

# TODAY's TRENDS in PEOPLE ANALYTICS



**Nomura Research Institute Singapore Pte. Ltd -  
Manila Branch**

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An interview with Ms. Zae Edulian, Consultant - HR Sector  
by Mr. Kazuki Tsuchiya, Sr. Business Analyst - Business Strategies Sector

There has been a significant increase in the attention given to the use of Human Resources-related data as basis for making more-objective decisions – both for businesses and for organizations. Analytics in itself has been proven useful in the crafting of well-informed strategies and in reducing the subjectiveness of choices. When done well, leaders can lower risks better and maximize the benefits for their companies even more. This has become even more imperative for many companies today as they face the reality of digitalization, automation, and a disruptive market environment.

In this article, NRI Manila would like to share trends and insights on Data Analytics as applied to Human Resource Management, otherwise more well-known in the Philippines as People Analytics.



The NRI Manila Branch hopes that through this interview with one of its seasoned HR Consulting professionals – Ms. Zae Edulian, presented by Sr. Business Analyst from the Business Strategies Sector – Mr. Kazu Tsuchiya, you will gain ideas and inspiration on how your business and organization can start or even become more agile in your People Analytics journey.





**Kazu Tsuchiya**

What kind of projects have you handled at the NRI Manila branch and what is your **experience** in **People Analytics**?



**Zae Edulian**

I joined NRI Manila branch in 2016. Immediately after joining the company, I experienced both **quantitative and qualitative analysis** in various **market research projects and wage surveys**. Then I started to handle more HR consulting projects such as **HR Reforms** including organizational structure design, total rewards system as well as experience in **Organizational Development** which includes diagnosis of organizational culture and succession management, among others.

Through my experience in the market research and HR projects, I became interested in **People Analytics**. I believed that **applying quantitative analysis in HR** would **enable** me to give more **effective and reliable recommendations** to my clients. Fortunately, People Analytics has garnered more attention in the Philippines in recent years. I have been personally working to **promote People Analytics** in the country by **conducting research, publishing reports, and delivering webinars**.



**Kazu Tsuchiya**

What are your thoughts on **People Analytics** and its **effectiveness**?

**People Analytics** is one of the methodologies through which key business enablers such as **HR professionals can solve complex people-related problems** where solutions are not easily known.

When a company has **issues** in HR-related processes or programs such as **recruitment and staffing, training, or employee retention**, **People Analytics can help identify solutions** through analysis of key people data/information **to find links, co-relations, etc. that may impact the organization and business.**



**Zae Edulian**

This method is valuable because **it allows HR and people leaders to produce logical solutions** that are supported by data and to give HR new insights in their data analysis process.

continued:



Zae Edulian

In addition, **People Analytics** helps increase **transparency in decision making**. In the **Philippines**, it is quite **common** for people and business leaders **to make decisions in HR and other people-related issues based on intuition rather than data**. Some of these **decisions might seem subjective and/or lacking logical basis**. By using **People Analytics**, companies can make **data-driven, objective, and logical decisions**.



