

2024 US Consumer Goods Participation Webinar

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A business of Marsh McLennan

● This session is being recorded

Introductions



Karen Rutledge is a Commercial Industry Strategist for Career Products at Mercer. She works closely with clients in Consumer Goods and Retail industries to gain prospective on how to enhance future career products to align with each industry needs.



Christian Montemayor is a Product Manager in Mercer's Career Products business. He is based in Tampa, Florida and helps manage the US Mercer Benchmark Database (MBD) and the Canada MBD – Mercer's flagship General Industry compensation surveys in North America. He also manages select industry-specific offerings including the US Transportation, Logistics and Warehousing Survey, a consumer goods forum in Canada, and assists with the US and Canada Retail Surveys.

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- 1. Consumer Goods Industry Overview**
- 2. Survey Timeline and Overview**
- 3. Mercer Data Connector**
- 4. Consumer Goods Primary Specializations and Matching Guidelines**

Agenda

Consumer Goods Industry Overview





Global Talent Trends

2024

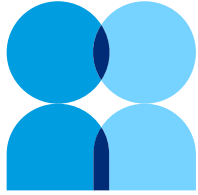
Insights from the
consumer goods
industry

welcome to brighter

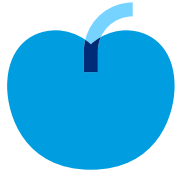


Disruptions continue in consumer goods

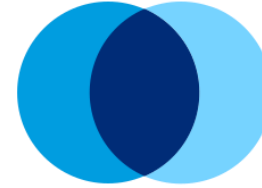
Seismic shifts shaping the consumer goods industry



Labor turnover and competition for skilled employees pose substantial obstacles. HR experts are devising strategies to decrease turnover and recruit competent professionals. Protests by frontline customer service employees underscore the necessity for businesses to tackle issues related to workforce supply, motivation, and job structure. It is crucial to find a balance between managing expenses and meeting future talent requirements.



Employers are expanding their focus on employee well-being to include physical, mental, financial, and social dimensions. They are improving benefits to address affordability, convenience, leave policies, workforce demographics, and flexible work options. The comprehensive rewards package now also addresses inequalities, contingent labor, safety, and equitable pay to enhance the employee experience.



Changes in consumer preferences are driving the adoption of innovative technologies and collaborations in business models to stay ahead in the competition. Nevertheless, postponements in these transformations can lead to adverse effects, such as inadequate retirement savings, skills shortages, and increased turnover due to burnout and insufficient mental health support.



Geopolitical and economic instability, marked by inflation, disruptions in the supply chain, and logistical hurdles, has obstructed organizations' capacity to satisfy escalating demand. This challenge is compounded by the struggle to attract skilled workers, exacerbated by the industry's comparatively low wage levels.

Leading employers are building brands that deliver on sustainability to attract and retain talent

Sustainability matters when building trust – 100% of employees expect their employer to uphold sustainability standards

29%

of employees expect their company to *support an employee in social change or advocacy*

33% of executives have in place today

35%

of employees expect their company to *deliver on sustainability goals*

31% of executives have measure in place today

47%

employees expect their employer to *implement min. health standards and well-being offerings for all*

42% of executives have minimum standards in place today

39%

of employees expect their employer to *ensure a living wage for all*

40% of executives have this in place today

The good news is, employers are making progress on the DEB&I agenda:



The top 3 activities driving progress on ESG

According to HR leaders

Engaging the workforce in sustainability efforts

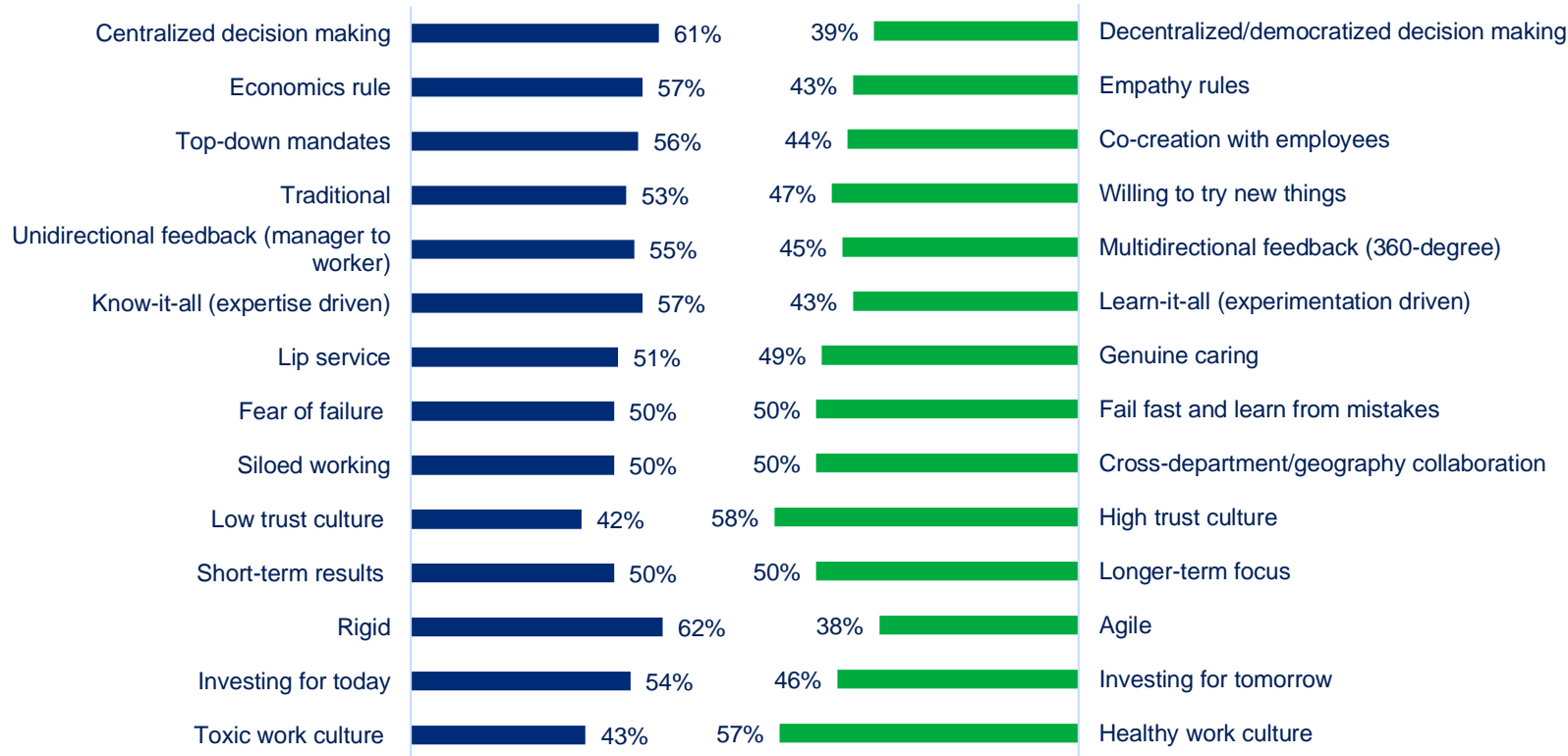
Offering a sustainable investment option in our retirement plans

Establishing and communicating plans for delivering a greener future

A company's culture reinforces its organizational values and beliefs, creating a foundation for growth and innovation

A strong organizational culture fosters an environment of transparency, open communication, and shared values, which builds trust.

