7 Signs You Need a Compensation Consultant

THE VISIONLINK ADVISORY GROUP

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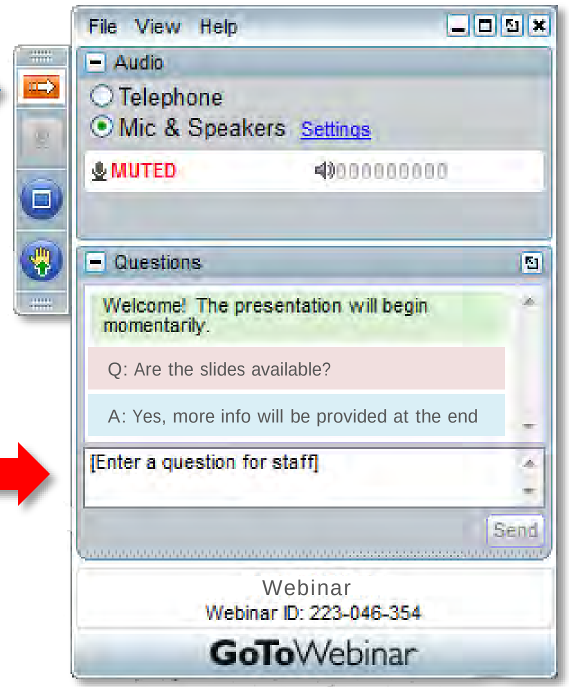

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Take advantage of one-hour consulting call with a VisionLink principal at no charge.

Indicate interest on final survey

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We value your input.

THE VISIONLINK ADVISORY GROUP

- Headquartered in Irvine, CA
- Founded in 1996
- Over 450 Clients throughout North America

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VisionLink's Focus: Help Business Leaders Build and Sustain a High Performance Culture

Accelerate performance through pay strategies that transform employees into growth partners.

If you do that…

- Quality of talent will improve.
- Employee engagement will expand.
- Performance will be magnified.
- Business growth will be accelerated.
- Shareholder value will increase.

4 Signs You're Probably Not Ready

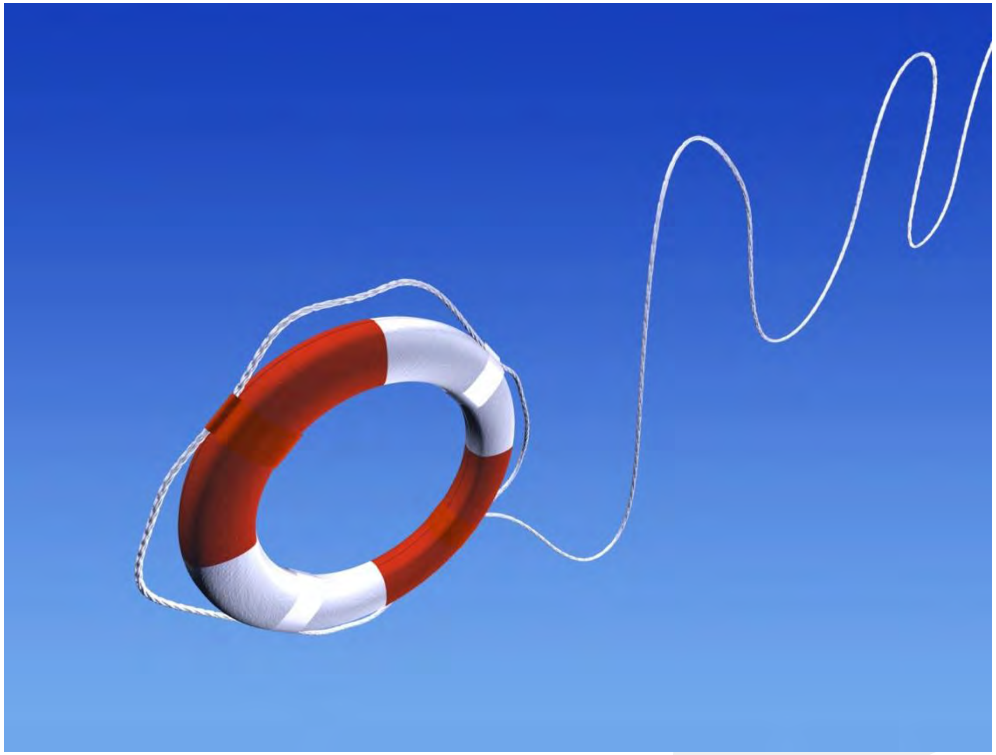
1. You Consider Pay an Expense, not an Investment.
2. You Don't Have a Growth Plan or Strategy.
3. You Don't Have a Decision-Making Process.
4. You Have your Mind Made Up about What You Need.

Assessment:How Would You Answer?

- What is the amount of your company's total compensation investment?
- What is your ROI on that investment?
- Which is better—higher salaries or higher incentives?
- Which is more important—rewarding short-term or enduring performance?
- How much value should you share in an incentive plan?
- How many metrics should your bonus plan have?
- What is the most critical metric for your bonus plan?
- What philosophy should guide your decisions about pay?
- How do you make sure your pay strategy is properly balanced?
- What results should your pay strategy be producing for your company?

7 Signs You Need Help

1. No compensation "game plan."
2. Lack of rewards alignment.
3. Unclear pay philosophy.
4. Unbalanced pay "portfolio."
5. Complex annual incentive plan (bonus).
6. Inadequate ROI on pay.
7. No line of sight.



1. No Game Plan

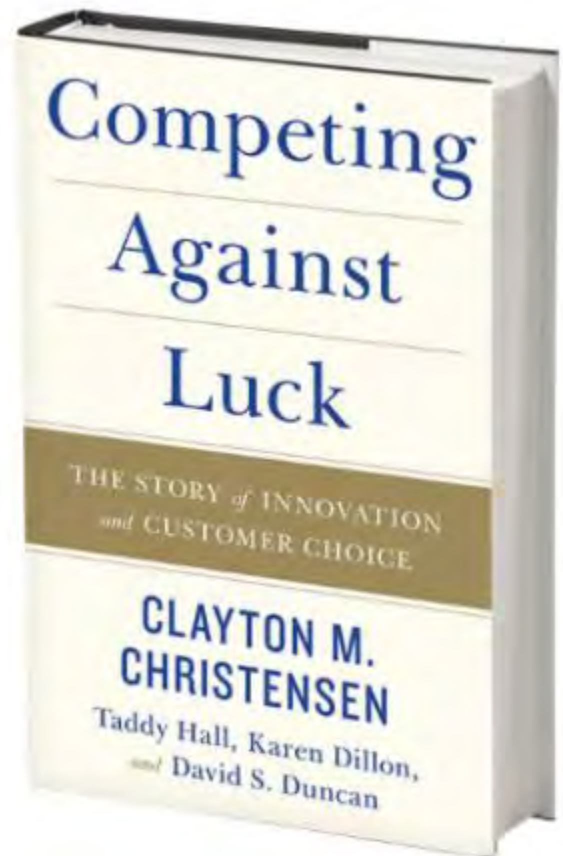
Two Parts. Two Questions

1. What "job" have you hired your pay strategy to do?
2. What compensation *approach* is most suited to that "job"?

Part 1: Theory of Jobs to be Done

"When we buy a product, we essentially 'hire' something to get a job done. If it does the job well, when we are confronted with the same job, we hire that same product again. And if the product does a crummy job, we 'fire' it and look around for something else we might hire to solve the problem."

(Clayton Christensen, Theory of Jobs to be Done, Harvard Business School, Working Knowledge, Dina Gerdeman, October 3, 2016)



Broader Application

Let the Jobs-To-Be-Done Theory Guide You

What if we applied this theory to all of the processes and systems we use in an organization including compensation?

Key Questions

- What job have you hired your *rewards strategy* to do?
- Is your pay strategy performing so well you're ready to give it a raise, or are you more inclined to fire it at this point?

A More Strategic Approach

What is the problem compensation needs to help solve in your business?

What is not happening organizationally now that needs to happen and how might a given pay strategy be a potential solution?

Core Drivers

Examples of outcomes that should define what "job" you want compensation to do:

- Improve short and long-term profitability (increased revenue, improved margins, lower costs).
- Improve shareholder value.
- Accelerate innovation.
- Increase the company's ability to attract and retain premier talent.
- Provide clarity about roles, expectations and outcomes.
- Encourage a sense of stewardship about roles.
- Enable an ownership mindset on the part of key people.
- Link employee rewards to performance.
- Build a unified financial vision for growing the business.

Work Arounds

Business leaders are constantly coming up with "work arounds" for their pay strategy when it isn't "getting the job done."

- No core philosophy
- No cohesive structure
- No success measures
- No real strategy

Solving the Right Problem

Businesses often put pay plans in place that are designed to address a particular issue without clearly identifying the problem those strategies are intended to resolve.

Consequently, they end up encouraging behaviors or outcomes that not only don't address the key barriers the company is facing (the job they need their pay strategy to do), they create new problems in their place.

Part 2: Choose a Compensation Approach

- Expansive
- Selective

Workspan (World at Work)
The War for Stars, May 2012

Expansive Approach

Strives to retain virtually every employee under the theory that everyone is needed or they wouldn't be there. Largely egalitarian.

"Why upset our harmonious culture by creating an elite group that receives special treatment? All our employees are critical and perform well, and most are not going to leave."

Selective Approach

Identifies, nurtures and works to retain the high performers at all levels of the organization.

