War for Talent is a former No 1 on Amazon.com's "Hot New Bestsellers in HR" list, and was selected by Soundview as one of the "30 best business books of the year".



12:45 **Effective Wellness ROI and Employee Engagement from HR Analytics**

- Leveraging benefits spend to get personalized employee flex choice and workplace wellness administration
- Improving employee participation in workplace wellness programs
- Increase wellness ROI with HR analytics from employee health risks, claims data and health screening results

Rosaline Koo
Founder & CEO
CXA

Rosaline Koo is the founder & CEO of CXA, Asia's first insurance wellness marketplace. Rosaline has 25 years of P&L and operational experience leading start-ups & corporate turnarounds in Asia & the US. She supervised P&G factory lines in Iowa before working in 8 different roles during her 8 years at Bankers Trust Company in New York. Rosaline launched two technology start-ups in Asia during the dot-com boom, before moving to her client ACE to lead alternative distribution channels for A&H insurance. She also ran Mercer Marsh Benefits' 14 countries across Asia Pacific, growing the business by 800% over 8 years. Rosaline graduated from UCLA with a Cybernetics degree and an MBA from Columbia University.



13:05 **Lunch**

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14:15 **People Analytics - Google's Way of Playing It**

- Employees don't always make great decisions
- Behavioral science and experimentation can help nudge employees in the right direction, improving performance, health, and happiness
- What you can do in your organization

Geoff Ho
People Analytics, PhD in Organizational Behavior, Behavioral Scientist
Google

Geoff Ho is a behavioral scientist working in Google's People & Innovation Lab to conduct innovative research that transforms organizational practice within Google and beyond. His award-winning and legislature-impacting research on diversity and leadership has been published in prestigious academic journals and covered in media outlets around the world.



15:00 **Effective Succession Planning With Insights from Data Analytics**

- Planning for succession
- What data insights can support your succession plans
- Next steps for HR

Eugene Lam
HR Director
Kimberly-Clark

Eugene has more than 20 years of HR experience, covering a broad spectrum of human capital domains including HR Strategy, Staffing, L&D, Performance Management, Transition Management, Resource Management, and Org & Human Performance Consulting. He has led HR teams across geographies (US, Latin America, CEEMEA and Asia Pacific), and has worked in the Ministry of Defence and Technology sector. Eugene is currently the Regional HR Director at Kimberly-Clark where he leads the HR function across all business and global functions in ASEAN. Prior to this, Eugene's work experience includes: HR Leader APAC, Juniper Networks; Vice President HR Applied Global Services and Asia Pacific, Applied Materials; Vice President HR AP-Japan, Personal Systems Group, Hewlett Packard; HR Leader Growth Markets Unit, Global Business Services, IBM; Singapore/South Asia HR Lead, Accenture. He speaks and participates in HR forums both locally and within the Asia region.



15:45 *Afternoon Refreshments*

16:15 **Panel Discussion - Empowering The Future of Talent Management with Talent Analytics**

- Forecasting challenges and resistance in talent management for the next 5 to 10 years
- Envision solutions to talent management challenges with talent analytics
- Orchestration of business, talent management strategies and new technology

Marcus Champ
Senior Manager HR Analytics
Standard Chartered Bank

Lisa Mulligan
Director Human Resources - Asia Pacific & Middle East
MRC Global

Anuradha Purbey
HR Director
Aviva

17:00 **End of Day 1**

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DAY TWO - 19 JANUARY 2016

MAXIMIZING THE ANALYTICS ADVANTAGE

More companies are now investing heavily into Big Data and analytics tools to boost the efficiency and effectiveness of the workforce with a more data-driven HR function. However, identifying the right set of data and translating these data insights into effective actionable plans is a challenge organizations face during its implementation.

This session explores how companies are able to gain and maximize their human capital advantage with the effective use of data and analytics, as well as, how the correct use of technology is able to streamline, simplify and maximize the efficiency of analytics processes to improve HR work processes and drive organizational successes.

09:00 **Opening Address by Forum Chairman**

09:15 **Storytelling with HR Analytics for Stakeholders' Buy-In**

- Analytics in HR as an organizational transformation to Talent Management
- Capabilities vs. Perception vs. Belief. The challenges for an effective use of analytics.
- A question of ethics; should Analytics be used in HR?

David Hardoon
Executive Director, Chief of Analytics
Azendian

Dr. David R. Hardoon is an Executive Director at Azendian Solutions Pte. Ltd. where he heads the advanced analytics practice and is responsible for the positioning of business analytics advisory and services to clients across different business sectors across the region. Prior to his current engagement, he had established expertise in developing and applying computational analytical models for business knowledge discovery and analysis through his involvement in a number of research projects in the domains of taxonomy, neuroscience, aerospace and finance.



