

HUMAN RESOURCES...

**AT THE CENTER OF
CORPORATE VALUE
GENERATION**

IMAGINE...

**YOU ARE LEADING THE
HUMAN RESOURCES
FUNCTION WHEN...**

**STAKEHOLDER
MISALIGNMENT LEADS TO
A BLEEDING OF
CUSTOMER VALUE AND
POOR STRATEGY
EXECUTION**

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@SchreiberParis

Dennis A. Paris

Chief Executive Officer

Schreiber Paris, LLC

<http://schreiberparis.com>

www.linkedin.com/in/dennisparis/

Temple and Drexel University – Teach PMBAs

Economic Development Corp (NJ) - Advisor

Tangerine Strategies - Alignment & Innovation

Hunt Manufacturing – Global Strategies

OKI Data – Domestic/International Strategies

Philips Information Systems – Innovation/NPD

CAN WE AGREE?

**ATTRACTING AND KEEPING
CUSTOMERS IS WHAT
DETERMINES THE SUCCESS
OF A COMPANY.**

CAN WE AGREE?

**CUSTOMERS ARE
ATTRACTED BY THEIR
“PERCEIVED VALUE” OF THE
COMPANY’S PRODUCTS AND
SERVICES.**

SPEED BUMP: Perceived Value

Per-ceived Val-ue noun, verb

Traditional Definition: Worth that a product or service has in the mind of a customer.

Schreiber-Paris Definition: The outcome of balancing the needs and expectations of your various stakeholders (customers, investors, employees, and others) against your financial objectives.

**WHEN EMPLOYEES MEET OR
EXCEED CUSTOMER
EXPECTATIONS**

**CUSTOMERS ARE LIKELY TO
BUY AND BUY AGAIN!**

AS A RESULT...

**WHEN HUMAN RESOURCES
INTIMATELY UNDERSTANDS
THE CUSTOMER'S NEEDS...**

...HUMAN RESOURCES

**IS IN AN EXCELLENT POSITION
TO INFLUENCE AN *INCREASE* IN
VALUE GENERATION!**

**THE PATH TO MAXIMIZING A
COMPANY'S PERCEIVED
VALUE IN THE MARKET LIES
AT THE NEXUS OF HUMAN
RESOURCES AND
MARKETING.**

SPEED BUMP: What only HR can do!

While marketing's role is to price, promote, distribute and build the brand they cannot effectively succeed without **HR fostering leadership alignment and employee engagement.**

IN MANY ORGANIZATIONS...

Marketing has devolved into advertising, while HR has devolved into benefits and compensation.

The challenge is to add value to the business, and they need each other to achieve that goal!

IT'S NOT ROCKET SCIENCE!

$$(x + a)^n = \sum_{k=0}^n \binom{n}{k} x^k a^{n-k}$$

IT JUST MAKES SENSE!



CASE: “Nortel...Losing Market Share”

- **Nortel needed to focus more Internet.**
- **The CEO recognized that “*culture*” would prevent market share recovery.**
- **The “CMO” was asked to oversee Nortel’s future customer and cultural alignment!**
- **Culture-Alignment taken from HR!**

CASE: “FXI Playing A Price Game”

- **Convinced of commodity market!**
- **Agreed to internal discovery process. and learned about Perceived Value.**
- **Established an alignment council.**
- **Result: “New ways to differentiate. Employees more engaged. Identified new business opportunities.”**

CASE: “Poor Strategy Execution”

- **Co. Name: It’s 90% of companies!**
- **Typical reaction...Fire people - Cut costs**
- **But they typically do not look at culture and how “unaligned” the organizations are on strategy.**

**HR SHOULD BE THE CATALYST TO
EXAMINE THE CULTURE!**



The underlying problem...

A customer's actual experience and perceived value of a company's brand is influenced by...

- Company leaders who have an inaccurate read on the market's value perceptions of their company.

- Leaders not in touch with how their departments are directly or indirectly contributing to a bleeding of value in the marketplace.

- Leadership NOT aligned as a “council”, dedicated to correcting specific causes of value-loss and, organization-wide value generation.

- Board, CEO, Leadership, Employee and remaining stakeholder misalignment on the company's strategy.

Your Perspective?