Seeks to produce a cycle that, in the long term, will not only retain existing high performers, but create and attract more high performers and generate ever-improving standards of performance and organizational results.

Which approach makes the most sense?

2. Lack of Rewards Alignment

Alignment: The role of each pay component in relation to others within the comprehensive compensation strategy is coordinated and clear.

Eight Components of Pay

Benefits

- Core benefits
- Executive benefits
- Qualified retirement plans
- Supplemental retirement plans

Compensation

- Salary
- Performance incentives
- Sales incentives
- Growth incentives

Incentives should be in the form of value sharing.

An Aligned Compensation Strategy

Salaries
Competitive with market standards?
Tied to strong performance management process (merit)?
Managed within a flexible but effective structure?

Performance Incentives
Tied to productivity gains?
Clear, achievable and meaningful?
Self-financing?

Sales Incentives
Challenging yet achievable?
Reinforcing the right behaviors?
Differentiating your offering?

Growth Incentives
Linked to a compelling future?
Supporting an ownership mentality?
Securing premier talent?

Core Benefits
Responsive to today’s employee marketplace?
Allocating resources where most needed?
Evaluated to eliminate unnecessary expense?

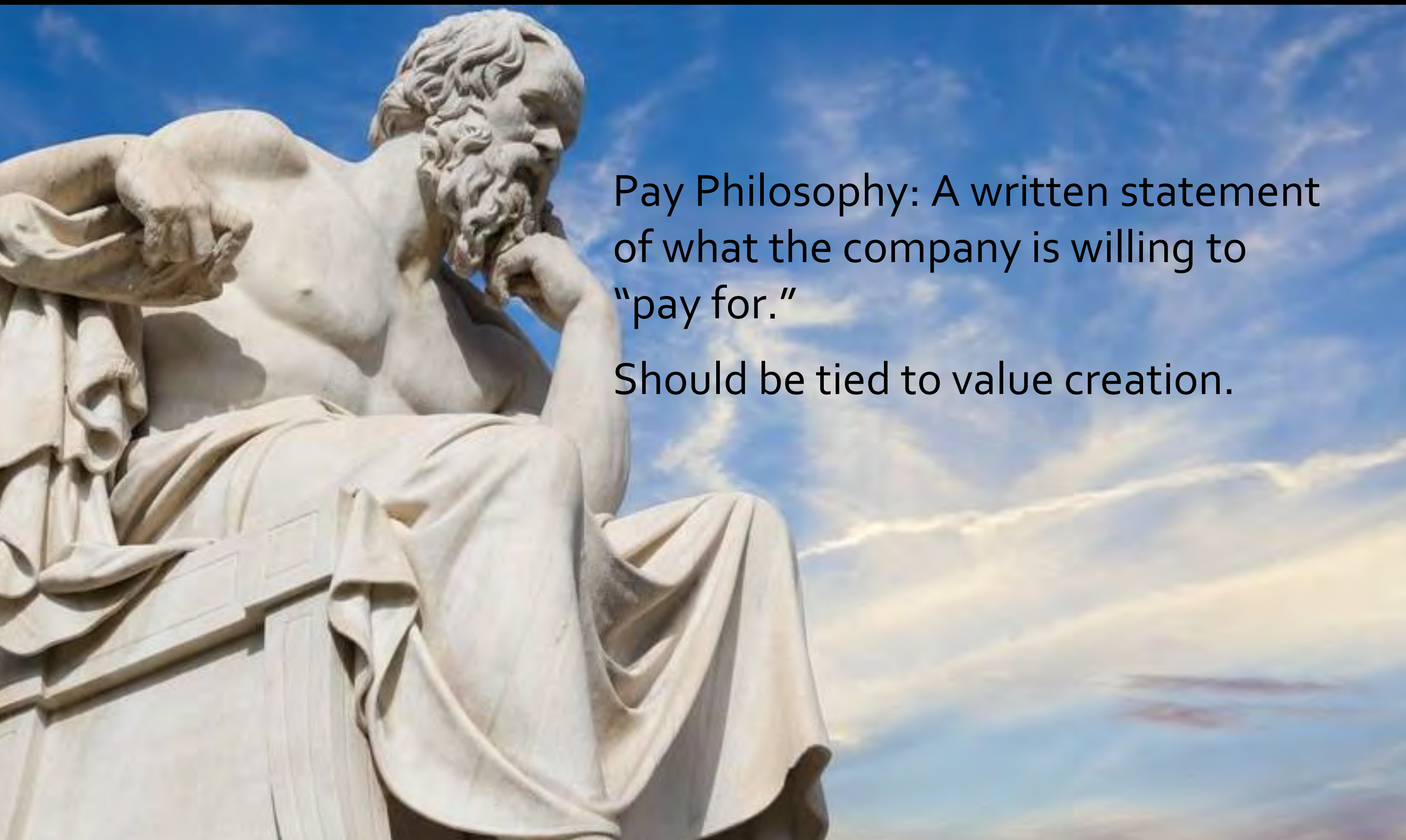
Executive Benefits
Flexible enough to address varying circumstances?
Communicating a unique relationship?
Reducing employee tax expense?

Qualified Retirement Plans
Giving employees an opportunity to optimize retirement values?
Operated with comprehensive fiduciary accountability?
Avoiding conflicts and minimizing expenses?

Nonqualified Retirement Plans
Optimizing tax-deferral opportunities?
Aligning long-term interests of employees with shareholders?
Structured to receive best possible P&L impact?

Form of Pay	Purpose	Standard	Investment	ROI
Salaries	Provide for the current cash needs of our executives	40-50th percentile for peer group	$500,000	Achieve ROA standard of 0.75%
Short-term Incentives	Enhance current cash payments to executives for achieving top and bottom line annual goals	30-40% of base salary	$168,000 (Target)	15% revenue growth and 12% margin
Long-term Incentives (Cash)	Retain execs; focus them on long-term earnings growth; align with shareholder interests; meet wealth accumulation needs	15-20% of base salary	$84,000 (Target)	Long-term growth in earnings (double earnings = share 13% of new value)
Long-term Incentives (Equity)	Retain execs; focus them on long-term earnings growth; align with shareholder interests; meet wealth accumulation needs	15-20% of base salary	$84,000 (Target)	Long-term growth in earnings (double earnings = share 13% of new value)
Core Benefits	Meet basic security needs of the executives	50th percentile for peer group	$25,500	ROA of 0.75%
Executive Benefits	Enhance basic security needs and meet market standards for perquisites	50th percentile for peer group	$24,000	ROA of 0.75%
Qualified Retirement	Provide wealth accumulation opportunity for executives	40th percentile (3% of salary)	$15,000	ROA of 0.75%
Supplemental Retirement	Strengthen rewards value proposition to help recruit and retain executives; meet wealth accumulation needs	30th percentile compared to banks that have plans	$135,000	ROA of 0.9%

3. Unclear Pay Philosophy



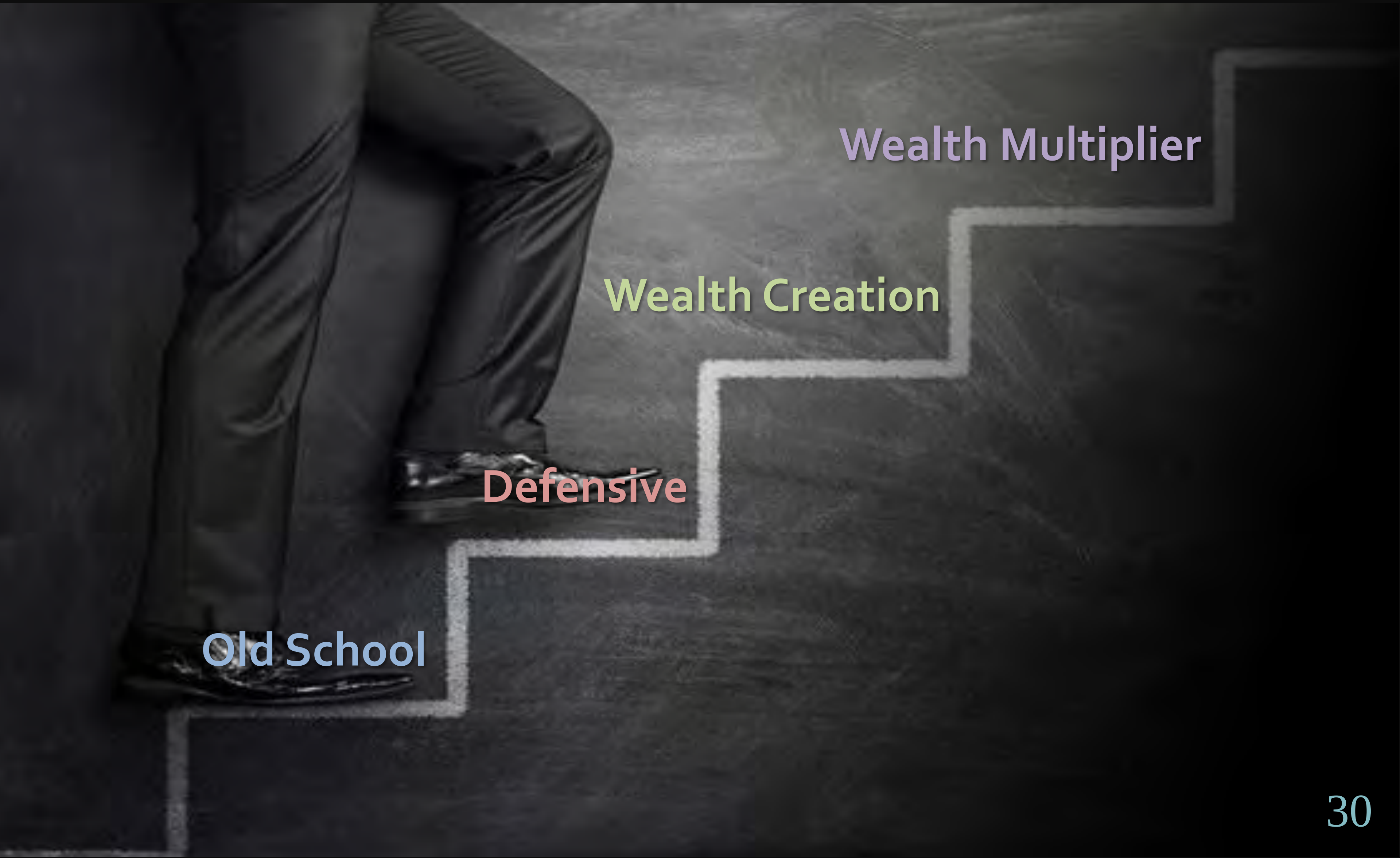
Pay Philosophy: A written statement of what the company is willing to "pay for."