According to HR leaders in the **consumer goods industry**, their current organizational culture is primarily shaped by centralized decision making, economics over empathy, and an expertise over experimentation mindset.



These views are reinforced by employees' perceptions of their organization's culture

- 82%** of employees feel *psychologically safe at their place of work*
- 79%** of employees feel *their company's work practices promote autonomy*
- 81%** of employees feel *their work contributes to a worthwhile mission*
- 75%** of employees feel *managers at their organization effectively balance "economics" and "empathy"*



Building a culture rooted in trust and equity improves retention and provides employees with the support they need to thrive

Top 5 reasons employees stay at their organizations:

Human Resources

- 1 Job security
- 2 Fair pay
- 3 Positive work culture
- 4 Opportunity to continuously develop and learn
- 5 Organization's brand and reputation

Employees

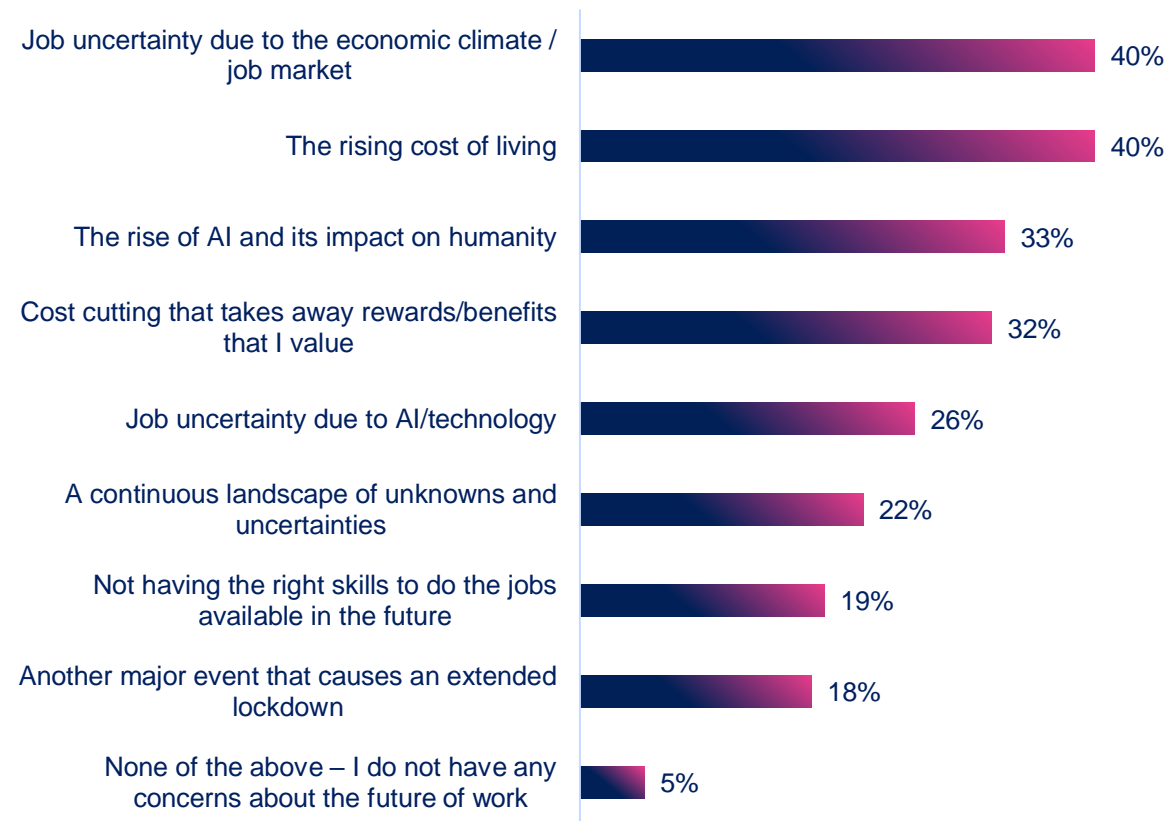
- 1 Fair pay
- 2 Job security
- 3 Positive work culture
- 4 Opportunity to continuously develop and learn
- 5 Flexible working policy

Employee perspectives on what helps them thrive at work:

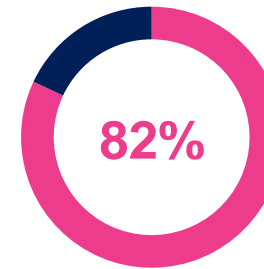


Minimizing employee burnout has been a priority for employers in recent years and remains an area of focus

Multiple macro factors are weighing on individuals and employers. As a result, employees are balancing a variety of concerns, such as:



Balancing these concerns with the demands of daily life can take a toll on the workforce, leading to disengagement and burnout.



of employees indicated they are **at risk of burnout in the next 12 months**

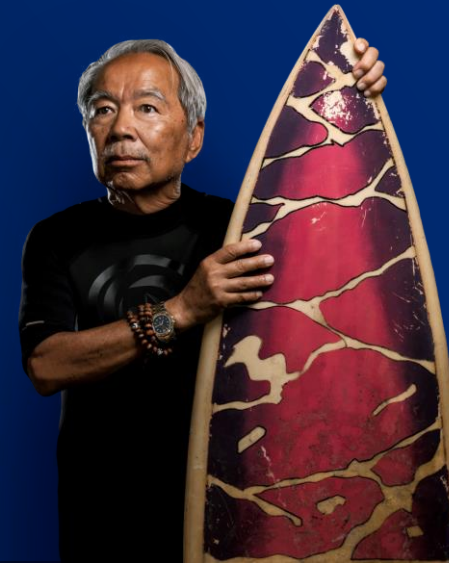


Employers offer financial support and personalized benefits in light of economic uncertainty and competition for talent

To remain competitive and ensure sustainable growth, organizations are adapting their total rewards practices to attract and retain future-fit talent

