

An Invitation to Participate in a Landmark Collaboration among
The Concours Group, Age Wave and Harris Interactive

The New Employee/Employer Equation



**DETERMINING THE “IDEAL DEAL”
FOR EACH SEGMENT OF YOUR WORKFORCE**

The Opportunity

What do employees want? Who deserves what? How individualized do compensation packages need to be? What do employees want to contribute while working? What do they expect to get in return? How does your organization become the “employer of choice” in attracting and retaining talent?

The Concours Group, Age Wave and Harris Interactive invite you to take part in an ambitious, timely and original research study designed to determine which elements of the “employee deal” – including work arrangements and scheduling, workplace and management style, opportunities for learning and growth, and compensation, benefits and other forms of motivation and reward – appeal to each segment in the nation’s increasingly diverse workforce.

Through the creation of a comprehensive survey designed to probe the concerns, demands and aspirations of more than 5,000 employees nationwide, we will:

- Determine the relationship among age, gender, race, ethnicity, lifestage and lifestyle, as well as a wide range of employee commitment and productivity variables.
- Create a new, diversity-friendly segmentation paradigm that will illuminate the key goals, motivations, preferences and aspirations of emerging employee segments.
- Craft an innovative new employee assessment tool that will identify the specific type of work arrangement – including what short and long-term benefits and compensation are needed with each segment – to “hit the bulls-eye” and produce the “ideal deal.”

Patterned after the breakthrough research on generational cohort characteristics in the consumer marketplace pioneered by Yankolovich (now Harris Interactive) and Age Wave, this project will be led by an exceptional team of industry leaders, including **Dr. Ken Dychtwald** (project director), Founder and President of Age Wave; **Tamara Erickson**, CEO, Global Consulting and Director, The Concours Group; **Robert Morison**, Executive Vice President and Director of Research, The Concours Group; **Humphrey Taylor**, Chairman of the Harris Poll; and **Harold E. Quinley**, Group President, Media, Public Relations and Public Policy Research, Harris Interactive.

The New Employee/Employer Equation: A Complex and Growing Challenge Requiring Creative and Focused Solutions

The recognition of the need for this timely initiative has emerged from the *Demography is De\$tiny* Project conducted by The Concours Group and Age Wave and sponsored by 28 major corporations.

This seminal work concluded that in the years ahead, employers will have to adjust the “employee deal” – work arrangements, compensation and benefits – in order to attract and retain a multi-ethnic, multi-racial, multigenerational labor force with a diverse set of expectations and demands. The *De\$tiny* Project also concluded that HR-related leadership can benefit from the enormous strides made in recent years by savvy consumer marketers who have learned how to segment their target audiences for maximum appeal and relevance and minimum waste. Many of these same segmentation and targeting tools can be readily applied to the employment-related needs and preferences of America’s increasingly diverse workforce.

What’s Changed:

- **The Age Wave is coming.** Due to increases in longevity and health, relative shortages of younger workers, and the aging of the “baby boomers,” the workforce is aging.
- **What makes each generation tick differs dramatically.** Generational differences – including preferred training methods, proficiency with technology, and attitudes toward authority and teamwork – are being amplified.
- **A new “cyclic” paradigm of work, learning and leisure is emerging.** Younger workers are demanding more recreational time, middle-aged workers are reinventing themselves, and older workers are looking for a new work/leisure balance.
- **New models of “employment” will be the norm.** The nature of the relationship between employees and employers is inexorably changing. Shorter-term, more fluid and customized arrangements are here to stay, for all age groups, at all points in their careers.