Should be tied to value creation.

Compensation Philosophy Statement

- How value creation is defined.
- How value is shared—and with whom.
- Market pay standards.
- How guaranteed pay and value-sharing will be balanced.
- How short and long-term value-sharing will be balanced.
- When or if equity will be shared.
- How merit pay is defined.

Pay Philosophy Evolution



4. Unbalanced Pay Portfolio

Performance Management Evolution

The Reinvention of Performance Management

- Rapid innovation is a source of competitive advantage which means future needs are continually changing.
- Projects are short-term and tend to change along the way, so employees' goals and tasks can't be plotted out a year in advance with much accuracy.

"Because organizations won't necessarily want employees to keep doing the same things, it doesn't make sense to hang on to a system that's built mainly to assess and hold people accountable for past or current practices."

(Deloitte 2015 Reinventing Performance Management)

An Agile Approach to Pay

Compensation Implications: Create a rewards strategy that is flexible but enduring and build an agile operational structure to manage it.

Structured Flexibility

- Look at compensation strategy as you would an investment portfolio.
- Individual pay components are your "asset classes."
- As things change, adjust *weighting* of each asset class.

The Total Compensation Structure

Grade/ Band	Salary Range			Bonus Target	LTIP Target	% Phantom Stock FV	% Phantom Stock AO	401k Match Max %	Deferred Comp Elegible	Deferred Comp Max Match	Health, Dental, Life	Vacation Days	Sick Days	Financial Planning Perk	Annual Car Allow
	Min	Mid	Max												
1	203,531	271,375	339,219	50.0%	100%	50%	50%	5%	Yes	5%	$11,141	Unlimited	Unlimited	15,000	20,000
2	150,078	200,103	250,129	35.0%	75%	50%	50%	5%	Yes	5%	$11,141	Unlimited	Unlimited	10,000	12,500
3	119,497	159,329	199,161	25.0%	50%	100%	0%	5%	Yes	5%	$11,141	25	5	5,000	8,000
4	102,632	136,843	171,054	20.0%	25%	100%	0%	5%			$6,127	25	5	5,000	
5	81,293	101,616	121,940	15.0%				5%			$6,127	25	5	5,000	
6	69,720	87,150	104,580	15.0%				5%			$6,127	15	5		
7	58,564	73,205	87,846	10.0%				5%			$6,127	15	5		
8	50,176	62,720	75,264	10.0%				5%			$6,127	15	5		
9	44,038	51,809	59,580	5.0%				5%			$6,127	15	5		
10	37,211	43,777	50,344	5.0%				5%			$6,127	10	5		
11	30,784	36,217	41,649	5.0%				5%			$6,127	10	5		
12	23,562	27,720	31,878	5.0%				5%			$6,127	10	5		
13	19,529	22,975	26,421	0.0%				5%			$6,127	10	5		
14	17,354	20,417	23,479	0.0%				5%			$6,127	10	5		

Creating a Balance

Total Compensation Structure											
Name	Title/Position	Tier	Salary	Short-term Incentive Target	Long-term Incentive Target	Total Direct Comp	H&W Annual Value	QRP Annual Value	Security Plans Annual Value	Total Indirect Comp	TRI
Jason Smith	CEO	1	$ 300,000	$ 120,000	$ -	$ 420,000	$ 18,200	$ 8,000	$ -	$ 26,200	$ 446,200
Lucy Jones	VP Marketing	2	$ 210,000	$ 45,000	$ -	$ 255,000	$ 16,200	$ 7,000	$ -	$ 23,200	$ 278,200
Rick Miller	VP Sales	2	$ 160,000	$ 85,000	$ -	$ 245,000	$ 9,200	$ 6,000	$ -	$ 15,200	$ 260,200
Janice Johnson	CFO	2	$ 195,000	$ 40,000	$ -	$ 235,000	$ 10,200	$ 5,000	$ -	$ 15,200	$ 250,200
Maria York	Director	3	$ 160,000	$ 10,000	$ -	$ 170,000	$ 12,200	$ 4,000	$ -	$ 16,200	$ 186,200
Frank North	Director	3	$ 150,000	$ 10,000	$ -	$ 160,000	$ 11,200	$ 3,000	$ -	$ 14,200	$ 174,200
Ricardo South	Director	3	$ 140,000	$ 10,000	$ -	$ 150,000	$ 7,700	$ 2,000	$ -	$ 9,700	$ 59,700
Simon Lewis	Director	3	$ 130,000	$ 10,000	$ -	$ 140,000	$ 8,700	$ 2,500	$ -	$ 11,200	$ 151,200
			$ 1,445,000	**$ 330,000**	**$ -**	**$ 1,775,000**	**$ 93,600**	**$ 37,500**	**$ -**	**$ 131,100**	**$ 1,906,100**

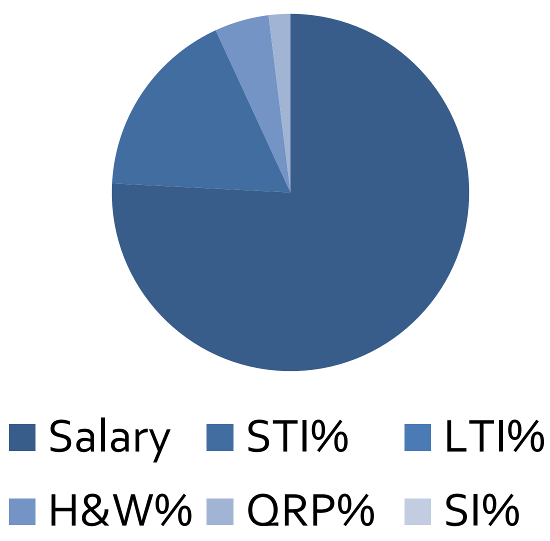
How are these values determined?

Why no LTI to balance the STI?

Should we be addressing these needs?

What Does It Tell You?

Total Rewards Investment (TRI) Allocation								
TRI looks at each component of pay as a percentage of the total								
Name	Tier	Salary	STI%	LTI%	H&W%	QRP%	SP%	TRI
Jason Smith	1	67.2%	26.9%	0.0%	4.1%	1.8%	0.0%	$ 446,200
Lucy Jones	2	75.5%	21.4%	0.0%	7.7%	3.3%	0.0%	$ 278,200
Rick Miller	2	61.5%	53.1%	0.0%	5.8%	3.8%	0.0%	$ 260,200
Janice Johnson	2	77.9%	20.5%	0.0%	5.2%	2.6%	0.0%	$ 250,200
Maria York	3	85.9%	6.3%	0.0%	7.6%	2.5%	0.0%	$ 186,200
Frank North	3	86.1%	6.7%	0.0%	7.5%	2.0%	0.0%	$ 174,200
Ricardo South	3	87.7%	7.1%	0.0%	5.5%	1.4%	0.0%	$ 159,700
Simon Lewis	3	86.0%	7.7%	0.0%	6.7%	1.9%	0.0%	$ 151,200



Balanced Structure

Total Compensation Structure											
Name	**Title/Position**	**Tier**	**Salary**	**Short-term Incentive Target**	**Long-term Incentive Target**	**Total Direct Comp**	**H&W Annual Value**	**QRP Annual Value**	**Security Plans Annual Value**	**Total Indirect Comp**	**TRI**
Jason Smith	CEO	1	$ 300,000	$ 75,000	$ 75,000	$ 450,000	$ 18,200	$ 8,000	$ 15,000	$ 41,200	$ 491,200
Lucy Jones	VP Marketing	2	$ 210,000	$ 36,750	$ 36,750	$ 283,500	$ 16,200	$ 7,000	$ 10,500	$ 33,700	$ 317,200
Rick Miller	VP Sales	2	$ 160,000	$ 60,000	$ 40,000	$ 260,000	$ 9,200	$ 6,000	$ 8,000	$ 23,200	$ 83,200
Janice Johnson	CFO	2	$ 95,000	$ 34,125	$ 34,125	$ 263,250	$ 10,200	$ 5,000	$ 9,750	$ 24,950	$ 288,200
Maria York	Director	3	$ 160,000	$ 16,000	$ 16,000	$ 192,000	$ 12,200	$ 4,000	$ 8,000	$ 24,200	$ 216,200
Frank North	Director	3	$ 50,000	$ 15,000	$ 15,000	$ 180,000	$ 1,200	$ 3,000	$ 7,500	$ 21,700	$ 201,700
Ricardo South	Director	3	$ 140,000	$ 14,000	$ 14,000	$ 168,000	$ 7,700	$ 2,000	$ 7,000	$ 16,700	$ 184,700
Simon Lewis	Director	3	$ 30,000	$ 13,000	$ 13,000	$ 156,000	$ 8,700	$ 2,500	$ 6,500	$ 17,700	$ 173,700
			$ 1,445,000	**$ 263,875**	**$ 243,875**	**$ 1,952,750**	**$ 93,600**	**$ 37,500**	**$ 72,250**	**$ 203,350**	**$ 2,156,100**