	Recently implemented	Needed for tomorrow	Employee preference
Offering <i>more types of rewards that employees can personalize</i>	50%	47%	43%
Implementing <i>total rewards technology</i> to improve the employee experience	41%	43%	16%
Redesigned benefits programs to <i>manage costs</i>	23%	25%	29%
Emphasizing <i>pay-for-performance</i> to recognize top talent	38%	23%	37%
<i>Transparently sharing pay/ranges</i> for all roles in the organization	23%	26%	19%
<i>Proactively adjusting pay structures</i> to align with market benchmarks	39%	43%	25%
<i>Hyper-personalizing benefits</i> based on employee preferences	15%	27%	N/A

Mercer's 2024 Global Talent Trends



Drive
human-centric
productivity

**Solve the
productivity equation
with AI, Assessment and
work design**



Anchor
to trust
& equity

**Foster a climate of
trust through fair pay,
equity, and inclusion**



Boost the
corporate immune
system

**Build resilient cultures
with teams that are risk
aware and healthy at the core**



Cultivate
a digital-first
culture

**Design an adaptive,
digitally fluent organization
where people can thrive**

- Contents
- Industry overview
- Business drivers
- Culture
- Well-being
- Digital
- Trends
- Conclusion

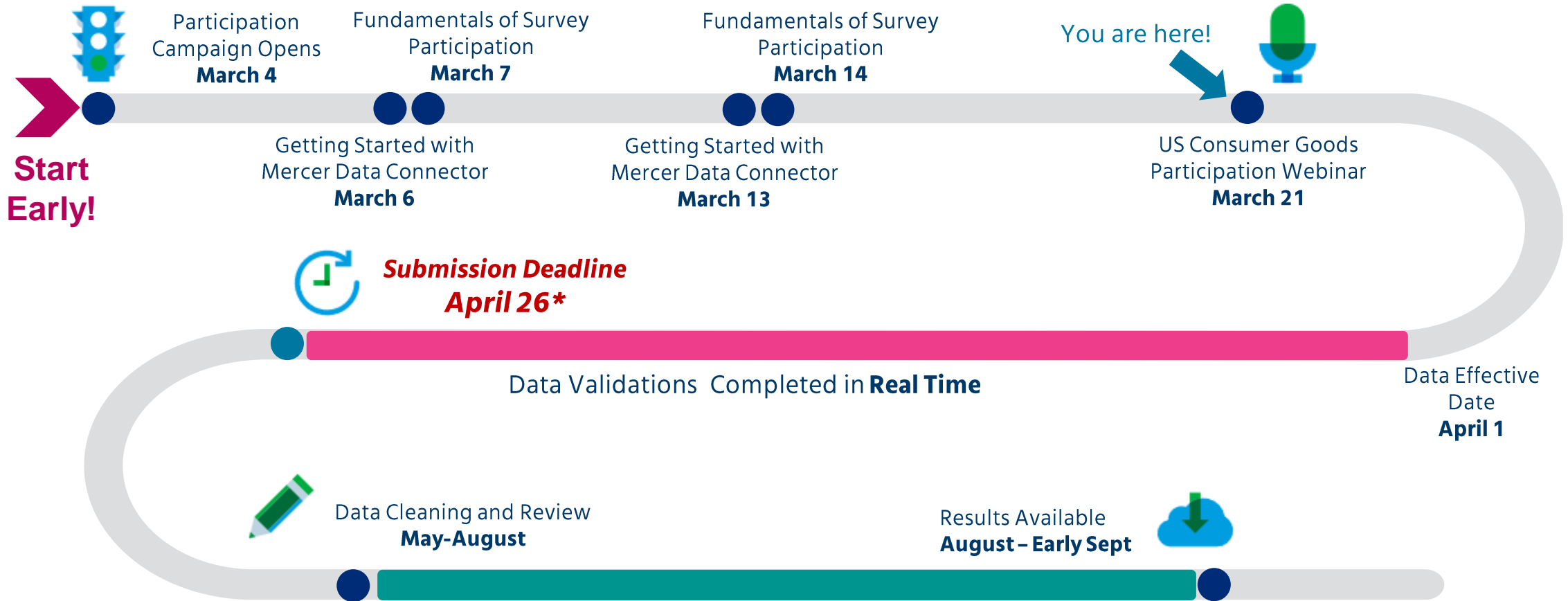
Survey Timeline and Overview



Survey Timeline

2024 Survey Cycle

** Extensions beyond April 26 cannot be provided **
If you have concerns, please visit www.imercer.com/market-analytics-services to learn more about our Participation Services to ensure you meet the deadline.



Survey Timeline: Where we are in the process



You should now be set up in Mercer Data Connector

- Use of Mercer Data Connector is by invitation only.
- Mercer has set up a profile and sent an *Invitation to Participate* to the person that submitted your organization's data on Mercer Data Connector last year.
- All 2023 participants will have their matches pre-populated in the employee data file.
 - 2023 Executive matches will be pre-populated using the new Executive Tiers.
- **Did not participate in 2023? Did not receive an Invitation to Participate email from Mercer Data Connector?**
- **Please call 800-333-3070 or email us at surveys@mercer.com as soon as possible.**



You should have attended two essential webinars for participation

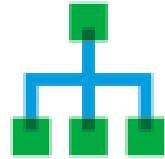
- *[Getting Started with Mercer Data Connector](#) and [Fundamentals of Survey Participation using Mercer Data Connector](#)*
- If you missed them, you can view the recording and presentation deck by going to our iMercer page (www.imercer.com): Click on “Webinars & Training” and select “Webinars & Events”
- Locate the two webinars on the page, and click on ‘View Webinar Replay’ and ‘View PDF’ on the right.

Survey Overview

Data Collected

Company Data

- Industry Sector and Subsector
- FTEs
- Revenue/Sales
- Organization Type
- Ownership

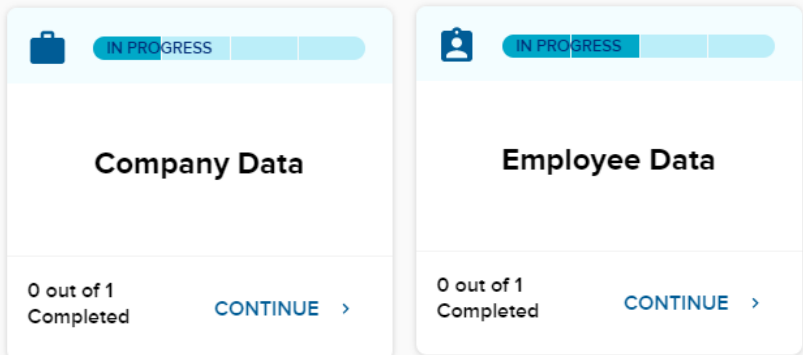


Employee Data

- Base Salary
- Short-term Incentives
- Sales Incentives
- Profit Sharing
- LTI – Eligibility, Plan Type, and Awards
- FLSA Status
- Year of Hire
- Year Employee Started in this Position
- Zip Code (Workplace and Home)



Mercer Data Connector



(if available)

- Year of Birth
- Gender
- Ethnicity
- Marital Status

[Employee Data] Which Incumbents to Match?



