

MERCER

Human Resource Consulting



**Mercer's big solutions
for an increasingly
smaller world.**

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Mercer

- Mercer is the global leader for trusted HR and related financial advice, products and services
- We have more than 15,000 employees worldwide
- Our global reach spans clients in over 180 cities and 41 countries and territories worldwide
- Mercer is a wholly owned subsidiary of Marsh & McLennan Companies, Inc.



In the spring of 2007, we asked ourselves two overarching marketing communications questions...

- Are we communicating in the best possible way to our various global audiences?
- Is there something “out there” that could help us be both more effective and more efficient?



Started with Analysis of Existing Process

Traditional Push Fulfillment Model

9 week cycle from design to print



Design and Production Process

Long cycle time/task oriented
No consultant personalization
Non targeted inflexible content
Single language



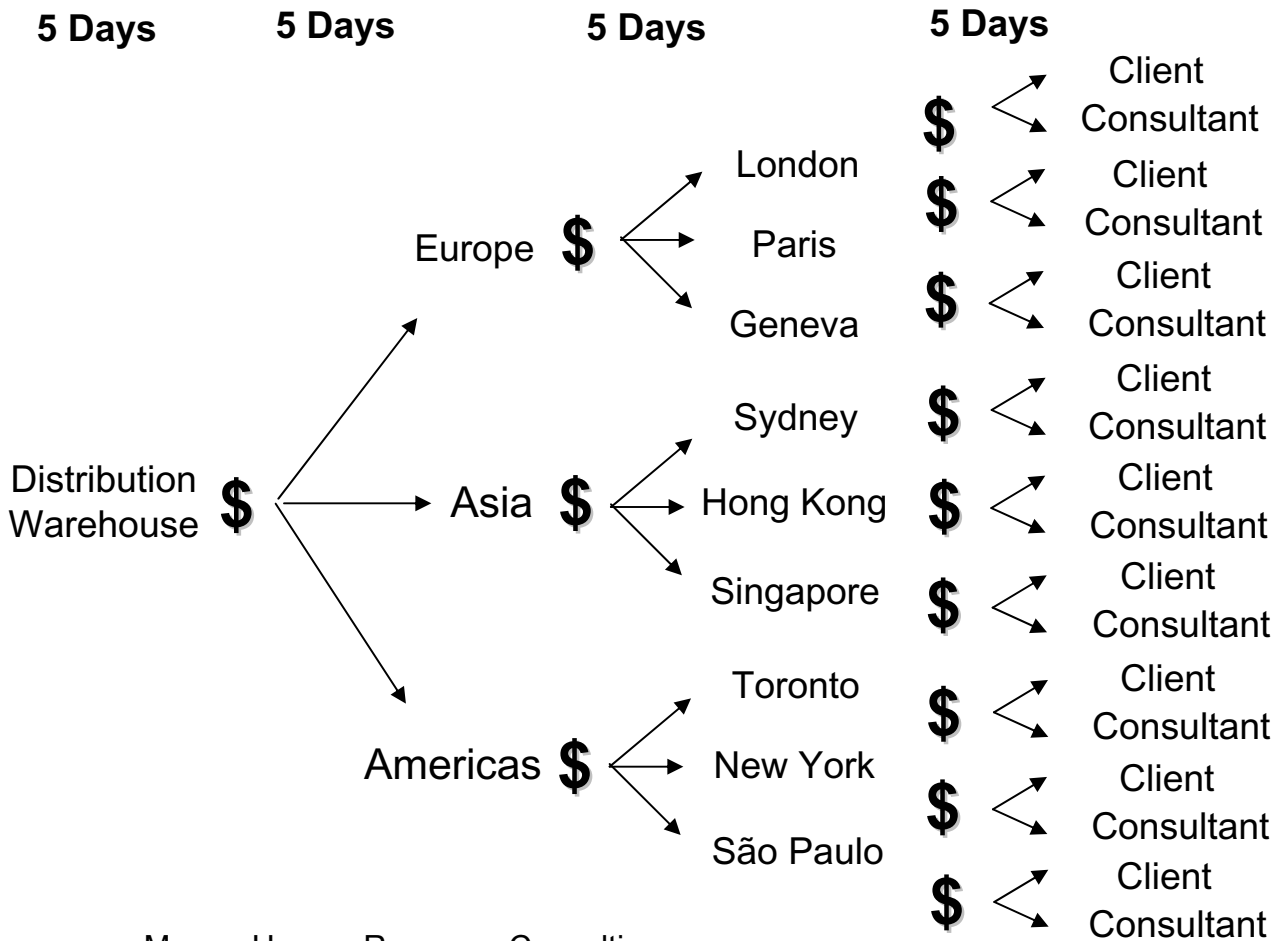
Resulting expenses

Produce more than needed
Content quickly becomes obsolete
Warehouse storage

Started with Analysis of Existing Process

Traditional Push Fulfillment Model

Another 4 weeks from print to delivery...