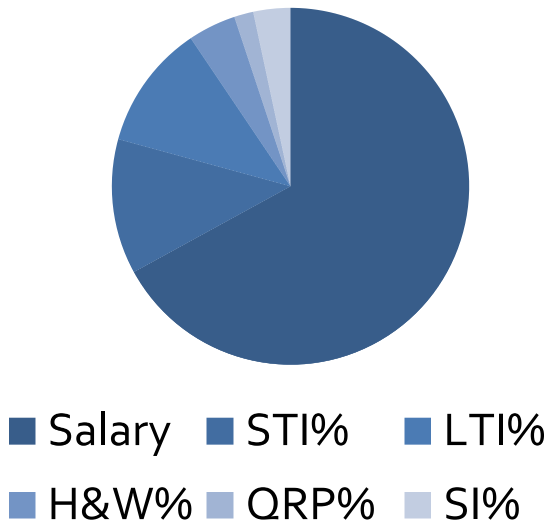
We've reduced the STI targets.

But we've balanced with a LTIP (wealth creation).

This can strengthen partnership and improve retention.

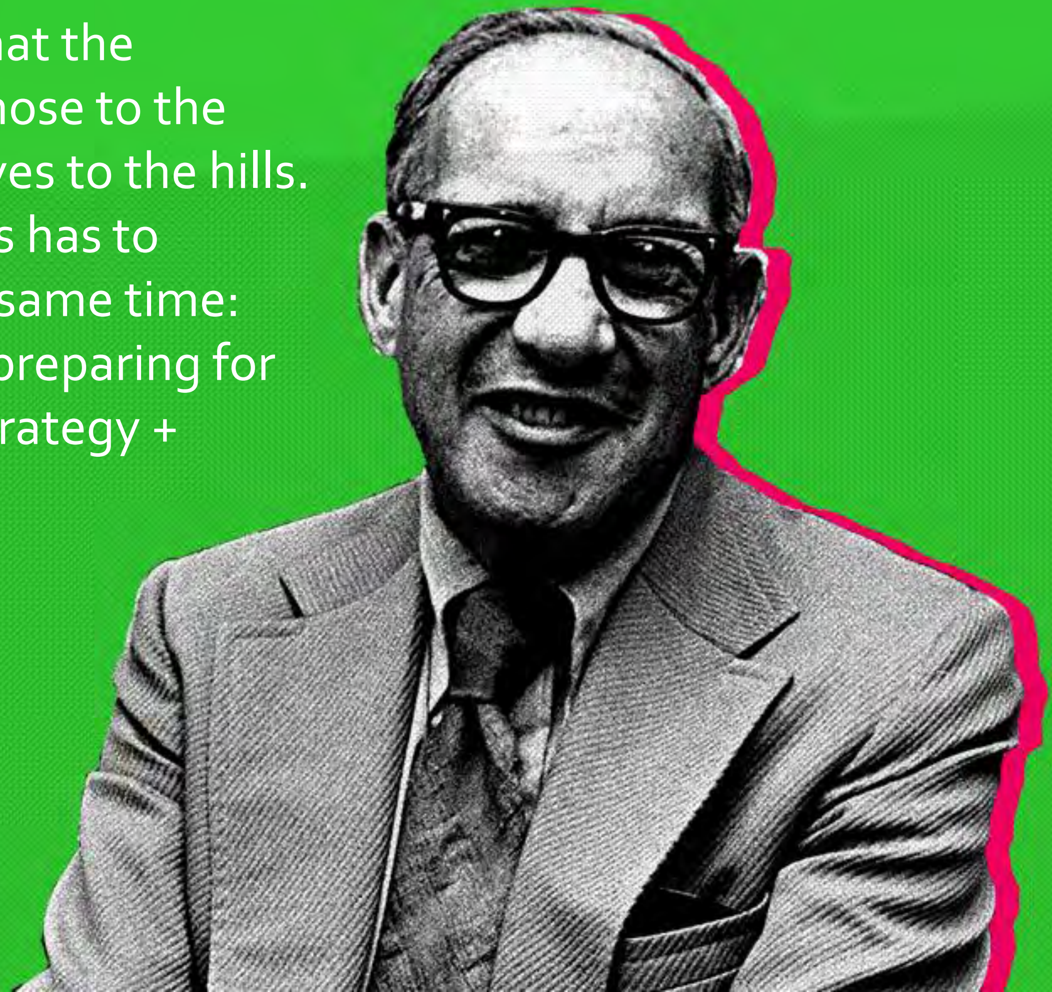
A balanced approach will typically appeal to premier talent who hold a long-term view

Total Rewards Investment (TRI) Allocation								
TRI looks at each component of pay as a percentage of the total								
Name	**Tier**	**Salary**	**STI%**	**LTI%**	**H&W%**	**QRP%**	**SP%**	**TRI**
Jason Smith	1	61.1%	15.3%	15.3%	3.7%	1.6%	3.1%	$ 491,200
Lucy Jones	2	66.2%	17.5%	17.5%	7.7%	3.3%	5.0%	$ 317,200
Rick Miller	2	56.5%	37.5%	25.0%	5.8%	3.8%	5.0%	$ 283,200
Janice Johnson	2	67.7%	17.5%	17.5%	5.2%	2.6%	5.0%	$ 288,200
Maria York	3	74.0%	10.0%	10.0%	7.6%	2.5%	5.0%	$ 216,200
Frank North	3	74.4%	10.0%	10.0%	7.5%	2.0%	5.0%	$ 201,700
Ricardo South	3	75.8%	10.0%	10.0%	5.5%	1.4%	5.0%	$ 184,700
Simon Lewis	3	74.8%	10.0%	10.0%	6.7%	1.9%	5.0%	$ 173,700



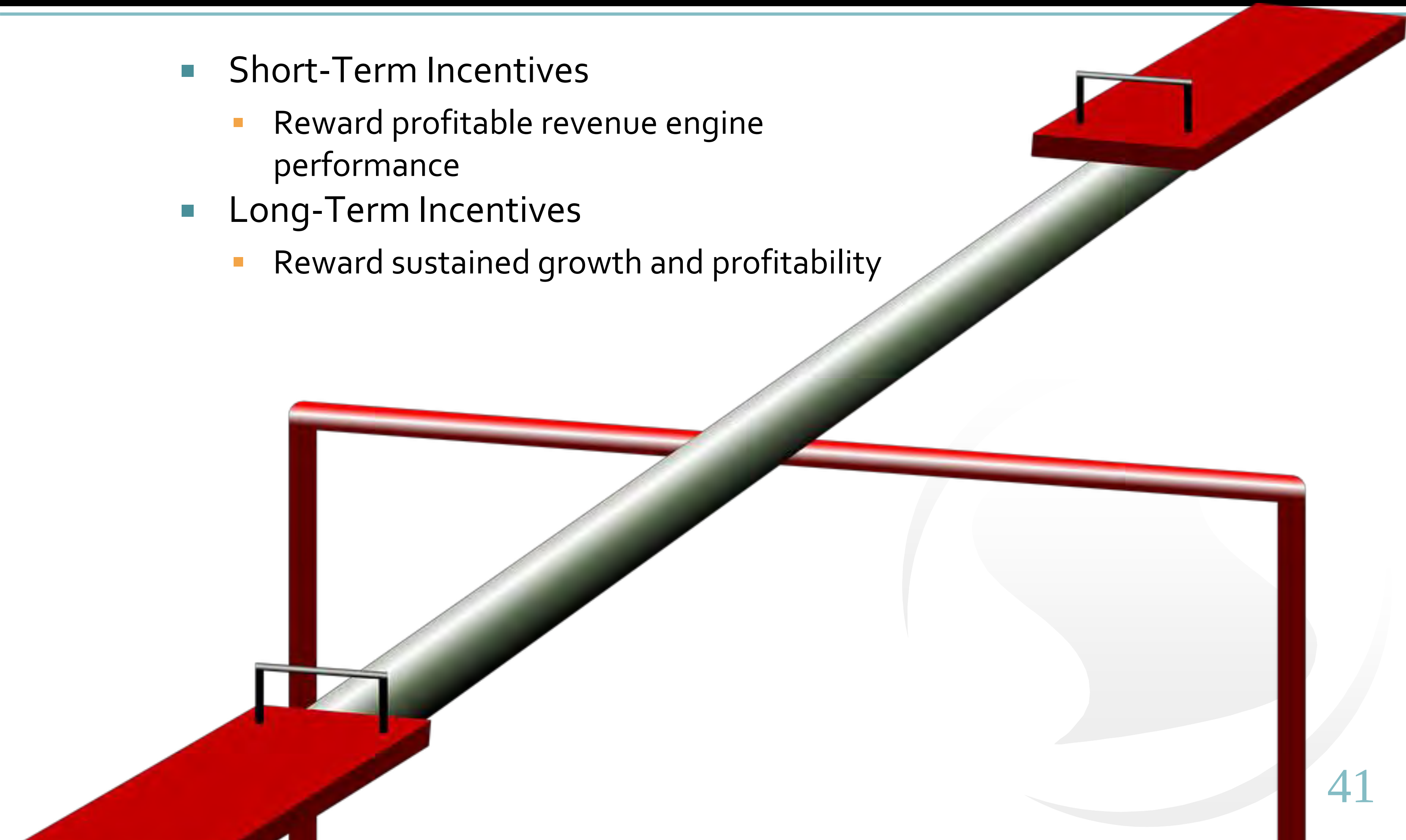
Balancing Incentives

"Peter Drucker once wrote that the manager's job is to keep his nose to the grindstone while lifting his eyes to the hills. He meant that every business has to operate in two modes at the same time: producing results today and preparing for tomorrow." (Ken Navarro, Strategy + Business)