Do Include

Full-time

Part-time

Survey effective: April 1

Incumbents on parental leave



Do NOT Include

Seasonal employees

Contractors

Expatriates

Co-ops/interns

Long-term leave

Future hires

Survey Overview

US MBD Integration

- Data from the US consumer goods industry is **fully integrated** into the US MBD (Mercer Benchmark Database).
- To obtain consumer goods data, use the refinement on Mercer WIN®.

The screenshot displays the Mercer WIN® interface for market refinements. On the left, a button labeled "Refine Market" is visible. The main interface is divided into two panels: "Market Refinements" and "Industry - Super Sector".

Market Refinements

- Organization
 - All Data
 - Industry - Sub-Sector
 - Industry - Sector
 - Industry - Super Sector**
 - Manufacturing Type
 - Net Revenue (Annual) - Millions USD
 - Total Assets (Annual) - Millions USD
 - Total Premium Income (Annual) - Millions USD
 - Total Operating Budget (Annual) - Millions USD
 - Total Net Revenue Healthcare (Annual) - Millions USD
 - Number of Employees (Full Time Equivalent)
 - Parent Organization Ownership
 - Organization Type
 - Fortune 500 or Comparable
 - Peer Group
- Incumbent
 - Employee Location (Workplace) - City State/Province
 - Employee Location (Home) - City State/Province
 - Employee Location (Workplace) - State
 - Employee Location (Home) - State
 - Employee Location (Workplace) - Region (in-country)
 - Employee Location (Home) - Region (in-country)
 - Workplace Model
 - Geographic Scope of Role

Industry - Super Sector

2023 US MBD/TRS - All MBD Modules

- Select All
- Banking/Financial Services
- Chemicals
- Consumer Goods
- Energy
- Health Care Services
- High Tech
- Insurance/Reinsurance
- Life Sciences
- Logistics
- Mining & Metals
- Other Manufacturing
- Other Non-Manufacturing
- Retail & Wholesale
- Services (Non-Financial)
- Transportation Equipment

With over **6.3 million incumbents**, the Mercer Benchmark Database is the **one-stop-shop** for both consumer goods-specific and general industry data in the US market.

Survey Overview

2024 Pricing

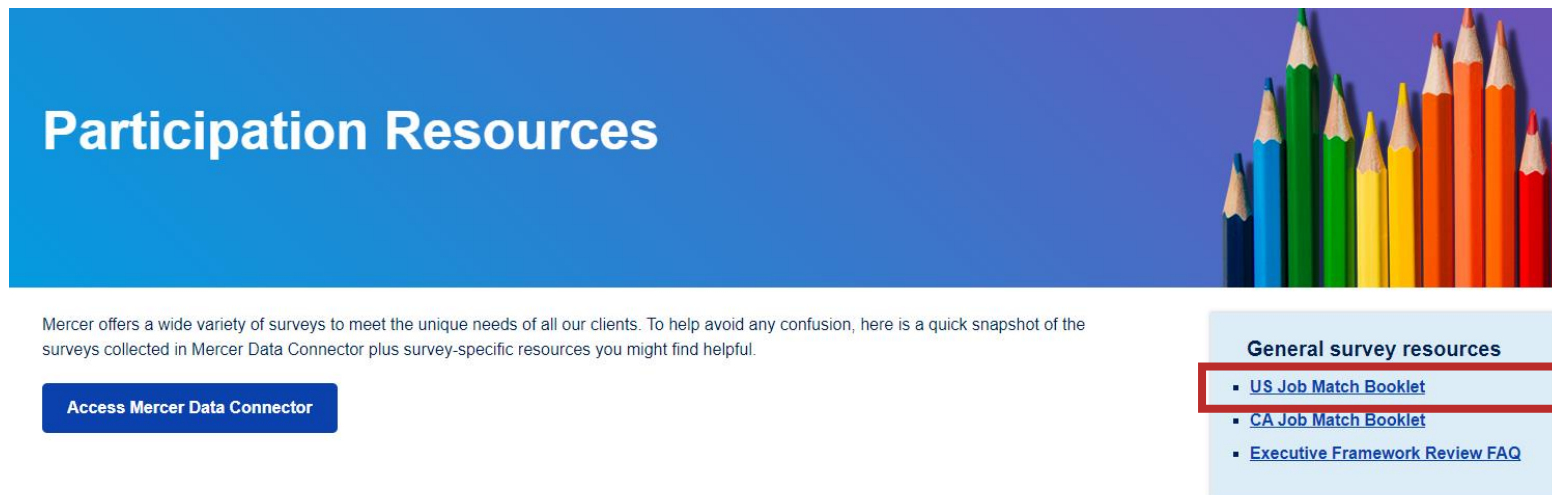
Product	Participant Price	Non-Participant Price
<i>Full US MBD (all modules)</i>	\$13,300	\$33,250
US MBD <u>without</u> Manufacturing & Operations	\$12,100	\$30,250
Survey Module	Participant Price	Non-Participant Price
Executive	\$6,400	\$19,200
Mercer/Gartner Information Technology	\$3,200	\$9,600
Engineering & Design	\$3,000	\$9,000
Sales, Marketing & Communications	\$3,000	\$9,000
Corporate Services & Human Resources	\$2,100	\$6,300
Finance, Accounting & Legal	\$2,100	\$6,300
Logistics & Supply Chain	\$2,100	\$6,300
Manufacturing & Operations	\$2,100	\$6,300

In order to ensure your organization is eligible for Participant Prices, it is important to provide as close to a full census of your US employee population as possible.

Survey Overview

Job Matching Booklet

- **All US surveys on Mercer Data Connector share the same Job Matching Booklet.**
- In addition to assisting you with the job matching process, the Job Matching Booklet helps you identify which Mercer Job Library specializations are covered by which survey product / module.
 - There may be supplementary or adjacent survey products you may be interested in apart from the survey products you traditionally participate in.
- **To access the Job Matching Booklet:**
 - Go to Participation Resources at <https://www.imercer.com/mercer-data-connector-surveys>



Participation Resources

Mercer offers a wide variety of surveys to meet the unique needs of all our clients. To help avoid any confusion, here is a quick snapshot of the surveys collected in Mercer Data Connector plus survey-specific resources you might find helpful.

