

Creating Tomorrow's Workforce Today - Redesigning Work to Optimise Resources post COVID 19

4 November 2020



The world of work was already changing before the crisis



Always
online



Connected



Ready
access to
information



Everything
is personal

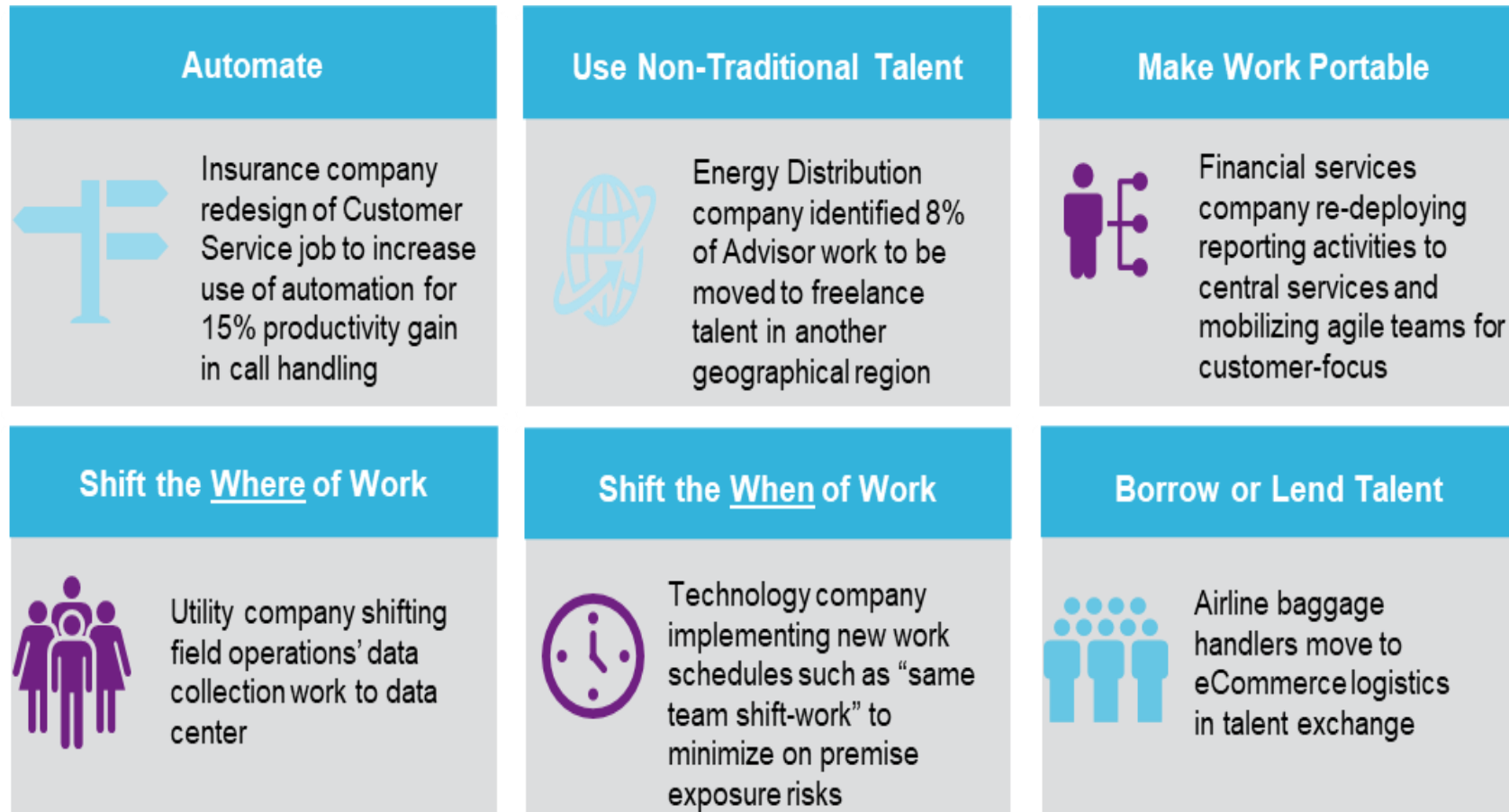


Technology
is everywhere

“The best way to predict your future is to create it.”

- Peter Drucker

Example responses of how work has been redesigned as a response to the COVID-19 crisis



Findings from our research in collaboration with the World Economic Forum (HR4.0) show that organizations are proactively designing work

The way work gets done is changing.

A growing area of responsibility for HR is to partner with CEOs and C-suite to achieve the optimal combination of human workforce and automation to ensure a positive impact on the future of work.

Leadership Practices

- Build strategies for job reinvention, reskilling and redeployment of talent
- Identify reskilling pathways for talent whose work is being transformed by automation
- Orchestrate a combination of actions to address the impact of automation
- Build a talent ecosystem encompassing alternative work models and employ different methods of finding needed skills