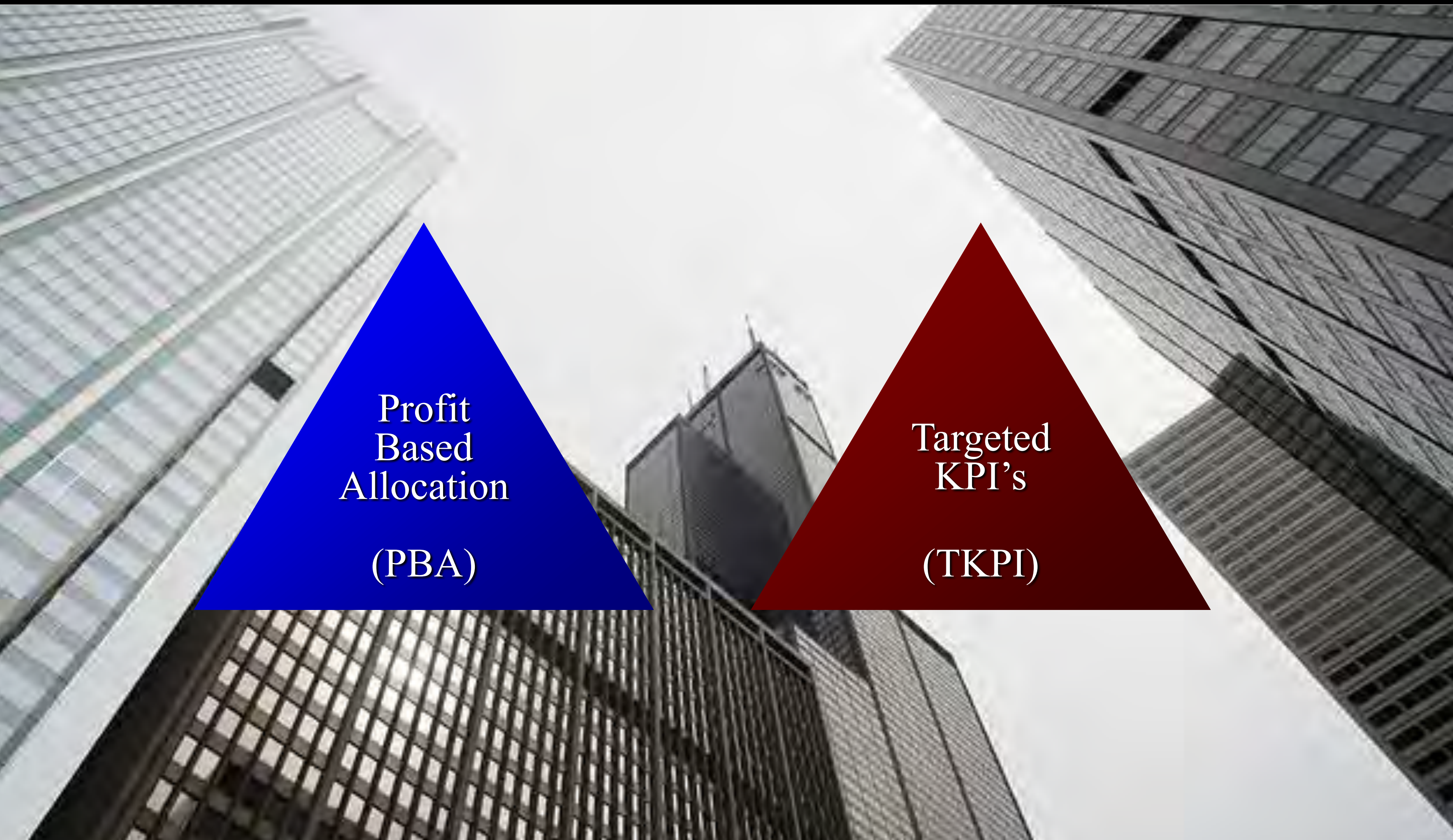
Balancing Incentives

- Short-Term Incentives
  - Reward profitable revenue engine performance
- Long-Term Incentives
  - Reward sustained growth and profitability



Short-Term (Performance) Incentives

Two Primary Approaches



Profit
Based
Allocation

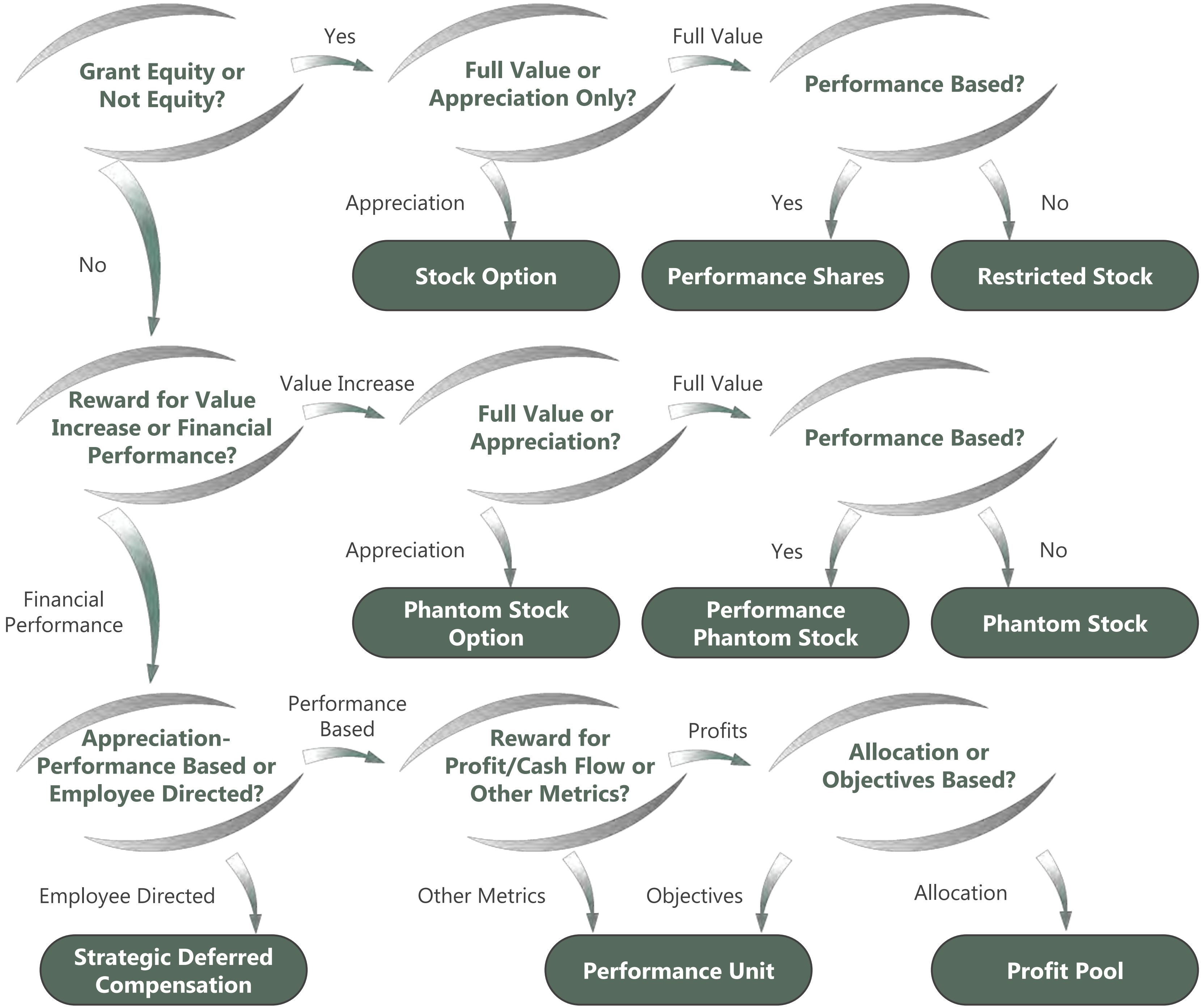
(PBA)

Targeted
KPI's

(TKPI)