[Access Mercer Data Connector](#)

General survey resources

- [US Job Match Booklet](#)
- [CA Job Match Booklet](#)
- [Executive Framework Review FAQ](#)

Survey Overview

Job Matching Booklet

Filter the Mercer Benchmark Database Survey column to see which jobs are part of the US MBD.

Press the expansion button adjacent to the US MBD column to see a breakdown of jobs by survey module.

Some jobs are covered by surveys outside the US MBD. Use the Job Matching Booklet to see which jobs are covered by which survey.

		MBD/TRS											RET
Specialization Code	Specialization Title	Full Mercer Benchmark Database/Total Remuneration Survey <small>(Click at the plus button to see detailed product information)</small>	MBD/TRS Modules excluding Manufacturing	MBD/TRS Corporate Services and Human Resources	MBD/TRS Engineering and Design	MBD/TRS Executive (applicable to levels ET1-ET3 and M5-M6)	MBD/TRS Finance/Accounting/Legal	MBD/TRS Logistics and Supply Chain	MBD/TRS Manufacturing and Operations	MBD/TRS Mercer/Gartner Information Technology	MBD/TRS Metropolitan Benchmark (applicable to levels S1-S4, P1-P6 and M1-M3)	MBD/TRS Sales/Marketing/Communications	Retail Compensation and Benefits Survey - All Modules <small>(Click at the plus button to see detailed product information)</small>
GMA.01.001	Chair of the Board (Non CEO)	•	•			•							
GMA.01.002	Chair of the Board and CEO	•	•			•							•
GMA.01.003	Head of Organization (CEO)	•	•			•							•
GMA.01.008	Head of Commercial/Chief Commercial Officer (CCO)	•	•			•							
GMA.01.006	Head of International Operations	•	•			•							
GMA.01.009	Head of Business Products/Services	•	•			•							
GMA.01.010	Chief of Staff (CoS)	•	•	•		•							•
GMA.01.004	Chief Operating Officer (COO)/Head of Operations	•	•			•							•
GMA.01.005	Head of Administration	•	•			•							•
GMA.01.007	Head of Shared Services	•	•			•							
GMA.02.001	Long-Term Business Strategy & Planning												

Familiarize yourself with the available Career Streams & Levels in Mercer Job Library

Mercer Data Connector

4

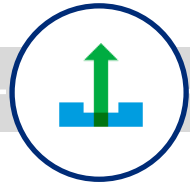
Mercer Data Connector Process

Register securely
Through Mercer single sign on



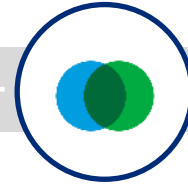
Add users
Unlimited # of users with role-based security

Upload data
Review prior year Data online



Monitor status
Real-time visibility to work in progress

Match jobs
Review automated suggestions



Correct issues
In real-time

Submit data
Download your data submission



Remember to press Submit!

Mercer Data Connector: Survey Participation

survey participation

Data submission using Mercer Data Connector

Your survey data is collected using our online data submission platform – Mercer Data Connector.

[View a complete list of surveys included and access survey-specific resources.](#)

Returning Participants

Have you completed participation for your organization in a prior year using Mercer Data Connector?


Enter your company email address and imercer.com password* to access Mercer Data Connector.

Login now 

New Participants

Did someone else complete participation for your organization in a prior year using Mercer Data Connector?


Complete the New Contact form and we'll send you access instructions.

New Contact Form 

New Companies

Is this your company's first time participating in Mercer surveys using Mercer Data Connector?

Complete the New Company form so we can start the set-up process for your organization and send you access instructions.

New Company Form 

<https://www.imercer.com/mercer-data-connector-participation>

Mercer Data Connector

Easy User Access Functionality





















Manage Users in one place

Add new users with a click of a button

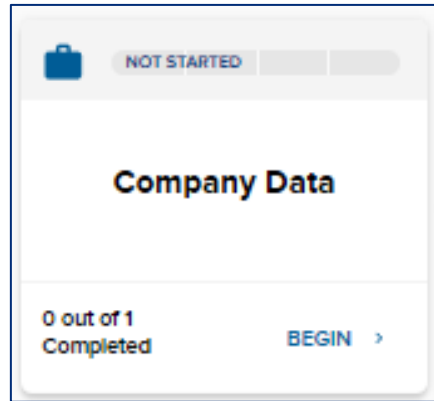
Edit or delete user

User Role Permissions	Administrator	Delegate
Manage companies within organization	Yes	
Manage users	Yes	
View, enter and edit data	All sections	Select sections
Submit data	Yes	
Download your data	Yes	
Order products	Yes	

Mercer Data Connector Dashboard

 NOT STARTED  Company Data 0 out of 1 Completed BEGIN >	 NOT STARTED  Employee Data 0 out of 1 Completed BEGIN >	 NOT STARTED  Long-Term Incentive Plans 0 out of 1 Completed BEGIN >	 NOT STARTED  Contact Center Location Details 0 out of 1 Completed BEGIN >
 NOT STARTED  Contact Center Policies 0 out of 1 Completed BEGIN >	 NOT STARTED  Retail Policies and Practices 0 out of 1 Completed BEGIN >	 NOT STARTED  Mercer/Gartner IT Jobs and Skills Policy 0 out of 1 Completed BEGIN >	 NOT STARTED  Skills 0 out of 1 Completed BEGIN >
 NOT STARTED  Order Products ORDER >	 NOT STARTED  Submit Data to Mercer 0 out of 1 Submitted SUBMIT >	<div style="border: 2px solid red; padding: 10px; text-align: center;"><i>*Highlighted tiles are mandatory*</i></div>	

Mercer Data Connector Company Data



Save & Validate

Organization Type

Type of organization * ⓘ

Parent/Corporate

Subsidiary

Multi-Division

Division

Not Applicable

Parent organization ownership * ⓘ

Publicly Traded on a Stock Exchange

Privately Owned Organization

Not-for-Profit

Joint-Venture

State-Owned Enterprise (Crown Corporation)

Not Applicable

Complete as much as possible! This allows for data cuts within the survey results.

- Financials
- Net Sales Revenue
- FTEs
- Geographic scope of organization

Mercer Data Connector

Employee Data

The screenshot shows the 'Employee Data' section of the Mercer Data Connector interface. At the top left, it says 'DEMO CAMPAIGN' and 'Employee Data'. On the left, there is a sidebar menu with four items: 'Status', 'File Upload', 'Job Match', and 'Validation'. The 'File Upload' item is highlighted. In the main content area, there is a 'File Upload' section with a document icon and the text 'File Upload'. Below this, there is a dropdown menu labeled 'Choose Your Company'. The main text explains that to update or share employee data, a file must be prepared using one of three options. The first option is 'I participated last year and want to review my pre-populated data.', which involves clicking the 'Download Template' button. The second option is 'I want to use a blank template.', which also involves clicking the 'Download Template' button. The third option is 'I want to upload my HRIS file.', which involves clicking the 'Upload' button. Two callout boxes are present: a teal one pointing to the 'Choose Your Company' dropdown with the text 'Choose your company(ies)', and another teal one pointing to the 'Download Template' button with the text 'Download the template'.