- **How do you view the problem and what forces are at work here?**

- **How do you view the role of alignment and culture as an underlying cause of declining value generation?**

- **How prevalent do you think this is;**
- **Your industry?**
- **Other industries?**

- **How do any of the CASE scenarios compare within your organizations?**

- **How do you see the role of HR evolving... relative to increasing customer value generation?**

THE SOLUTION...

Is at the nexus of Human Resources and Marketing, and then inter and intra-departmental company leadership.

SEEM DAUNTING?

OUR RECOMMENDATION

“DIFFERS”

**A Human Resources
Road Map to**

**Increasing Value
Generation**

DIFFERS

Define

Identify

Find

Frame

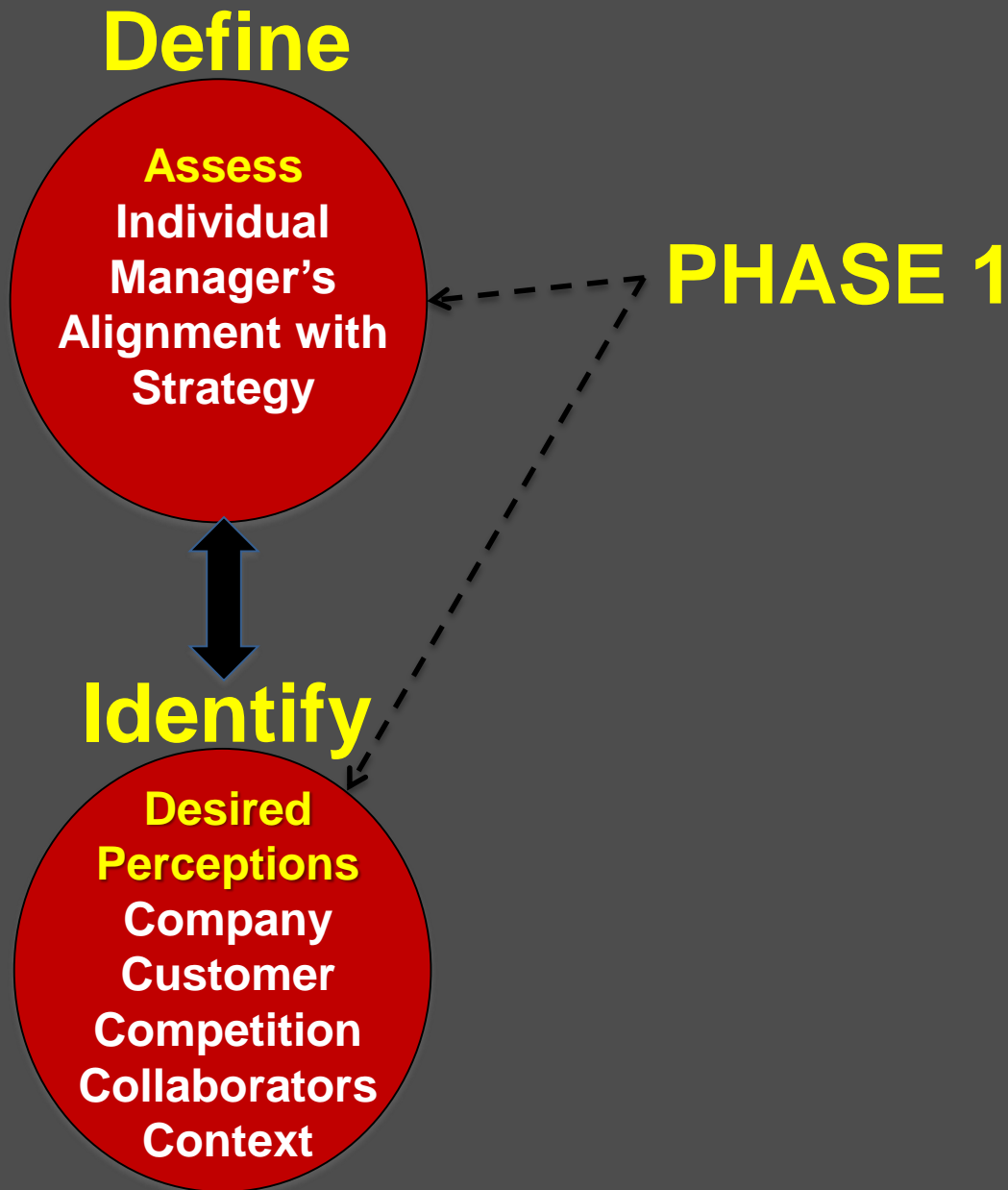
Engage

Relate

Scorecard

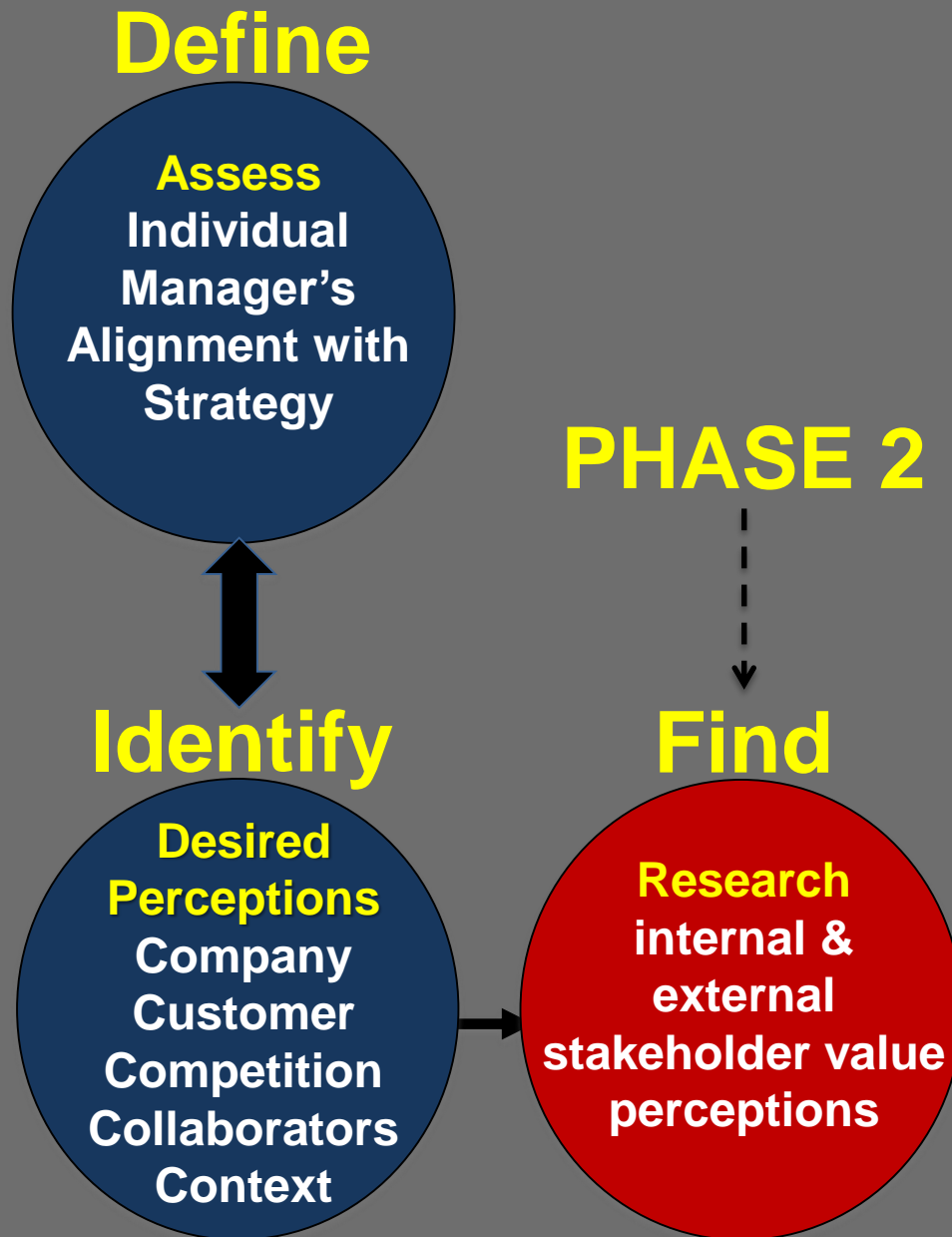
DIFFERS... Define-Identify

Process & Activities



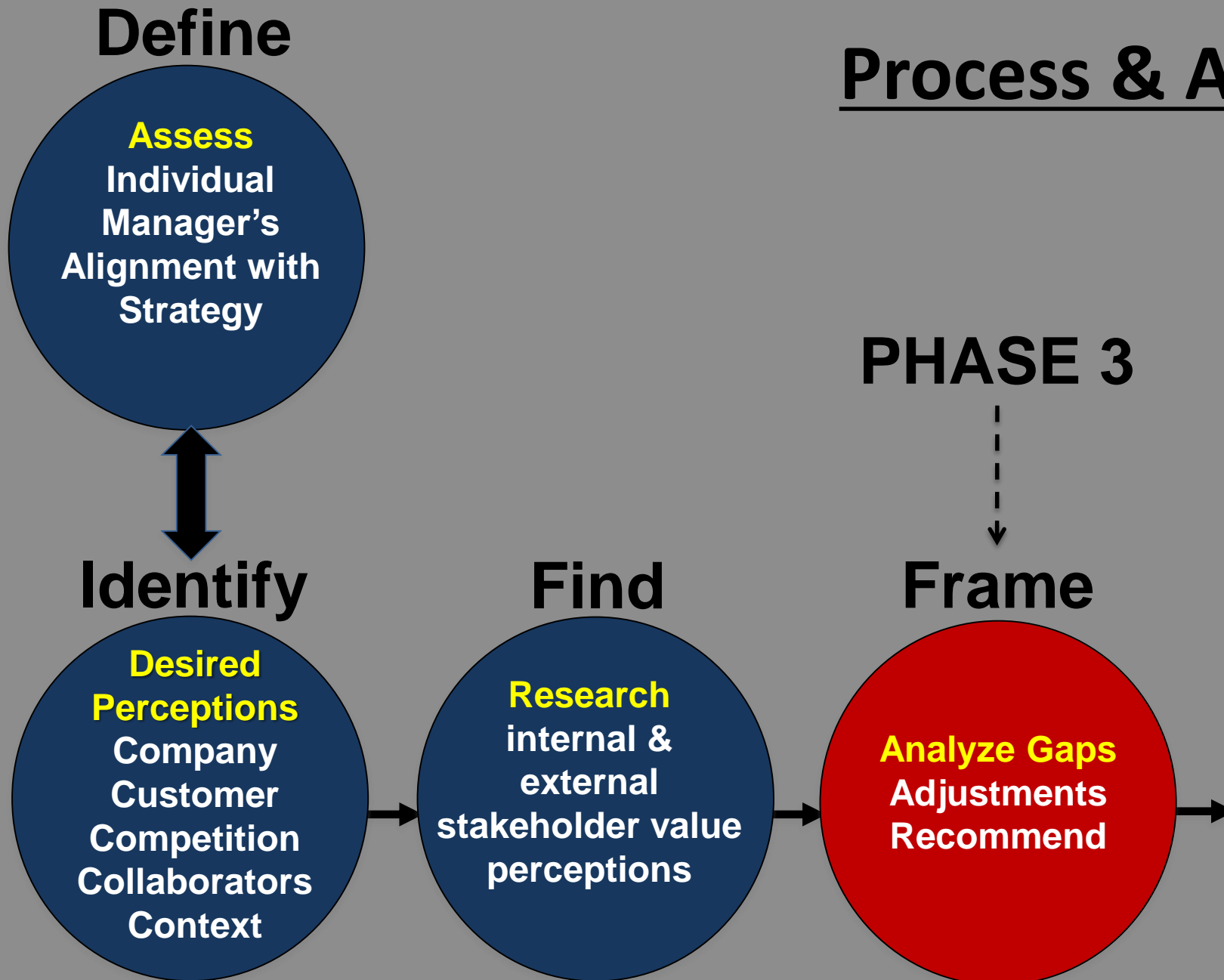
DIFFERS... Define-Identify-Find