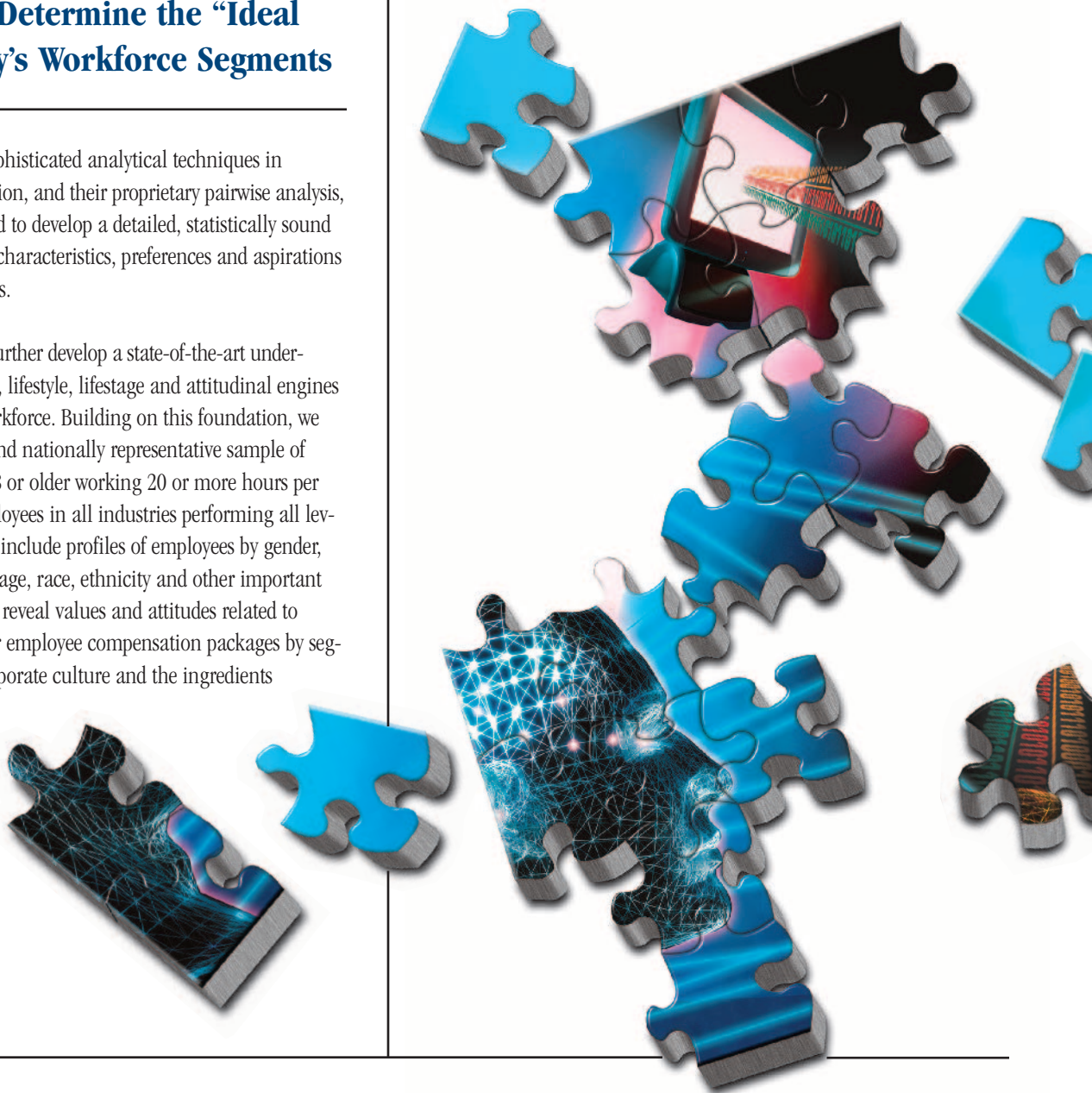
As a result of these changes, “customized variety” is inevitable. Greater employee diversity and wider variety in job focus, structure and tenure are rendering the “one size fits all” benefits package obsolete. What’s missing are the tools to identify and target the specific needs of different employee segments. This project has been created to bridge that gap.

Join Us – and an Exclusive Consortium of Leading Companies – as We Invent the Tools to Determine the “Ideal Deal” for Today’s Workforce Segments

Using Harris Interactive’s sophisticated analytical techniques in conjoint analysis, segmentation, and their proprietary pairwise analysis, this research will be designed to develop a detailed, statistically sound basis for understanding the characteristics, preferences and aspirations of diverse employee segments.

To accomplish this, we will further develop a state-of-the-art understanding of the generational, lifestyle, lifestage and attitudinal engines that drive today’s diverse workforce. Building on this foundation, we will then interview a large and nationally representative sample of 5,000+ employees, adults 18 or older working 20 or more hours per week. We will interview employees in all industries performing all levels of functions. Results will include profiles of employees by gender, region, education, age, lifestage, race, ethnicity and other important variables. Survey results will reveal values and attitudes related to work, specific preferences for employee compensation packages by segment, the importance of corporate culture and the ingredients for high job satisfaction.