DEMO CAMPAIGN

Employee Data

- Status
- File Upload**
- Job Match
- Validation

File Upload

Choose Your Company

To update or share your employee data, you'll need to prepare your file using one of these options. Regardless of which option you choose, upload your file by clicking the blue button below.

I participated last year and want to review my pre-populated data.

Click the "Download Template" button, and Mercer Data Connector will generate an Excel file that contains your data from last year. If you have more than one company/country combination selected, they will be identified in the "Company Name" and "Country Code" columns. This is the easiest way to update your employee data.

I want to use a blank template.

Click the "Download Template" button, and Mercer Data Connector will generate an Excel file template. If you didn't participate last year, the template will be blank but if you did participate, data will be pre-populated – just delete it and copy and paste your data into the template.

I want to upload my HRIS file.

Using an Excel (xlsx only) file, upload your file by clicking the "Upload" button. Once your file is uploaded, you will be prompted to map the column headings to Mercer's columns and identify the country/combinations the data applies to.

Download Template

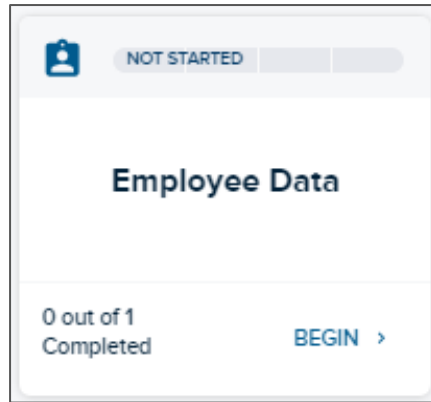
Clients who submitted data last year receive a pre-populated employee data template

The screenshot displays a Microsoft Excel spreadsheet with a pre-populated employee data template. The main spreadsheet is titled 'Company_SG' and contains the following data:

Mercer position title	Previous year job code (for reference only)	Previous year job title (for reference only)	Therapeutic area flag	Mercer Job Library specialty flags, level 1 (for specific jobs)	Mercer Job Library specialty flags, level 2 (for specific financial jobs)	Mercer Job Library specialty flags, level 3 (for specific financial jobs)
	610.572.220	Purchasing Manager				
	210.100.220	Finance Manager				
	210.100.220	Finance Manager				
	210.100.220	Finance Manager				
	210.030.120	Head of Finance & Accounting - Tier 3				
	210.100.220	Finance Manager				
	310.100.210	Information Technology - Senior Manager				
	610.100.350	Supply & Logistics Analyst - Experienced				
	500.100.350	Research & Development (R&D) Engineer - Experienced				
	510.415.360	Systems Engineer - Entry				
	410.476.210	Product / Brand Marketing - Senior Manager - Group				
	500.100.220	Research & Development (R&D) Manager				
	110.209.130	Head of Public Relations Sub-Function				
	500.100.210	Research & Development (R&D) - Senior Manager				
	510.100.220	General Engineering Manager				
	500.100.220	Research & Development (R&D) Manager				
	510.100.220	General Engineering Manager				
	500.100.210	Research & Development (R&D) - Senior Manager				
	510.100.220	General Engineering Manager				
	500.100.210	Research & Development (R&D) - Senior Manager				
	510.100.220	General Engineering Manager				
	500.100.210	Research & Development (R&D) - Senior Manager				
	510.100.220	General Engineering Manager				

An inset window titled 'Employee identifier' provides a detailed view of the 'YOUR_EEID' field. It includes a description: 'Unique employee identifier, without dashes or other formatting. Exclude government identification numbers and personal information.' and a list of applicable countries: 'SG', 'A&T', and 'Disposables'. The list of countries is: 'Animal Health', 'Biologics', 'Cardiovascular', and 'Generics'.

Mercer Data Connector: Employee Data (Uploading Template)



Are you uploading data for multiple countries (or regions) using one file?

During the file upload process, Mercer Data Connector will automatically skip data that is not applicable for the countries (or regions) that you are participating in. Why do we do this? Mercer Data Connector automatically cleans and validates your data during the file upload process. By removing responses that are not applicable, you won't have to review answers that are not needed for your survey participation.

[Download Template](#)

Time Saver Tip:

When you upload your file, Mercer Data Connector will automatically match your data to the Job Library. If we can't find a match, we'll make a suggestion for you to review.

I have agreed to the upload [Terms & Conditions](#)

Select Date Format: YYYY-MM-DD

Select Numeric Format: X,XXX,XXX,XX

[Upload the Employee Data file](#)

Drop files here or click to upload, make sure to accept Terms & Conditions to activate

Mercer Data Connector

Real-Time Data Validation

Validations

View Submitted Choose Your Company ▼

My Company In China (CN) x My Company In Denmark (DK) x
My Company In USA (US) x

Mercer Data Connector gives you the ability to validate your data and alerts.

SELECT YOUR TYPE

Job Match (2) Required (6) Optional (45) Resolved (67) Advanced Filter

Results - You have 53 Items.




To dismiss multiple items, check the box next to each one and click the Dismiss button. Dismiss

<input type="checkbox"/>	Category	Error Description	Status	Number of Incumbents	Action
<input type="checkbox"/>	Employee Information	The annual base salary is very low for this position.	JOB MATCH	2	FIX ERROR
<input type="checkbox"/>	Employee Information	The annual total cash (actual) is low for this position.	JOB MATCH	3	FIX ERROR
<input type="checkbox"/>	Base Salary	Pay type is required for submission.	REQUIRED	15	FIX ERROR
<input type="checkbox"/>	Base Salary	Employee salary currency: Provided response is not a valid option from the predefined list.	REQUIRED	15	FIX ERROR
<input type="checkbox"/>	Base Salary	Annual base salary or hourly rate is required for survey submission.	REQUIRED	14	FIX ERROR

Make sure to budget time to complete data validations! The quality of the survey data depends on your ability to properly address your validations.