Process & Activities



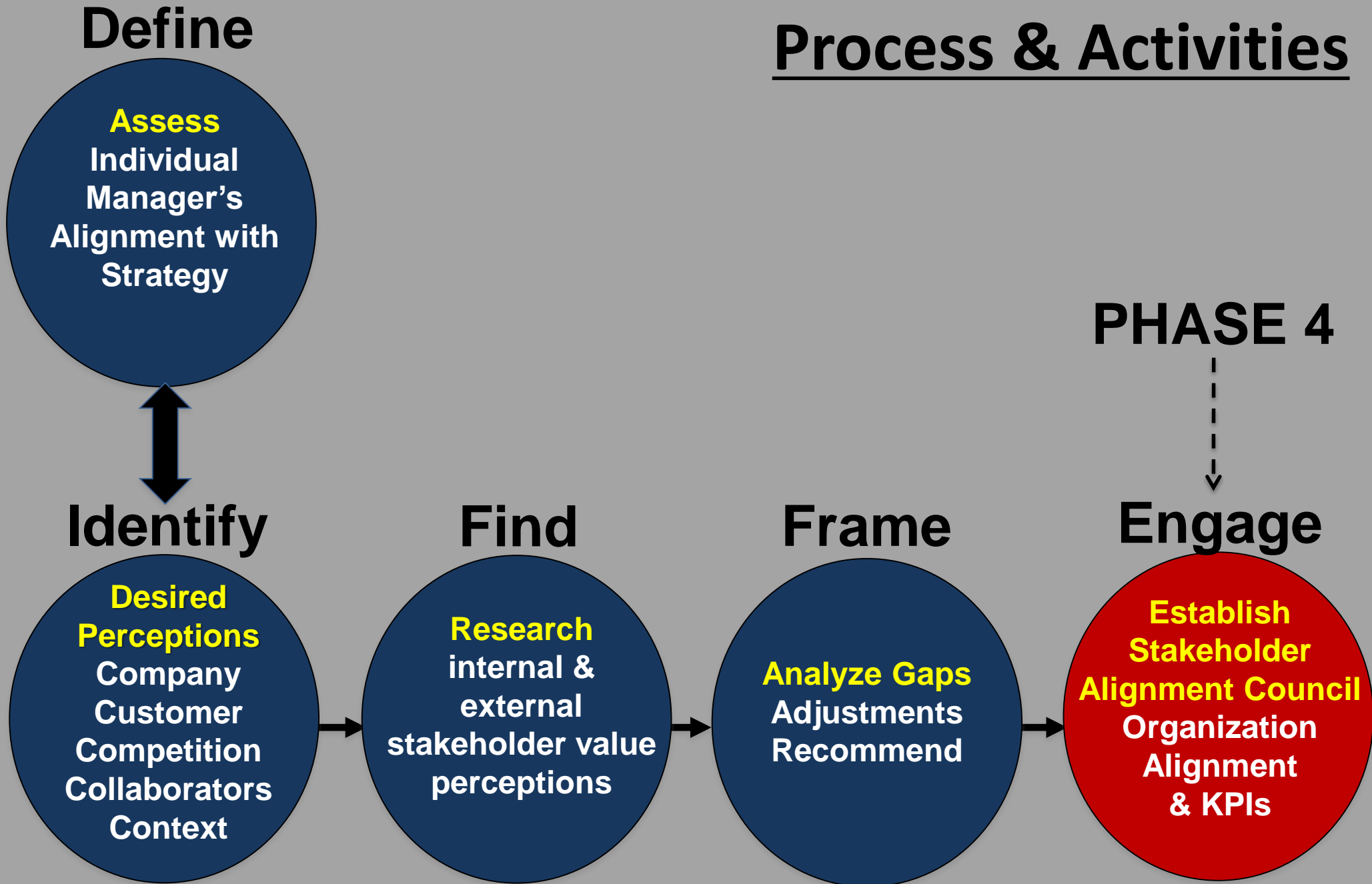
DIFFERS... Define-Identify-Find-Frame

Process & Activities



DIFFERS... Define-Identify-Find-Frame-Engage

Process & Activities



DIFFERS... Define-Identify-Find-Frame-Engage-Relate

Process & Activities

Define

Assess
Individual
Manager's
Alignment
with Strategy

PHASE 5

Identify

**Desired
Perceptions**
Company
Customer
Competition
Collaborators
Context

Find

Research
internal &
external
stakeholder value