10:00 **HR Data, The New Oil: Making An Impact With Data-Driven Language and Visualization**

- Cut the HR crap!
- Speaking the business language
- Using data visualization

Jagmohan Singh
Former Field HR Director (China & South East Asia Region)
Medecins San Frontieres

Jagmohan who is currently on a 6 month sabbatical break, was until recently the former Field Human Resources Director of MSF-Hong Kong since 2009. During this time Jagmohan led HR strategies and activities spanning over 13 countries, which included Mainland China, greater China and South East Asia. As part of his role, he represented the region in international HR platforms (Belgian group of 9 & International Human Resources Director's group of 24) and contributed to the strategic HR domains for the movement, worldwide. Over the years, with the valuable support of a great team, he built a solid reputation for MSF-Hong Kong, which became known as a key HR player within the global movement. Jagmohan also led the formation of the HR group of APAC sections.

10:45 **Morning Refreshments**

11:15 **Maximizing Your Return on Investment from HR Analytics**

- Building a foundation - what data do you have to get key analytics?
- Building insight - how do you get key insights that are most relevant for decision making?
- Building a process - how do you ensure that your analytics can provide continual insight?

Manu Khetan
CEO
Rolling Arrays

A recognized technology leader known for crafting the requisite strategic vision to achieve business goals, Manu offers a unique blend of executive acumen, hand-picked team building credited with demonstration of business productivity measurement and SAAS applications adoption parameters at Rolling Arrays. As Chief Executive Officer, Manu has built a niche IT Organization that has consistently delivered excellence in modern software solutions in the field of Human Resources, Cloud and Mobility. With a reputation for adopting latest technological trends, Manu's work has been instrumental in providing Rolling Arrays with an SAP Gold Partner Status and Best BPO Partner Award in 2013 along with 'Best Cloud Partner of the Year' award for two consecutive years 2014 and 2013. Prior to Rolling Arrays, Manu has worked for SAP Labs at Germany, Bulgaria, Israel and India and thereafter consulted for various blue chip clients worldwide.



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12:00 Human Capital Cost Optimization Through HR Analytics

- Reducing cost of turnover and maximizing quality of hire
- Streamlining HR operations to reduce HR cost
- Driving down workforce cost and driving up business revenue

Yos Rizal Setiawan
HR Director
3M

Yos Rizal has over 20 years of extensive experience in a full spectrum of Human Resources and Management Development functions in various major multinational companies. He has proven track records, is particularly instrumental in designing and executing the full spectrum of Human Resources strategic platforms, such as: Talent Acquisition, Leadership/Talent Management, Competency Development, Performance Management, Compensation Management, HR Business Process/Analyst, HR Information System, Employee Engagement, Industrial Relation, etc. and has proven achievements in managing the merger and acquisition process, more specifically in leading change management, organization development, transformation process, culture building, and managing people-related issues.



12:45 Lunch

OVERCOMING FEAR OF DATA & COST CHALLENGES & TRANSFORMING RISK INTO VALUABLE OPPORTUNITIES

85% of senior leaders have failed to leverage HR analytics to make or influence business decisions (The Analytics Era, 2014), while only 8% of business leaders believe that they are getting a return on their talent analytics investment (CEB, 2014). Despite the importance of HR Analytics, many organizations have failed to leverage it fully.

This session seeks to unveil the reasons to why organizations have failed to leverage HR Analytics, how to take the right and practical approaches to manage it and how to unleash the true potential of HR Analytics to reduce HR costs and to forecast potential HR risks for early preventive measures.

14:15 Breaking Through Resistance: Eliminating HR's Phobia of Data & Analytics

- Befriending your fear: Understanding data and its uses
- Data cluttering?! Solutions to data migration & integration
- Encouraging an interactive data-driven culture

Jayesh Menon
Global OE Leader - Asia
Micron Technology

Jayesh is a global focused HR business partner, and leader who has lived, and worked in India, China, Malaysia, and Singapore managing entire APAC region including Australia, and Japan. Jayesh has been the keynote speaker in various HR and business events held across the region. Jayesh has experience in hands-on setting up of new locations/ entities/factories, global shared services across multiple countries in the Asia Pacific region, and staffing leadership teams from scratch, to managing HR operations for about 80,000 employees, and leading a team of about 197 HR team members in fortune 500 companies. He is also the finalist in the HRM Asia "Robert Walters Best HR Leader Award - 2015"



15:00 Outsourcing Your Fear (Outsourcing HR Analytics Function)

- To outsource or not to outsource?
(Pros and cons of outsourcing analytics function)
- Identifying lacking functions for analytics
- Formulating the business case for outsourcing analytics

George Ho
Director
PwC

George is a Director in the Technology Consulting unit of PricewaterhouseCoopers South East Asia Consulting practice. He possesses in-depth experience of APAC markets over 16 years. He has worked with various clients across industries on advising them on HR technologies strategies, on-premise and cloud solutions while aligning with HR service delivery. Prior to joining PwC, George was the HR Technology Practice Leader in Towers Watson and built the technology consulting practice in APAC.