Mercer Data Connector: Real-time Data Validation

There are three actions to take when presented with an audit:

-  **Fix the error:** The tool is user friendly, and you can address any corrections through this without redoing the incumbent submission.
-  **Dismiss:** This accepts the entry as is and Mercer may take further action if required
-  **Exclude:** This omits the entire line of data from being included in the submission. *Use with caution.*

Be sure to understand the difference between Dismiss and Exclude

Mercer Data Connector

Where To Get Help

- Mercer Resources Center
 - Survey resources, all in one place
- Announcements
 - What's new, alerts
- Custom resources
 - Job catalogues and other documents
- Contact us
 - Get help
- Feedback

About Mercer Data Connector

Access & First Steps

File Upload

Match Jobs

Validation (Employee Data)

About employee data validation

Data Submission Management

Employee data validations

Reviewing validations

Navigating Validations

How to fix errors

Manually changing data

Using the Bulk Update functionality

Using an Excel file with Validations

How to dismiss validations

Review resolved validations

Policy & Benefits sections

Submit & Download data

Webinars offer



In Mercer Data Connector, look for the **pink "i" icon** on the bottom right.

Navigating Validations

- 1 Use the **Choose Your Company** drop down list.
- 2 Select one or more **Validation types** for review.
- 3 Apply an **Advanced Filter**.
- 4 Review validation **Results**, color coded by type.
- 5 Click the arrow to see a description, including the correction that will be applied if the validation is not resolved.
- 6 In the **Action** column, click **Fix Error/Review/View** to see more details and take action.
- 7 Use page navigation to switch between pages or expand to view more results on one page.

After you click on one of the action buttons it will take you to the error page where you will:

- 1 Review the **validation message and description**. Where applicable, it will include the action Mercer will take if

Consumer Goods Primary Specializations and Matching Guidelines

5

Job Matching Participant Responsibilities



DEADLINE = April 26

1. The success of the survey and robustness of the final report is driven by each of you.

- **Report on as close to a full census** of your employee population as possible. This includes reporting data for each entity that you are responsible for. This will ensure that your organization is eligible for participant pricing.
- **Your data is important.** Do not assume that “someone else” will report data on a job or data element. A minimum of 5 organizations is needed to report out any line of data.
- **You get out of it, what you put in. Every data point is critical.**

2. The quality of survey data depends on each of you.

- The earlier that you participate, the better the data; do not wait until the deadline – **participate early!**
- **Do not skip on-screen validations** as they are real-time data validations that have been identified as important elements to verify. Ignoring them leads to data exclusions.
- Match your positions to the survey positions based on job description rather than job title. **A good match is 80% of the survey description. Exclude matches that cover less than 60% of the survey description.**

Consumer Goods Primary Specializations

Definition

What are Consumer Goods Primary Specializations?

- Critical specializations required in a modern consumer goods organization, for which *industry-specific knowledge and experience are highly relevant to the role.*
- Most, if not all, consumer goods organizations should be able to match to a majority of the Consumer Goods Primary Specializations.
- There are 21 Consumer Goods Primary Specializations.

Consumer Goods Primary Specializations (1 of 2)

Family Title	Specialization Title	Specialization Code
Sales, Marketing & Product Management	<i>Business Development Strategy & Planning</i>	SMP.02.021
Sales, Marketing & Product Management	<i>General Product Marketing & Management</i>	SMP.04.012
Sales, Marketing & Product Management	<i>Trade Marketing</i>	SMP.04.040
Sales, Marketing & Product Management	<i>Category Management</i>	SMP.04.042
Sales, Marketing & Product Management	<i>Market Research & Analysis</i>	SMP.06.001
Sales, Marketing & Product Management	<i>General Field Sales</i>	SMP.07.010
Sales, Marketing & Product Management	<i>Account Management/Key Accounts</i>	SMP.09.001
Sales, Marketing & Product Management	<i>Sales Effectiveness & Analytics</i>	SMP.11.002
Supply Chain	<i>Supply Chain Planning</i>	SCN.02.002
Supply Chain	<i>Customer Inventory Planning & Management</i>	SCN.02.004
Supply Chain	<i>Procurement</i>	SCN.03.001
Supply Chain	<i>Manufacturing Finished Goods Demand Analysis & Planning</i>	SCN.03.054

Consumer Goods Primary Specializations (2 of 2)

Family Title	Specialization Title	Specialization Code
Customer Service & Contact Center Operations	General Customer Service	CSV.02.001
Production & Skilled Trades	Manufacturing Single Plant Management	PSK.01.004
Production & Skilled Trades	Manufacturing Production	PSK.02.001
Production & Skilled Trades	Manufacturing Production Workers	PSK.02.002
Quality Management	General Business Quality Assurance/Improvement	QLT.05.010
Engineering & Science	Quality Assurance Engineering	ENS.03.188
Engineering & Science	Manufacturing Packaging Design Engineering	ENS.03.062
Engineering & Science	Discovery Chemistry	ENS.07.032
Legal, Compliance & Audit	General Compliance	LCA.07.001

Consumer Goods Primary Specializations

Matching Guide

- Use the list of Consumer Goods Primary Specializations to ensure that you are matching to a majority of these roles, but please remember that you also have an obligation to match your positions ***across all job families.***
- This ensures that:
 1. Your organization is eligible for Participant Prices across all survey modules.
 2. Data from all job families is available to you and your fellow survey participants.

Consumer Goods Matching Guidelines

Consumer Goods Matching Guidelines

SMP.04.012: General Product Marketing & Management

Typical Job Title	Typical Level	Typical Responsibility
Vice President	M6 – ET2	Manages overall strategy and brand portfolio approach
Product / Group / Category Director	M5	Manages category strategy / portfolio of brands
Senior Product Manager	M4	Manages larger or complex brand, must supervise
Product Manager	M2 – M3	Manages small to medium brand, may supervise
Associate Product Manager	P3 – P5	Strong assistance to Product Managers
Assistant Product Manager	P1 – P2	Assists Product Managers

Consumer Goods Matching Guidelines

Field Sales vs. Account Management

- **SMP.07.010: General Field Sales** is normally responsible for **bringing in new customers** and typically (but not always) operates within a specific geographic region.
 - Pre-sale prospecting, presenting and closing initial client deals are often performed by field sales roles.
- **SMP.09.001: Account Management/Key Accounts** typically takes over after initial client deals are closed, and is responsible for **nurturing and growing client accounts**.
 - Checking in on customers, serving as a main point of contact as well as handling upsells and contract renewals are often performed by account management roles.
 - In the consumer goods industry, the largest company-to-company relationships with major national retail chains such as Walmart, Target, etc. are handled by account management roles.

Consumer Goods Matching Guidelines

Technical Marketing vs. Consumer/Shopper Insights

- **SMP.04.113: Technical Marketing:** typically conducts their own market research. Marketing material generally requires target audience to have a certain level of technical expertise, e.g. **marketing to professionals who use the products for their professions.**
- **SMP.06.002: Consumer/Shopper Insights Research:** may supplement their own market research with data from other market research firms (e.g. AC Nielsen). **Marketing material generally geared to mass market.**
- SMP.06.002: Consumer/Shopper Insights Research not to be confused with **SMP.04.043: Shopper Marketing.** Shopper Marketing focused on increasing retail product sales by developing and implementing **in-store product marketing tactics** to influence consumer purchase decisions.