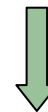
Distribution Process

No print on demand

Long lead times with multiple bottlenecks

Consultant needs unmet

No measurement



Resulting expenses

Multiple global shipping points

Duties, tariffs and taxes

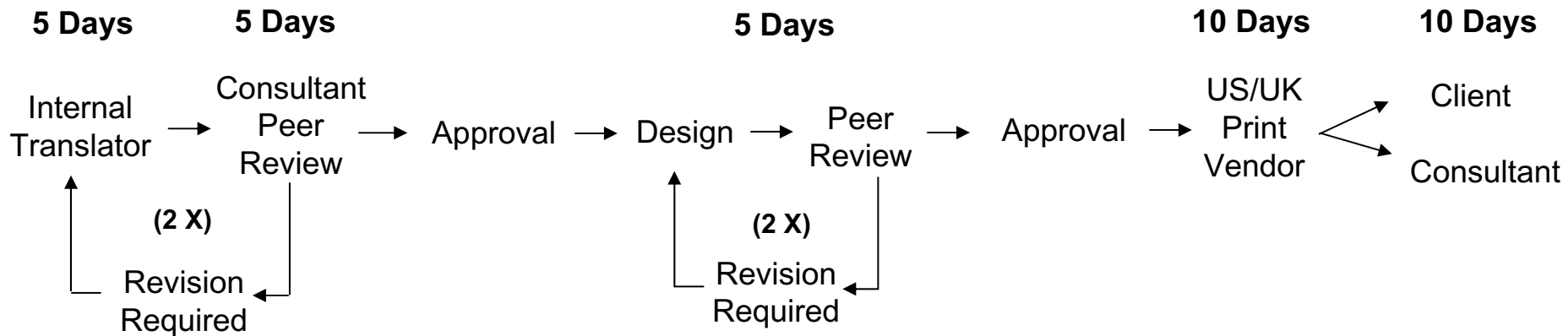
Redundant work



Started with Analysis of Existing Process

Traditional Push Fulfillment Model

Plus 10 weeks from translation to delivery



Translation, Production and Distribution Process

- Long cycle time
- No consultant personalization
- No metrics



Resulting expenses

- Loss of consulting hours
- Produce more than needed
- Content quickly becomes obsolete



Articulated Major Challenges

- Traditional publishing of Thought Leadership materials have significant limitations, including:
 - Costly to produce, change or update
 - Difficult and often cost-prohibitive to customize
 - Slow to distribute globally
- Mercer consultants in the field were handicapped in what was available online
 - Didn't have tools that could quickly and easily access relevant Thought Leadership materials for their clients online
 - There was no ability to aggregate disparate materials into one, targeted, customized client leave-behind
- Time, cost and local relevancy were major hurdles



Developed a MarComm “Wish List”

- What if content could be translated for all geographies simultaneously?
- What if intellectual capital could be prepared in multiple forms simultaneously?
- What if we could access an entire library of approved content on-line?
- What if content could be delivered in weeks instead of months?
- What if each local office could order only the items and quantity they needed on-demand?
- What if all print fulfillment could be handled in each region on-demand?

What would this be worth?