## PEOPLE DATA Useful for Analytics

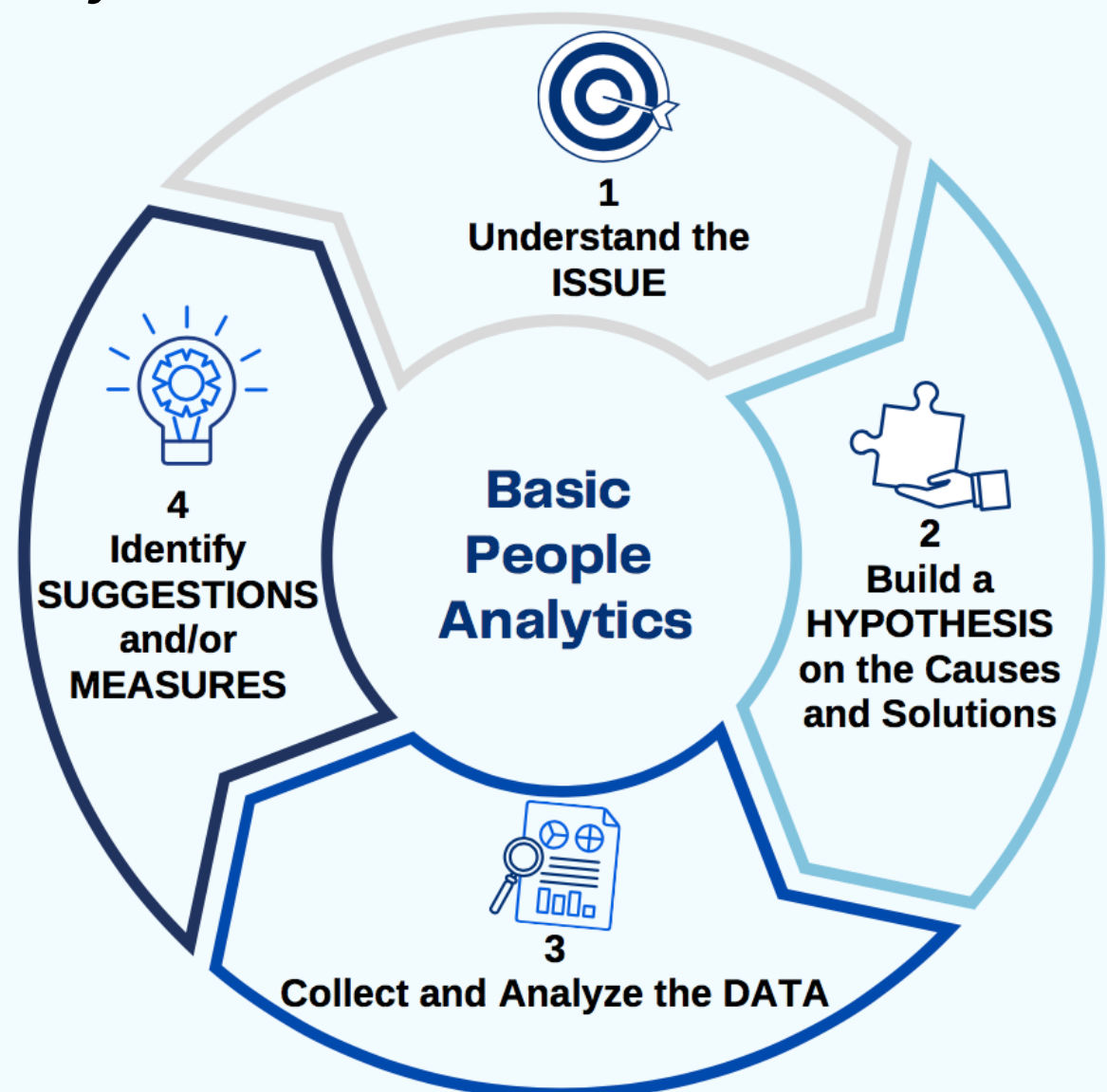
- Employee demographics, attributes
- Behaviors
- Performance
- Work environment
- Preferences (such as rewards, etc.)



**Kazu Tsuchiya**

How do you **conduct** the **analysis**?

This is what the **basic process for People Analytics** looks like:



**Zae Edulian**

continued:

An example of this would be when a company is faced with high employee turnover, the first thing to do is building a hypothesis of possible causes. After that, collect and analyze the necessary data and the causal relationships of the data related to the issue. Then, necessary measures can be identified and applied.



**Zae Edulian**

### **People Analytics requires several skills:**

#### **1. Analytical and Critical Thinking** to -

- Break down the data and consider what is highly relevant
- Perform basic and complex statistical methods
- Interpret data to properly establish patterns and/or data signals to generate insights

**2. Data Visualization** to present and illustrate your findings

**3. Storytelling** to convey the data and insights for stakeholders to easily understand.

continued:

In general, **many HR managers in the Philippines are able to identify issues and build up their own hypotheses based on their experiences.** However, **some still tend to have difficulty** in further **utilizing the data.** They may **not be able to conduct deep-dive analytics** as they are **set in their traditional HR backgrounds.** **Nowadays,** we can see **more HR roles that also require more business, technical, and science** backgrounds.







**Kazu Tsuchiya**

Do you have any **advice** for those in HR who are **promoting People Analytics** or would like to get started with initiatives in their companies?

As a **first step**, I recommend that they **conduct an internal, small-scale pilot project**. Then, they can **gradually expand the scope** based on the success of the pilot project.

