

# Measuring the business value of your data management team

ICEDM 2023

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*The business of sustainability*



# Agenda

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- 01** Data safety moment
- 02** About ERM
- 03** Case study
- 04** Questions

# Data safety moment

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## Out of control quality control

**Situation:** Radio signal engineer created quality control procedures that incorporate the use of variables outside of their direct control.

**Outcome:** Quality control procedures failed, and the signal engineer was unable to immediately identify the source of the failure.

**Lesson learned:** Never set up quality control procedures based on variables that you do not control.



# Sustainability is our business



## We are the world's largest pure play sustainability consultancy

Founded in 1971, we are the largest advisory firm in the world focusing solely on sustainability, offering unparalleled depth and breadth of expertise.

## We shape a sustainable future with the world's leading organizations

Our purpose guides everything we do. We create a better future by helping the world's biggest brands address today's sustainability imperatives.

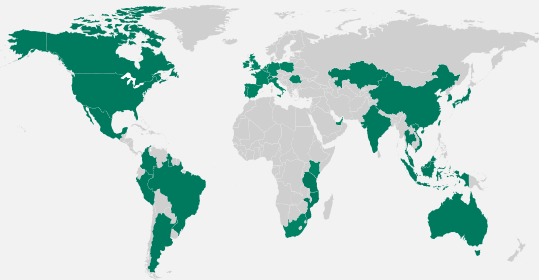
## We are the recognised market leader in sustainability services

Numerous industry benchmarks attest to our market leadership and the majority of our work is sole-sourced, reflecting trusted partnerships we build with our clients.

**8,000+**  
professionals

**150+**  
Offices

**40**  
Countries & territories



**20,000+**



Projects every year

**50+**

Years of experience

We partner with...



**#1 Sustainability service provider**  
– HFS 2022



**Climate change consulting Leader**  
Verdantix Green Quadrant 2023

# Data analytics and visualization annual contribution statements

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**Fiscal Year 2024:** April 2023 – March 2024

## **Situation: Empowering our data analytics and visualization staff**

ERM's Data Analytics and Visualization (DAV) teams have always felt that our value should be recognized in different ways. Since my joining ERM in 2017, senior DAV leadership has worked to pave the way for a set of operational metrics that make sense to us and best represent our value to the business regardless of career path.

When our team learned that ERM was rolling out a new career framework for FY24, we knew it was our time strike! ERM's DAV leadership team worked closely with human resources to draft contribution statements that were ultimately approved by our executive committee with minimal changes.

Our teams have embraced the new career paths and opportunities to show our true value to our clients and the business.



# Early career framework

## Growing ERM's Business - 70%

- 100% - Useful Billability: Connect to Client Work in order to maximize your experiences and useful billability - Measured by UB in GMS
  - **XX%** - Consulting Associate
  - **XX%** - Consulting Senior Associate

## Growing ERM's and My Capabilities - 30%

- Example Goals
  - Digital Solutions: Describe a specific contribution you will make to thought leadership, for example through knowledge sharing and contributing to content production
  - Culture/DEIB/TC: Describe a specific contribution you will make to culture building for example supporting community and DEIB events, and delivering ERM's goals through the Sustainability Network
  - **Feedback**: Describe a specific way that you will contribute to providing feedback to others, in order to grow yours and others capabilities
  - **Personal Growth**: Describe a personal growth area that will contribute to the development of your own capabilities

# Mid thru senior career framework



## Growing ERM's Business - 70%

- 50% - Useful Billability: Connect to Client Work in order to maximize your experiences and useful billability - Measured by UB in GMS
  - XX UB% - Managing Technical Consultant
- 30% - Client Focus: Describe a specific way that you will contribute to growing ERM's business
  - Technical brand excellence
  - Total Net Revenue Supported
  - Support proposal efforts
  - Revenue generation for Partner or Technical Partner path.
- 20% - Technical Enablement: Describe a specific way that you will continue to advance ERM's goal of technical enablement across all service lines.
  - Provide support to maintain digital capabilities
  - Grow adoption of digital workflows and standards
  - Leverage expertise as a SME regionally for the DAV community

## Growing ERM's and My Capabilities - 30%

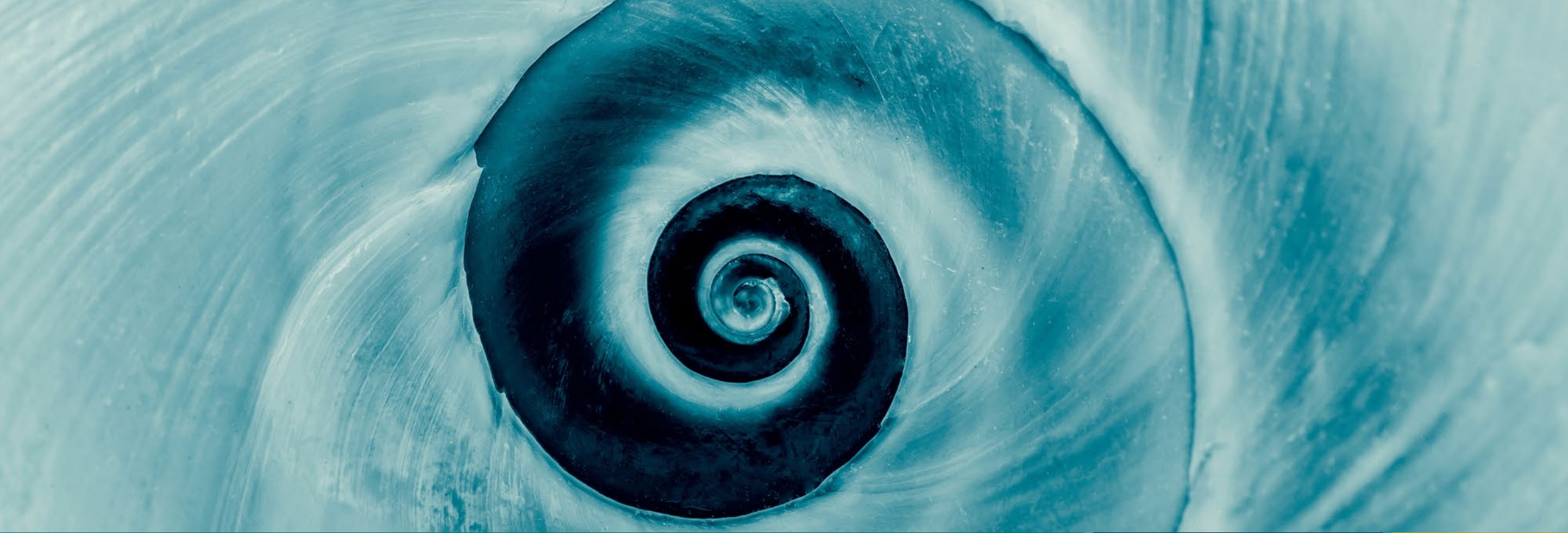
- Example Goals
  - Digital Solutions: Describe a specific contribution you will make to thought leadership, for example through knowledge sharing (internal or external) or contributing to content production or **for service offering development**
  - Culture/DEIB/TC: Describe a specific contribution you will make to culture building for example supporting community and DEIB events, and delivering ERM's goals through the Sustainability Network
  - People Leadership: Describe a specific contribution to people leadership with the DAV community **and beyond**
  - Personal Growth: Describe a personal growth area that will contribute to the development of your own capabilities

# Questions

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**Thank you**

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