Long-Term (Growth) Incentives

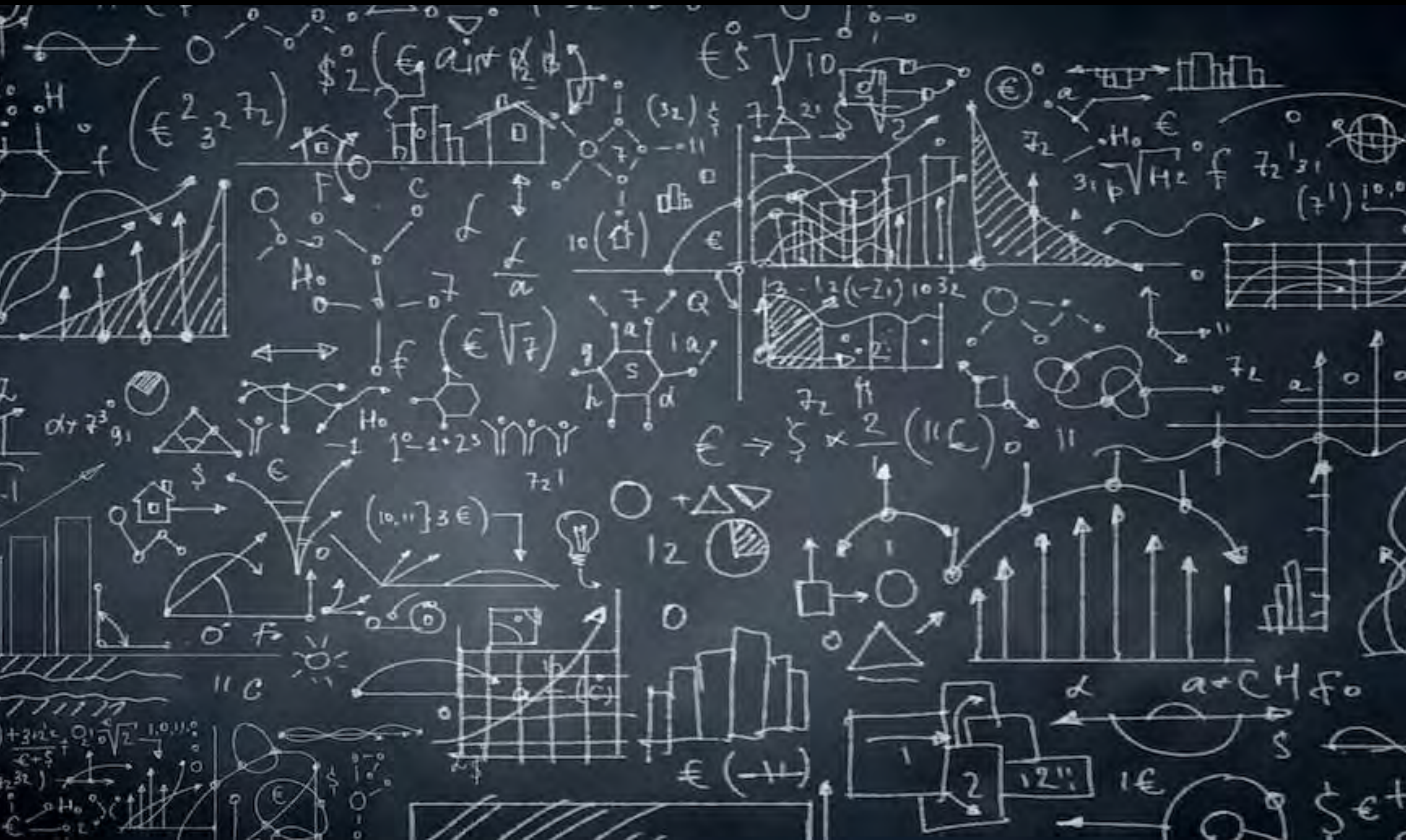
Select the Right Plan Type


Grant Equity or Not Equity?
Yes
Full Value or Appreciation Only?
Full Value
Performance Based?
Appreciation
Yes
No
Stock Option
Performance Shares
Restricted Stock
No
Reward for Value Increase or Financial Performance?
Value Increase
Full Value or Appreciation?
Full Value
Performance Based?
Appreciation
Yes
No
Phantom Stock Option
Performance Phantom Stock
Phantom Stock
Financial Performance
Appreciation-Performance Based or Employee Directed?
Performance Based
Reward for Profit/Cash Flow or Other Metrics?
Profits
Allocation or Objectives Based?
Employee Directed
Other Metrics
Objectives
Allocation
Strategic Deferred Compensation
Performance Unit
Profit Pool

Rules of Thumb

- **Senior Executives**
  - Short-term--50%
  - Long-term--50%
- **Management**
  - Short-term--60%
  - Long-term--40%
- **Rank and File Employees**
  - Short-term--75-90%
  - Long-term--10-25%

5. Complex Annual Incentive Plan (Bonus)



The Data

"Only 10% of responders indicated they felt their annual incentive plan was effective, while another 25% thought theirs was moderately effective. Thus, 65% were dissatisfied with the results of their plan. And these responders were, generally, representatives of larger, successful companies. If large companies can't get it right (i.e., those with access to high-paid consultants and experienced executive leadership), what chance do smaller companies have?"

(World at Work 2016 Survey)

The Wrong Premise

Reward your employees for achieving results that are as close as possible to their job duties. This typically includes the effort to “select the best metrics” for each employee or at least for every department. Then assume that all the collective mini-improvements will roll up into shareholder value creation.

Multiple Metrics

8 Problems

1. Impossible to link every metric to true value creation.
2. Multiple KPIs create confusion and sap motivation.
3. A focus on behavior incentives can reverse the behavior sought.
4. Difficult to find metrics for every position.
5. Results are manipulated or loopholes are exploited.
6. Impossible to equalize metrics across individuals and departments.
7. Unintended and unanticipated negative consequences.
8. Pursuit of “perfect” metrics is a time waster.

Results, not Methods

Change in Terminology & Mindset

Value-sharing instead of paying incentives.

The Right Premise

Reward employees for achieving the shareholders' most important financial results and treat them as growth partners.

Shareholder’s Most Important Result

Sustainable and growing profitability

Key Metric

Focus on One of These:

- Profit
- Increase in Profits
- Increase in Profitability

Not Just Profit but Productivity Profit

Productivity profit is that surplus that can be attributable to the productivity and profitability of your people, not just your capital assets at work.

6. Inadequate ROI on Pay

Calculate and Track
Your Productivity
Profit

Example:

Item	Amount
Capital Account	$20,000,000
Cost of Capital	12%
Capital Charge	$2,400,000
Operating Income	$10,000,000
Productivity Profit	$7,600,000
Total Rewards Investment	$25,000,000
ROTRI™ Return on Total Rewards Investment	30.4%

(ROTRI™ = Productivity Profit/Total Rewards Investment)

Example:

Item	Figure
Capital Account	$20,000,000
Cost of Capital	12%
Capital Charge	$2,400,000
Operating Income	$10,000,000
***Productivity Profit**	**$7,600,000**
Total Rewards Investment	$25,000,000
ROTRI™	30.4%

(ROTRI™ = Productivity Profit/Total Rewards Investment)

***Variable Pay Plans** (Value Sharing) **are financed from Productivity Profit**

Case Study

Keith Williams

- Assumed leadership of UL in 2005
- Company carrying considerable debt
- Losing market share
- Low employee morale
- UL had become bureaucratic and “siloed”

Core Changes

Shift from “Incentives” to “Value Sharing”

- Took away local measurements driving management incentive plans—all paid on same metrics
  - “We live together and we die together”
- Aligned everyone behind company success
  - “I call it ‘pay the company first.’ ”

Pay the Company First

"Basically, up to the company's operating profit target, all of the profits go to the company; and only after that target is met, do we start funding the incentive pool."