perceptions

Frame

Analyze Gaps
Adjustments
Recommend

Engage

**Establish
Stakeholder
Alignment Council**
Organization
Alignment
& KPIs

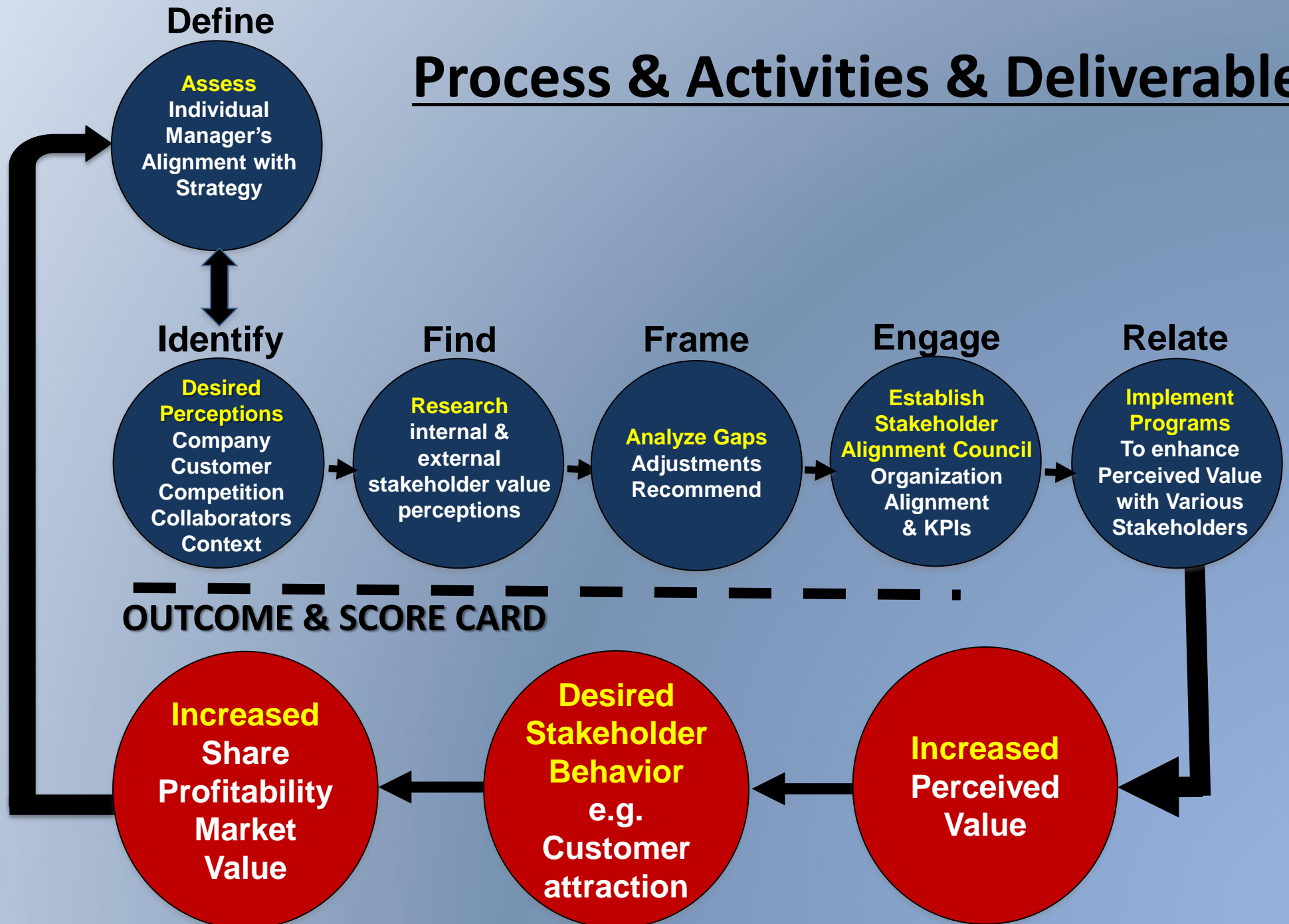
Relate

**Implement
Programs**
To enhance
Perceived Value
with Various
Stakeholders



DIFFERS... Define-Identify-Find-Frame-Engage-Relate-Scorecard

Process & Activities & Deliverables



**Human Resources is
getting pushed to align the
entire organization... to
increase value creation!**

Due to social media, various departments are now engaging in **what was traditional marketing** roles, such as dialoging with customers about their needs and promoting value.

There has never been a more important time for Human Resources to **develop a strong collaboration with Marketing**, thoroughly understand customer needs, and to facilitate leadership alignment to **better laser-in on value creation.**

THANK YOU!!!

@SchreiberParis

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