Consumer Goods Matching Guidelines

Market Research & Analysis vs. Business Intelligence (BI) Data Analysis

- **SMP.06.001: Market Research & Analysis: Externally focused.** Interprets market trends as input to **marketing and product development strategies.**
- **DAW.02.055: Business Intelligence (BI) Data Analysis: Mixture of external and internal focus.** Analyzes industry / geographic / competitor trends and partners internally with other areas of the business to assess the impact of implementing **company business strategies.**

Consumer Goods Matching Guidelines

Manufacturing & Production Operations Management

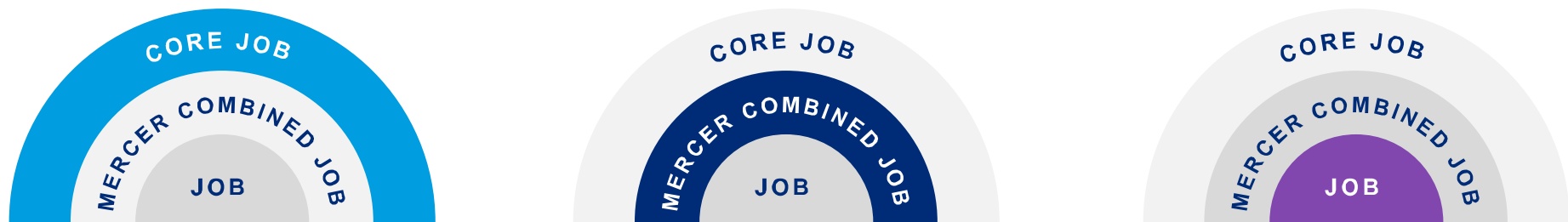
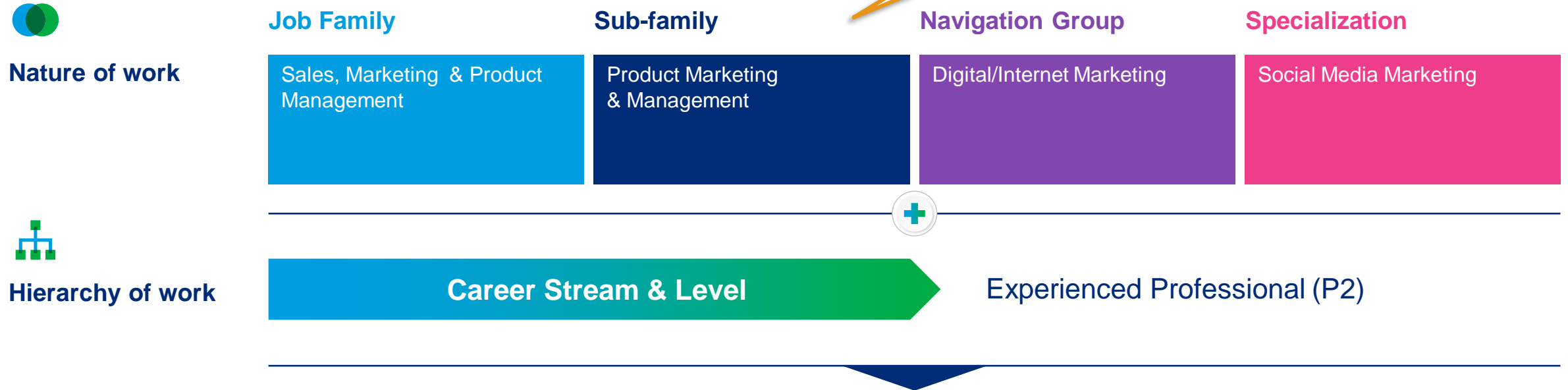
- **PSK.01.005: Manufacturing & Production Operations Management** is responsible for *managing teams across multiple manufacturing areas* including:
 - Production Engineering/Manufacturing Process Development
 - Tool and Die/Model Making
 - Production Planning/Control
 - Production Operations
- **PSK.02.001: Manufacturing Production** is responsible for *managing or performing work related to Production Operations only*.
 - For Production Operations matches to management level M1 (Team Leader Para-Professionals) as well as Production Operations matches in the Para-Professional career stream, use **PSK.02.002: Manufacturing Production Workers**.

Specialization Code	Specialization Title	M6	M5	M4	M3	M2	M1	P6	P5	P4	P3	P2	P1	S4	S3	S2	S1
PSK.02.001	Manufacturing Production		X	X	X	X			X	X	X	X	X				
PSK.02.002	Manufacturing Production Workers						X							X	X	X	X

How to find the Digital Marketing and E-Commerce roles in Mercer Job Library

FILTER THE JOB MATCHING BOOKLET

- By either Navigation Group or Sub-family.
- Mercer Job Library is meticulously maintained to ensure similar jobs are grouped together.



How to find the Digital Marketing and E-Commerce roles in Mercer Job Library

Specialization Code	Specialization Title
NAVIGATION GROUP: DIGITAL/INTERNET MARKETING	
SMP.04.064	General Digital/Internet Marketing
SMP.04.065	Social Media Marketing
SMP.04.066	E-Commerce/Online Shopping Marketing
SMP.04.067	Web Content Marketing
SMP.04.068	Web Content Curation/Management
SMP.04.070	Search Engine Marketing
SMP.04.071	Push Content Platform Operations
SMP.04.072	Digital/Media Brand Management
SMP.04.073	Digital Marketing Metrics Analysis
SMP.04.075	Email Marketing
SMP.04.077	Influencer Marketing
SMP.04.078	Interactive Marketing

SMP.09.004: E-Commerce Account Management

We also have an E-Commerce Account Management role that is in the same Navigation Group as SMP.09.001: Account Management/Key Accounts.

Specialization Code	Specialization Title
NAVIGATION GROUP: E-COMMERCE STRATEGY, PLANNING & MANAGEMENT	
SMP.02.056	E-Commerce Strategy & Planning
SMP.02.057	E-Payment Strategy
SMP.02.058	E-Commerce Merchant Development/Consignment (Internet)
SMP.02.059	E-Commerce Merchant Operations & Support (Internet)
SMP.02.060	E-Commerce Merchant Training (Internet)

Specialization Code	Specialization Title
NAVIGATION GROUP: INTERNET/DIGITAL MARKETING, COMMUNICATIONS & E-COMMERCE TECHNOLOGY	
ITC.06.042	E-Commerce Web Operations
ITC.06.044	Website Design & Development: Communications & Marketing
ITC.06.045	Website Development: E-Commerce
ITC.06.046	IT Technical Web Administration
ITC.06.047	Website Search Engine Optimization (SEO)