From this body of original research, we will produce an innovative and actionable new “Workstyle/Workstage” segmentation model that will go beyond the personality assessment and workstyle evaluation tools that have gained popularity in the HR marketplace in recent decades. This new, more comprehensive employee assessment instrument will be designed to provide the individualized insights needed to craft the “ideal deal.” This research will be conducted online, and the project will take approximately nine months from initiation to final report. Harris has utilized online survey techniques with a great deal of success – most notably in the 2000 Presidential Elections when their online research was the most accurate of all the major national surveys that were conducted.



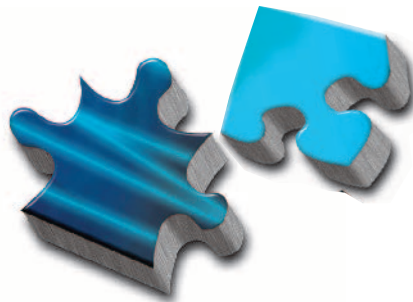
Project Activities and Deliverables

Participation in this cutting-edge initiative will provide:

- **An opportunity to provide input for the research study** and suggest specific themes, issues and questions to be inserted into the nationwide survey. In addition, participants will be provided access to all of the data and interpretations that emerge from the study.



- **A comprehensive, landmark research report** that will include **powerful new insights** to increase your understanding of the most important needs and motivations of the different employee groups. The report will include **cutting-edge techniques** for attracting, retaining, and motivating the workforce you require to fulfill your strategies successfully in the years ahead.
- **Preferred access to a proprietary segmentation model and related assessment tools** that you can use to craft efficient, yet effective arrangements with your employees – allowing you to create an ideal deal with each segment of your workforce. *Note:* These tools will be **exclusively available to participants in this project** for a period of one year from completion of the study. In addition, each participating company will receive 1,000 units of the “Workstyle/Workstage” employee assessment instrument and individualized reports – at no charge.
- **Participation** by up to three representatives in **three high-level workshops led by Ken Dychtwald** – and including senior management from **The Concours Group and Harris Interactive** – to jointly design the survey instrument and then review and interpret the results. These workshops will also include presentation of case studies on leading-edge responses to the dramatic demographic trends as well as opportunities for discussion and application.
- The chance to take part in **kick-off and wrap-up teleconferences** led by Tamara Erickson and Robert Morison, which will explore specific challenges to your organization. Participants will also be given access to an **interactive Web site** for project communications, posting of useful information and resources, and ongoing threaded discussions.
- **An on-site executive session** on the study’s results conducted by The Concours Group. As an option, for an additional fee, members may arrange for Ken Dychtwald to conduct a special session for senior management.



About Age Wave:

Age Wave was created in 1986 to guide leading companies and government groups worldwide in product and service development – geared to aging boomer and mature population segments. The company's far reaching explorations and innovative solutions have fertilized and catalyzed a broad spectrum of industry sectors from vitamins and cookies to automotive design and retail merchandising to mutual funds and health insurance. To founder Dr. Ken Dychtwald and the Age Wave professionals, every research or consulting assignment presents a unique challenge to break new ground and discover or invent new opportunities. As a result of having overseen hundreds of cutting-edge research and consulting assignments, Age Wave has developed a unique understanding of the body, mind, heart, soul, desires and demands of new generations of consumers and workers. Age Wave's services include groundbreaking primary and secondary research, cutting-edge brainstorming, business development guidance and a wide range of highly acclaimed presentations, communications, education, and training programs utilizing state-of-the-art multi-media. (www.AgeWave.com)

Dr. Ken Dychtwald – *Project Director of the New Employee/ Employer Equation Study*– has over the past thirty years emerged as the nation's foremost visionary and leading authority on the social, lifestyle, marketing, and workforce implications of the aging of America. He is the author of ten books, including his best seller *Age Wave* and his latest, *Age Power*. He is currently completing two new books, *Re-Visioning Retirement* and *Demography is De\$tiny* (Harvard Business School Press, Winter/2004). In addition to being featured regularly in the media, Dr. Dychtwald is a highly sought-after public speaker, has served as a consultant and advisor to many Fortune 100 companies as well as governmental organizations worldwide and is a fellow of the World Economic Forum.

David Baxter has for many years served as the Director of Research and Business Development at Age Wave, where he has overseen numerous highly acclaimed research and consumer segmentation studies. His expertise on the age wave phenomenon spans from financial services and healthcare to publishing and media. Previously, David was an Intelligence Officer at the Central Intelligence Agency, where he orchestrated intelligence collection efforts and briefed key decision makers on new financial developments in overseas markets and industries. David received his M.B.A. at the Kellogg Graduate School of Management and his B.A. from Williams College.