Conducted Search for Partner/Vendor

- Introduced to Kinetic Corporation in Louisville
 - Experts in global, online space
 - Experience with similar initiatives for large, multinational companies
 - GE
 - Subway
 - SABIC
 - Could offer a customized solution that dovetailed with current efforts and initiatives
 - Key consideration: keeping valued vendor/supplier relationships
 - Would provide a dedicated team, aggressive timetable and cost-efficient process to meet our needs

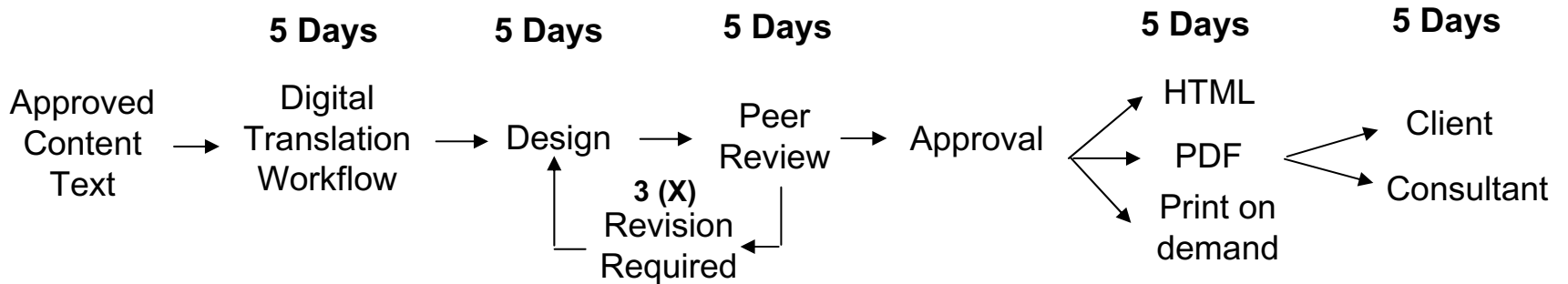


Required Model Change from “Push” to “Pull”

Innovative Pull Fulfillment Model

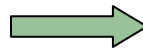
Reduced 9-week cycle from design / translation to delivery

Represented multiple-week time savings



Design, Translation, Production and Distribution model

- Short cycle time
- Simultaneous delivery
- Translated
- Consultant personalization
- Regional print on demand capability
- Real-time metrics
- Print only what is needed



Resulting savings

- No warehousing
- Single shipping point
- No duties, tariffs and taxes
- No waste
- Time saved with translation memory

Nothing Less than a MarComm “Time Machine”

Increased speed-to-market

Description	Push	Pull	Variance	Explanation
Design/Edits	30	15	15	Translation design/editing occurs simultaneously in the pull model
Design Peer Review	30	15	15	Translation peer review occurs simultaneously with design peer review in the pull model
Print	15	5	10	Two print runs are required in the push model
Distribution Warehouse	5	-	5	No warehouse is needed for print on demand pull model
Regional Shipping	5	-	5	
Distribution	5	-	5	Multiple shipping points are required in the push model
Translation	10	5	5	Efficiency gained from translation memory in pull model
Translation Peer Review	10	-	10	Translation and design peer review occur at the same time during the pull model
Client/Consultant Distribution	5	5	-	
Total	115	45	70	Fourteen week increased speed to market



Benefits: Consistency, Relevancy, Costs

Increased savings using print-on-demand capabilities

Item	Push Description	Cost	Pull Description	Cost	Savings
Printed POV (12 pages)	6,000 English 3,000 translated	\$45,000	5,000 needed languages	\$21,000	\$24,000
Distribution Warehouse	monthly expense storage & shipping	\$300	-	-	
Shipping	All 84 offices	\$4000	40 requesting offices	\$1000	\$3,000
Total		\$49,300		\$22,000	\$27,000
Annual quantity	6 POVs	\$295,800		\$132,000	\$145,000
Waste/ Unused material	2000 English 500 translated	\$12,500	-	-	\$12,500



What we are able to do?

- Customize Collaterals from Modular Content Library
- Multi-lingual Versions Managed Simultaneously
- Personalize Collaterals with Client Information and Logos
- Personalize Collaterals with Local Office and Consultant Information
- Templates to Maintain Brand Compliance
- amazon.com web-catalog customized for Mercer
- Integration with language translation solution
- Print on demand functionality
- Regional print network (Americas, Europe & Asia)
- eCommerce accounting for each transaction



Conclusion

- Speed of business increasing exponentially with advent of ever-new technologies
- Intelligence and “can-do” attitude no longer enough
 - Now merely the “price of admission”
- Companies need to overcome their reluctance to change
 - Only then can they take full advantage of the benefits of the right technological solution
- By embracing technology through the customized solutions provided by Kinetic, we have:
 - Increased consistency
 - Decreased costs
 - Placed sales consultants in a much stronger competitive position



Mercer

Q&A