15:45 Afternoon Refreshments

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16:15 **Forecasting Potential HR Risks and Overcoming Analytics Challenges With Predictive HR Analytics**

- Moving from reporting to predictive analytics
- Exploiting workforce insights from multiple data sources
- Transforming risks to opportunities
- Developing predictive analytics models that align to business needs

Cheryl Toth
Asia Pacific Region Leader, IBM Smarter Workforce
IBM

Cheryl Toth is the Asia Pacific Region Leader for IBM Smarter Workforce Consulting based in Kuala Lumpur, Malaysia. Cheryl specializes in business analytics as an enabler for business decisions, organizational change and talent optimization. She currently manages a regional team of consultants who improve business performance through people insights using the domains of surveys, competencies, assessment and analytics. Prior to this, she was HR Senior Manager for Workforce Analytics responsible for setting up and managing a global analytics delivery center within IBM. She joined IBM as a Human Capital Management Consultant within Global Business Services and has over 20 years of consulting experience in a variety of organizations, industrial settings, and countries.



17:00 **Panel Discussion - Realistic Picture of the Future: The Evolution of HR Analytics in the Next 5 to 10 Years**

- How will HR function evolve with the use of data and analytics in the next 5 to 10 years time
- Implications to HR work and thought processes with increasing insights from Big Data
- How will the advancement in technology further improve the process of data analysis
- Be aware of the possible pitfalls and drawbacks

Anika Grant
APAC and ASEAN HR Director
Accenture

As part of Accenture's global Human Resources management team, Anika Grant is the HR lead for ASEAN and Asia Pacific. In this role she is accountable for all HR service delivery in ASEAN and for the execution of our Talent Strategy across the APAC region (China, Japan, ANZ, South Korea, ASEAN and the Philippines).



Philippa Penfold
HR & Talent Director APAC
GroupM

Philippa Penfold is the HR & Talent Director APAC for GroupM, part of the WPP Group. GroupM is the world's largest advertising media company in terms of billings and serves as the parent company to WPP media agencies including Maxus, MEC, MediaCom, Mindshare, Xaxis and Vocanic. During Philippa's 17 years in HR she has worked in senior roles across various industries including Media, Finance, Mining, IT and Professional Services, primarily in MNCs. In her current position she is analyzing and redesigning HR programs and supporting the implementation of new HR practices. In recent roles, Philippa led the change management aspects of major transformation projects including restructures. She is curious about how social capital and networks contribute to innovation and renewal and how organization can leverage them for business sustainability and future performance.



Norbert Modla
Global Head of HR
JF Hillebrand Group

Norbert has more than 18 years of international experience across Asia, Europe and the Middle-East. Norbert has a diverse mix of business (P&L responsibility), management consulting and HR professional experience. Norbert has proven track record of delivering value while leading cross-functional and regional teams in both emerging and mature market environments, demonstrating strategic agility, leadership and business acumen in connecting with and impacting senior management teams globally of complex multinational organizations across several industries such as Consumer goods, Banking, Insurance, Telecom, Oil and Life science.

18:00 **End of Day 2**



Post-Forum Workshops

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Workshop Timetable: Workshop A will run from 9am - 1pm with mid-morning and luncheon breaks. Workshop B will run from 2pm - 5pm with a mid-afternoon refreshment break. Registration begins 30 minutes before each workshop commences.

WORKSHOP A: 09:00 - 13:00

Build & Establish an HR Analytics Center Of Excellence to Integrate HR & the Business

Led by Manu Khetan, CEO, Rolling Arrays

Key Takeaways:

- Enable organizations to identify the need to build a HR Analytics Center of Excellence
- Enable firms to create a methodology to systematically assess and optimize key workforce issues such as
 - New hire quality
 - Career development
 - High performer retention and turnover
 - Leadership effectiveness and sustainability
- Enable companies to understand where their workforces are most effective so as to
 - Identify tangible opportunities for improvement
 - Determine which investments are likely to offer the greatest return
- Get inside scoop on how world-class HR organizations are building HR and Workforce Analytics from ground up
- Determine which HR COE operating model best serves your organization's immediate and long-term analytics and strategies
- Prioritize initial project and identify "quick wins" to establish credibility & win stakeholder buy-in

WORKSHOP B: 14:00 - 17:00

Building a Predictive Analytics Organization

Led by Forum Chairperson, Audrey Ciccone, Chief Strategist, Analytic Perspectives

Key Takeaways:

- Enable participants to learn how to use HR metrics to predict future trends and pro-actively address HR issues to improve organization's performance
- Interact with other participants to understand the basic concepts of predictive analytics and develop own process to implement a predictive analytics function at respective organization
- Workshop content includes:
 - Creating an HR Information Vision for your organization
 - Understand the basic components of predictive analytics and applying them to suit your business needs
 - Align HR metrics to organization's business strategies and how to effectively communicate predictive analytic results to your senior management team