About Harris Interactive:

Harris Interactive, an internationally known survey firm, is best known for *The Harris Poll*, which has been a leading, independent barometer of American public opinion since 1963. Their public opinion research has been used by governments, academic institutions, the media, foundations, corporations and other organizations to get an accurate picture of the important issues of our time. In 2001, Harris Interactive acquired Yankelovich Partners Custom Research, a firm specializing in public opinion and public policy research. Yankelovich Partners is best known for the TIME/CNN Poll conducted regularly among Americans for the past 27 years and for its ground-breaking work on generational differences, as described in *Rocking the Ages*. (www.HarrisInteractive.com)

Humphrey Taylor is the Chairman of The Harris Poll, a service of Harris Interactive. He has had overall responsibility for more than 8,000 surveys in 80 countries for governments, corporations, and foundations on such subjects as housing, insurance, transportation, welfare planning, marketing, communications, banking, industrial relations, education, aging, and health care. One person who seems to think well of Humphrey is Senator Jay Rockefeller who said, "To say 'Humphrey Taylor is a pollster' is like saying 'Michelangelo does ceilings.'" *The Washington Post* recently described him as "one of the reigning giants" of the industry.

Harold E. Quinley, Ph.D., Group President, Media, Public Relations and Public Policy Research, is a public opinion and public policy expert who has conducted studies on a wide variety of issues. Prior to joining Harris Interactive in 2001, Dr. Quinley was an Executive Vice President at Yankelovich Partners, Inc., where he was responsible for all of the firm's public opinion work. In this role, Dr. Quinley was a consultant on the formulation of the Monitor questionnaire and analysis of trends and was a frequent presenter of Monitor findings, including those in *Rocking the Ages*. Dr. Quinley has also directed the *Time* magazine and Time/CNN surveys for the past nineteen years, both at Yankelovich and at Harris Interactive.

About The Concours Group:

The Concours Group is a new breed of research, management consulting and education firm. The firm works with senior executives of over 300 of the Global 1000 to master critical issues in management and to turn human and technological potential into business value. The Concours Group integrates the processes of consulting, research and education in order to constantly expand the performance and value of each. Our work revolves around future – not past – best practices in business, technology and human asset management. Our research discovers and develops these practices, our executive education articulates them and motivates their adoption, and our innovative senior-person consulting enables clients to implement them quickly and realize the business results.

We are associated with many of the world's thought leaders in management practice, and we amplify client value and results through working partnerships with a select few complementary and world-class implementation firms. Our staff has developed many of the important management techniques of the last decade and displays an old-fashioned commitment to delivering client results. Our leadership has been delivering innovative management consulting and education services for nearly two decades. (www.concoursgroup.com)

Tamara J. Erickson brings strong, pragmatic experience on the management practices required to enhance a corporation's human capital and innovative potential. She is co-author of the book, *Third Generation R&D: Managing the Link to Corporate Strategy*, published in April 1991 by Harvard Business School Press and is currently co-authoring *Demography is De\$tiny* (Harvard Business School Press, Winter/2004). Ms. Erickson is the CEO of Global Consulting at The Concours Group and spent 19 years with Arthur D. Little, Inc., including six as managing director of the firm's management consulting business in the United States and Canada. She has experience as a member of the Board of Directors for two publicly-traded Fortune 1000 firms, as well as several private and not-for-profit Boards.

Robert Morison is an executive vice president of The Concours Group. As its director of research, he has for the past fifteen years been leading breakthrough research at the intersection of business, technology, and human asset management, including the work that

gave rise to "business reengineering." He has been responsible for the Re.sults research program and its more than 70 reports delivered over the last 5 years. He is also the editor and co-author of The Concours Group's widely-read thought pieces on contemporary management issues. Prior to Concours, he held management positions with CSC Index and General Electric Information Services Company. Mr. Morison is currently co-authoring a new book entitled *Demography is De\$tiny* (Harvard Business School Press, Winter/2004).

How to Participate:

This landmark project will begin in the fall of 2003 and is anticipated to take approximately nine months to complete. The total fee for participation is \$60,000, including selected highlights from *Demography is De\$tiny*. **Participation will be limited, so early decision is highly encouraged.**

To join, or for additional information, please contact:

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