In order **to make the project successful**, it is very important to:

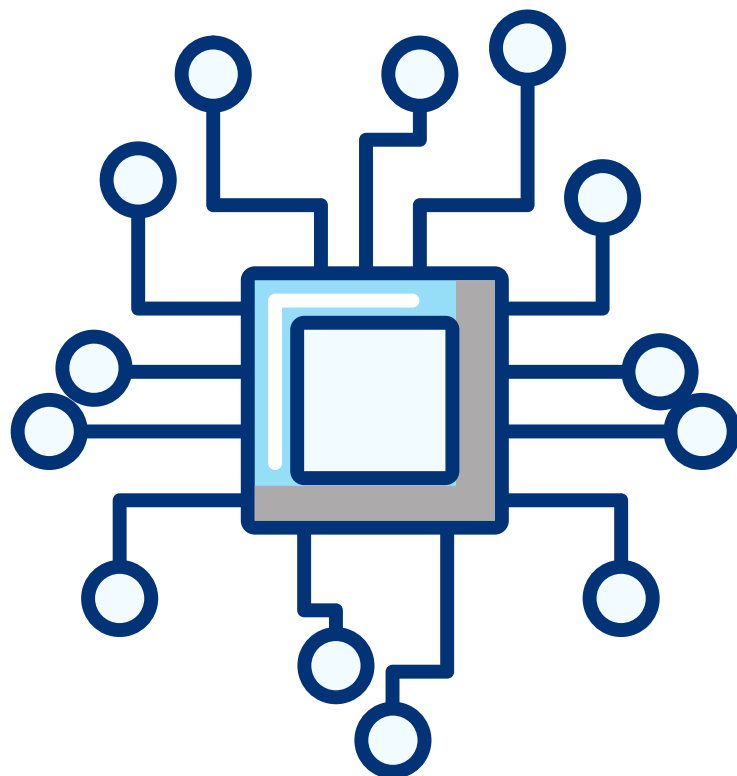
- Identify issues and set clear goals
- Establish a dedicated team
- Fix the scope before starting the pilot project



**Zae Edulian**

It is equally **important** that the **Management Team** fully **understands** the **significance** and **impact** of People Analytics so that the **company can provide the necessary support** in terms of human resources, budget, workload, etc.

continued:



**Even if it is not yet possible to conduct a sophisticated pilot project**, I do believe that it is still meaningful to **start organizing existing data** and **identify which of the data is necessary** in order to eventually apply People Analytics.

If you are **interested in having a better understanding of People Analytics** and how it can create a positive impact to your organization and business, **please feel free to contact us at the HR Consulting Sector of NRI Manila.**



**Zae Edulian**

## About the Consultants:



**Ma. Zaereth Dyem S. Edulian**  
**Consultant,**  
**HR Consulting**  
**zaereth.edulian@nrisg.com**

Zae harnessed her expertise in HR Consulting and People Analytics through exposure in various HR consulting engagements such as design and enhancement of aptitude testing for Talent Selection for both general and executive organization talent, Organization Surveys for employee engagement and wage benchmarking, Leadership Development, 360-Degree Leadership Assessment, Organization Analysis and Design, Total Rewards, and HR Reforms.

Zae gained her degree in BS Economics majoring in Development Economics from UP Los Baños and acquired her MBA credentials through the Guthrie Jensen Global Training Consultants. She further strengthened her capabilities in Analytics by completing certificate courses in Analytics for Business as well as Data-Driven HR from the Ateneo de Manila University.



**Kazuki Tsuchiya**  
**Sr. Business Analyst,**  
**Business Strategies**  
**kazuki.tsuchiya@nrisg.com**

Kazu joined the NRI Manila Branch in 2018 and is currently a Senior Business Analyst for the Business Strategy Sector (BSS). His expertise in Analysis has been best demonstrated in BSS's various research engagements in ICT, Infrastructure, Education, Banking and Finance, Pharmaceutical, and Consumer Goods for both public and private sectors, to name a few. He also joins NRI Manila's team for marketing and serves as the Manila Branch's designated contributor to Philippine Primer – a multimedia lifestyle publication for the expat community in the Philippines.

Kazu gained his bachelor's degree from the Waseda University's School of Political Science and Economics.

Interested in having a better understanding of **People Analytics** and how it can create **positive impact** to your **organization** and **business**?

Contact the NRI Manila HR Consulting Sector:

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