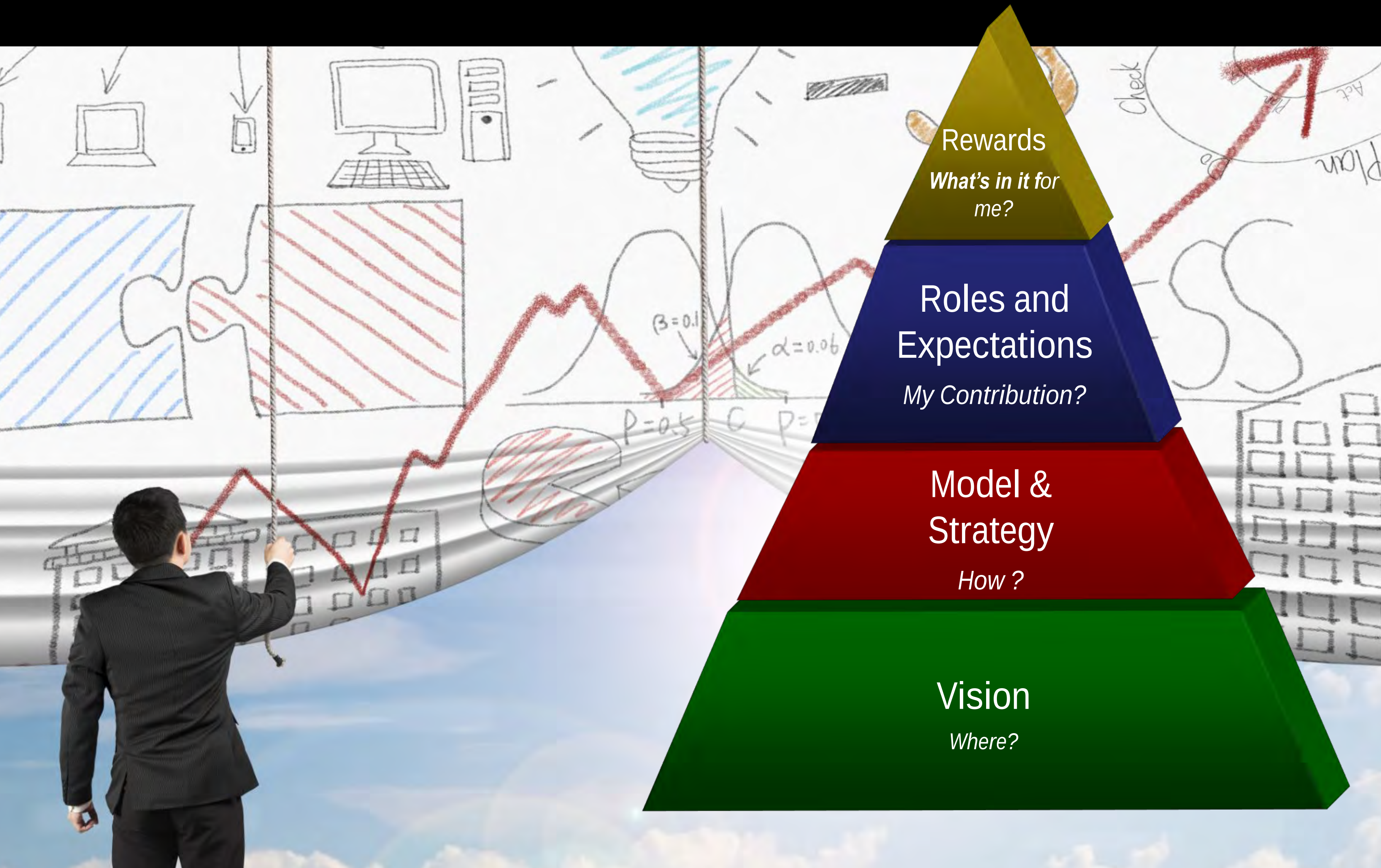
Example: If UL's target is $80 million--

- 100% of first $80 in profit goes to company
- The next $20 million goes to the incentive pool
- From there on, 50/50 between company & incentive pool

Pay the Company First

Once value creation is defined, compensation can follow a formula for sharing value in a way that aligns key producers with the company's business plan and priorities.

7. No Line of Sight



Market a Future that's Relevant

- Communicate desire for a growth partnership
- Demonstrate commitment
  - To the future business
  - To key contributors
- Promote don't just communicate
- Be consistent

Market a Future that's Relevant

- Here's our future
- Here's how we're going to get there
- Here's the role we picture for you
- Here's how we encourage our people to grow and contribute

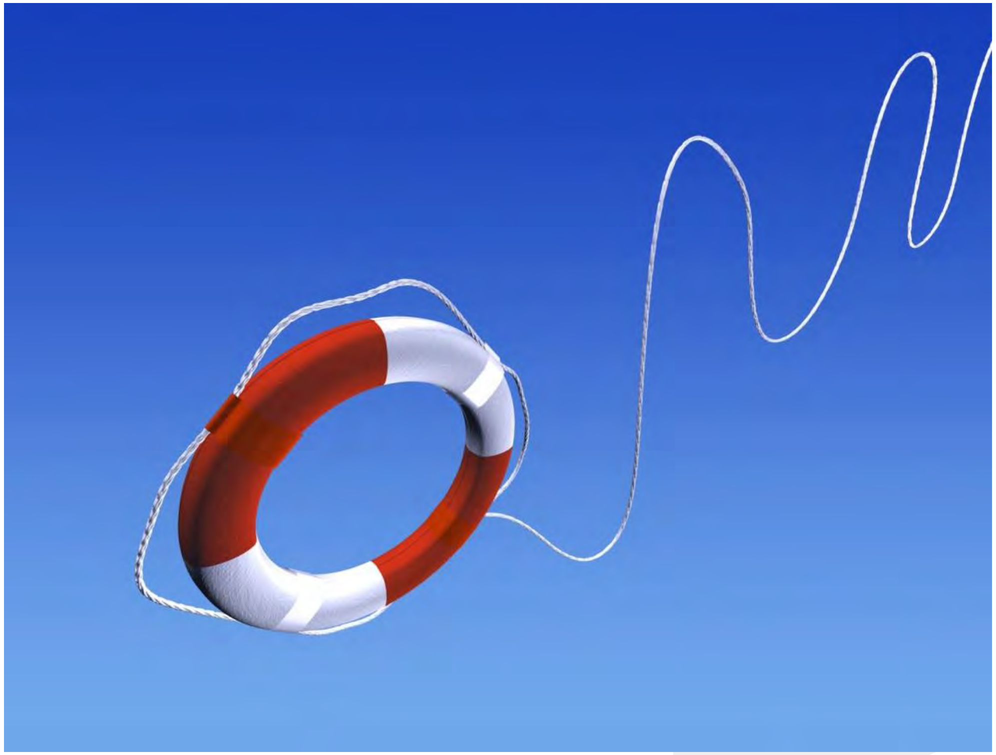
- Here's our philosophy about pay and rewards
- Here are our specific pay programs
- Here's how our pay programs could work for you if we achieve our plan

Employee Value Statement

Year	1	2	3	4	5
Targeted Results	100%	100%	100%	100%	100%
Salary	$160,000	$166,400	$173,056	$179,878	$187,177
STVS	$64,000	$66,560	$69,222	$71,991	74,871
LTVS (EOY)	--	$74,000	$186,000	$311,000	$448,000
401(k) @7%	$17,120	$36,123	$57,169	$80,428	$106,086
Total Cash	$224,000	$232,960	$242,278	$251,970	$262,048
Wealth Accrual	$17,120	$110,123	$243,169	$391,428	$554,086
Total Value	$241,120	$567,083	$942,407	$1,342,636	$1,767,343

7 Signs You Need Help

1. No compensation "game plan."
2. Lack of rewards alignment.
3. Unclear pay philosophy.
4. Unbalanced pay "portfolio."
5. Complex annual incentive plan (bonus).
6. Inadequate ROI on pay.
7. No line of sight.



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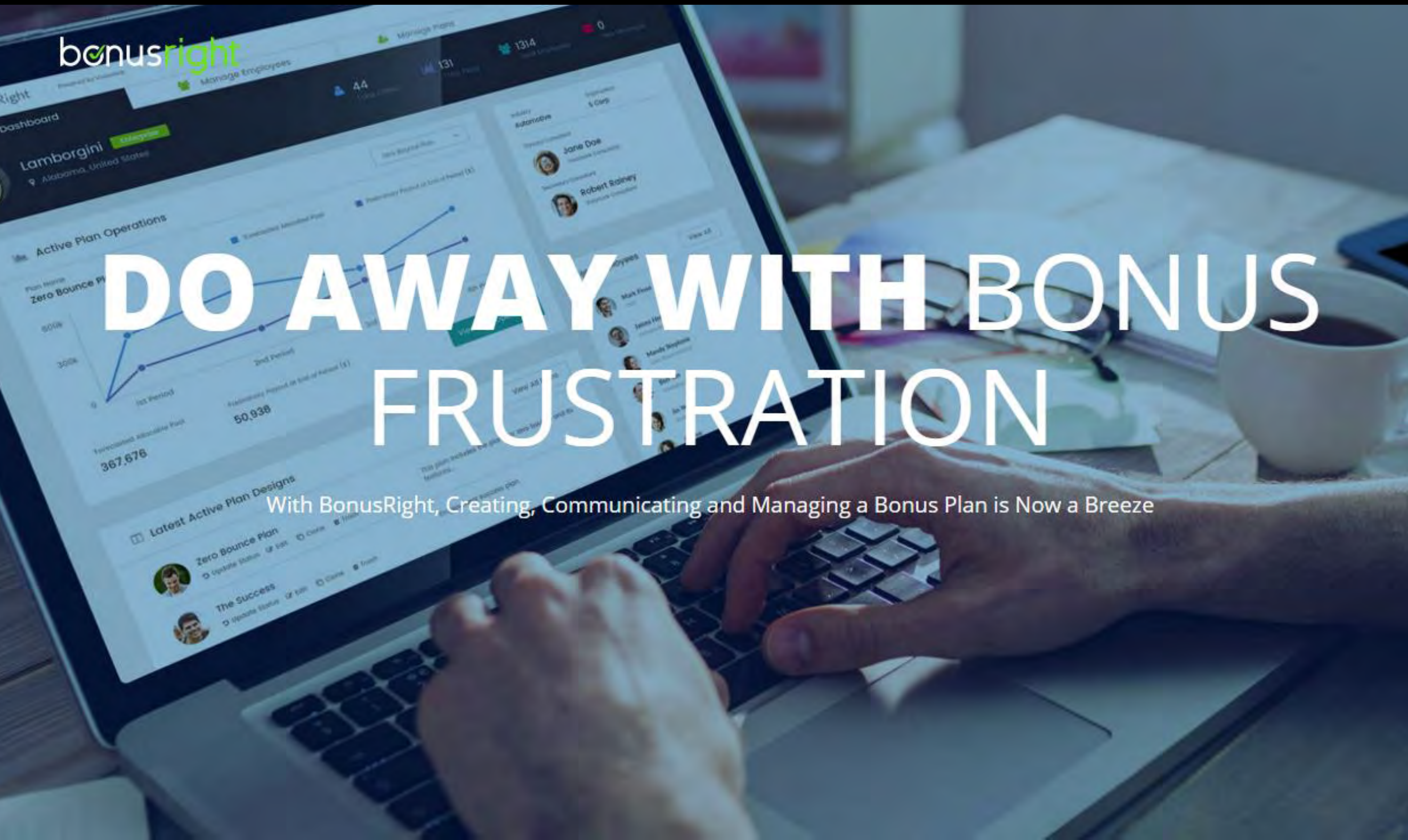

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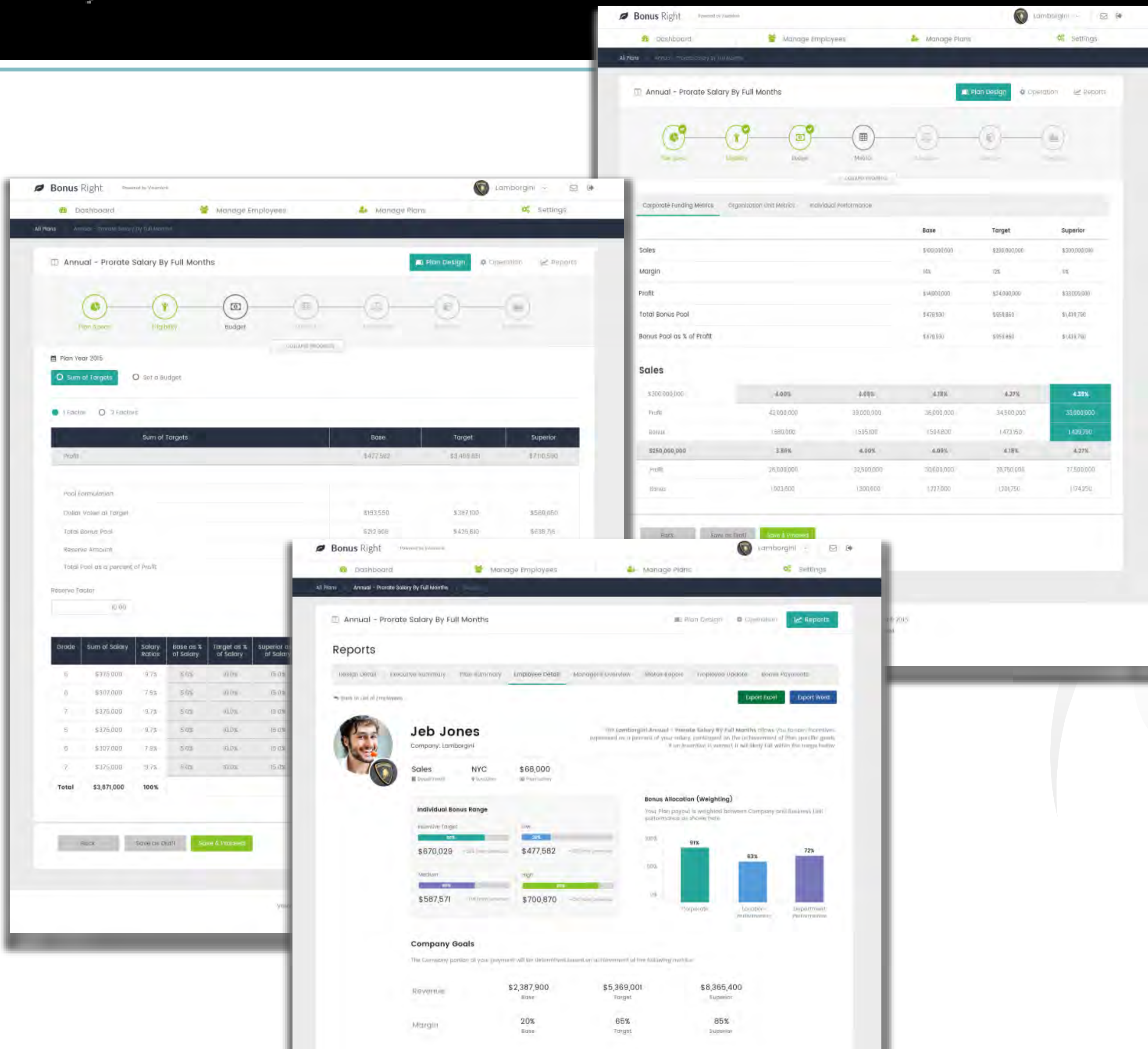


- New SaaS tool
- Build and manage your bonus plan online.
- Indicate on survey if you would like to schedule a demo.

Request Consultation & Take Survey

Take advantage of one-hour consulting call with a VisionLink principal at no charge.

Indicate interest on final survey

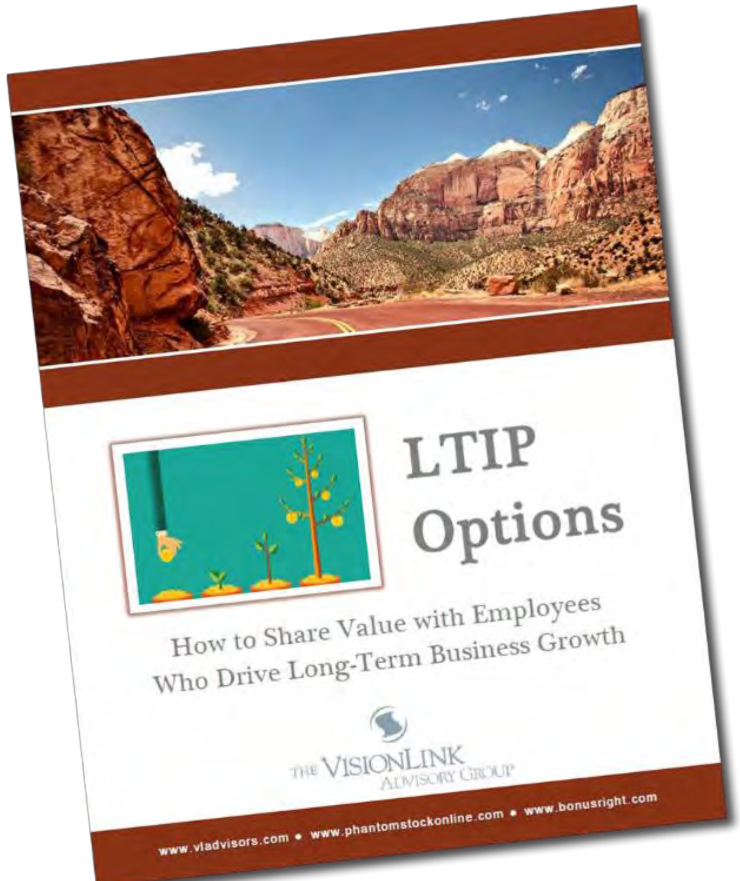
Request a copy of our slides, report, complimentary consultation and BonusRight demo.

We value your input.

Free VisionLink Report

LTIP Options

How to Share Value with Employees
Who Drive Long-Term Business Growth



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3 Ways Your Value Proposition is Impacting Recruiting and Retention

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When you are speaking with a potential new employee, does the subject of compensation ever come up? Or when one of your key people announces she is taking an opportunity at another company, is pay ever mentioned as a factor? Okay, forgive the insulting questions. But with all that has been written in recent years about how small a role a rewards strategy plays in an employee's performance, engagement and loyalty, I just thought I would ask what your "real life" experience has been. I imagine the truth is that compensation is a huge factor in recruiting and retaining the kind of talent you want. For most business leaders,having a compelling value proposition can make or break their ability to secure the people they are trying to attract--or keep. So let's stop pretending it's not a big issue and examine how your compensation approach is impacting your competitiveness in today's talent market place.

How Do You Make Incentive Plans "Self-Financing?"

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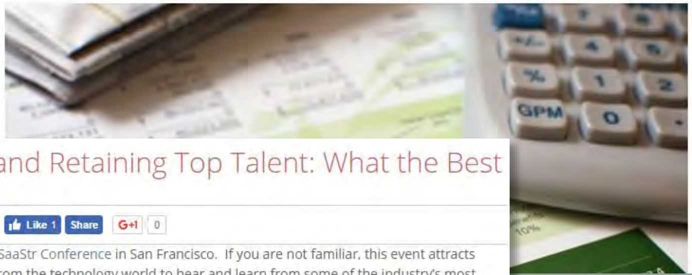
CEOs and business owners are always concerned about costs—because costs diminish profits. As a result, if you lead a company, one of the first questions you likely ask when an incentive plan is proposed is this: "What is it going to cost?" The question is understandable and appropriate; however, it starts a discussion about the merits of incentive plans on a wrong premise. In theory, an incentive plan shouldn't "cost" the company anything. Let me explain.



Attracting and Retaining Top Talent: What the Best Expect

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Last week I attended the SaaStr Conference in San Francisco. If you are not familiar, this event attracts about 10,000 attendees from the technology world to hear and learn from some of the industry's most successful SaaS company founders and leaders. These are individuals who have had to attract and develop talent in a highly competitive environment—and have succeeded in doing so on their way to building valuable companies. However, the principles and practices they apply in attracting and retaining top talent are not unique to their industry. They are what every successful organization does. So, let's learn from them, shall we?

Q&A

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Today's Presenter:

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Thank You!

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