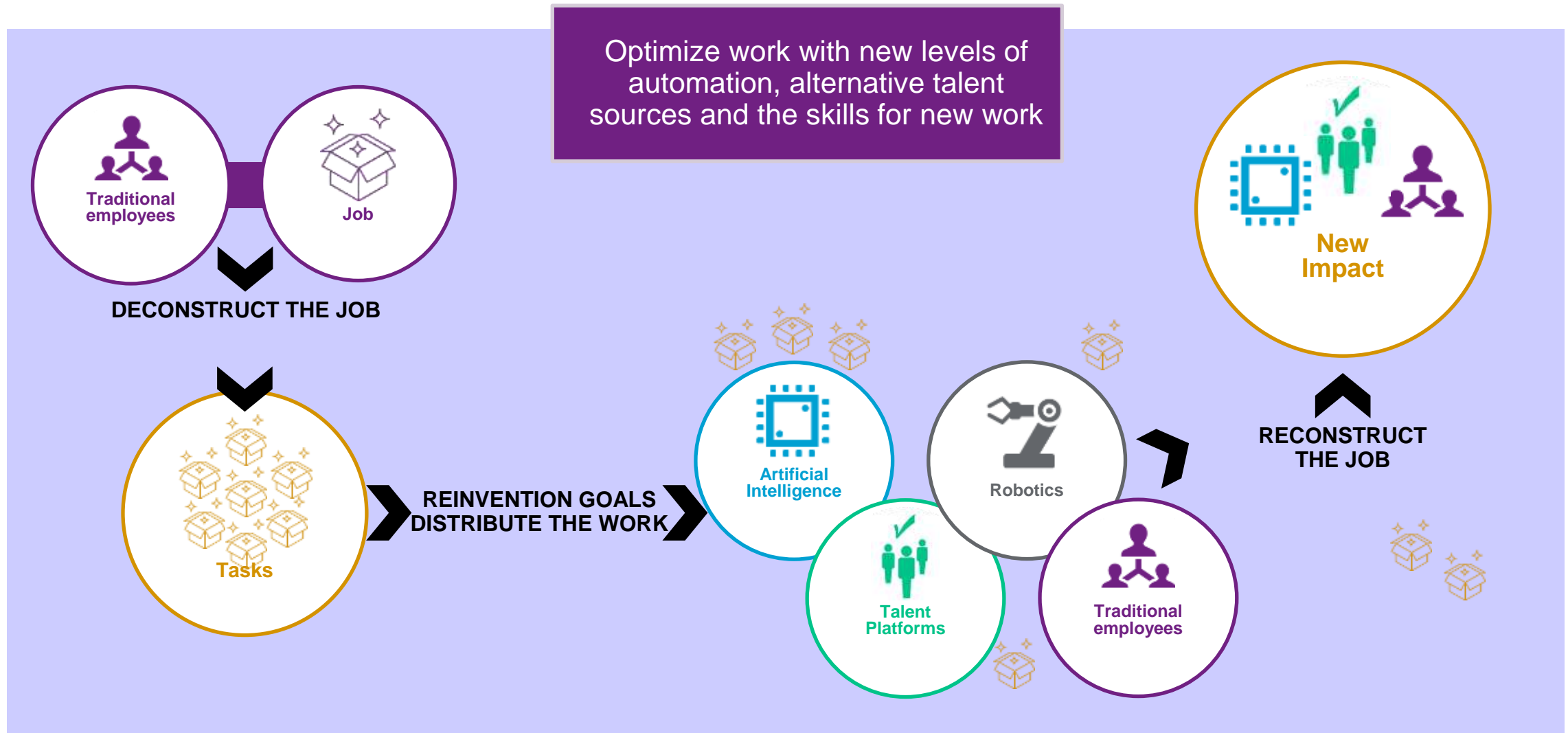


The journey to changing the nature of how organizations orchestrate the work ecosystem



From	To
Redundancy	Reskilling & redeployment
Job automation	Job reinvention
Organization (within the walls)	Ecosystem (beyond the walls)

Reinventing Jobs: using a variety of work alternatives

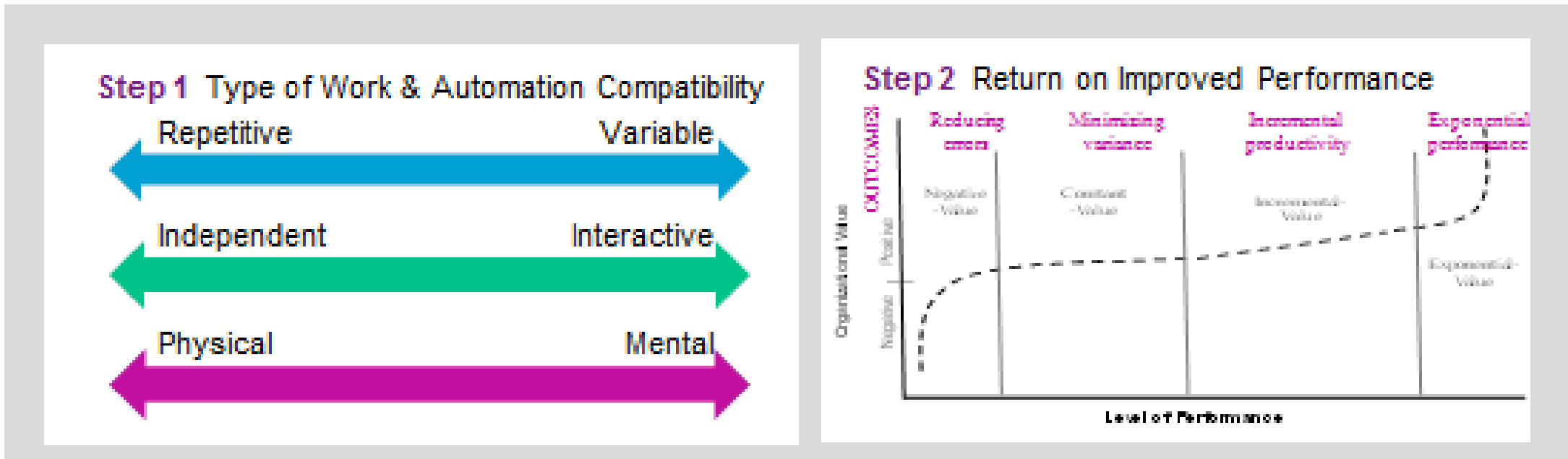


The enablers of work automation from our Reinventing Jobs methodology

Deconstruct the work

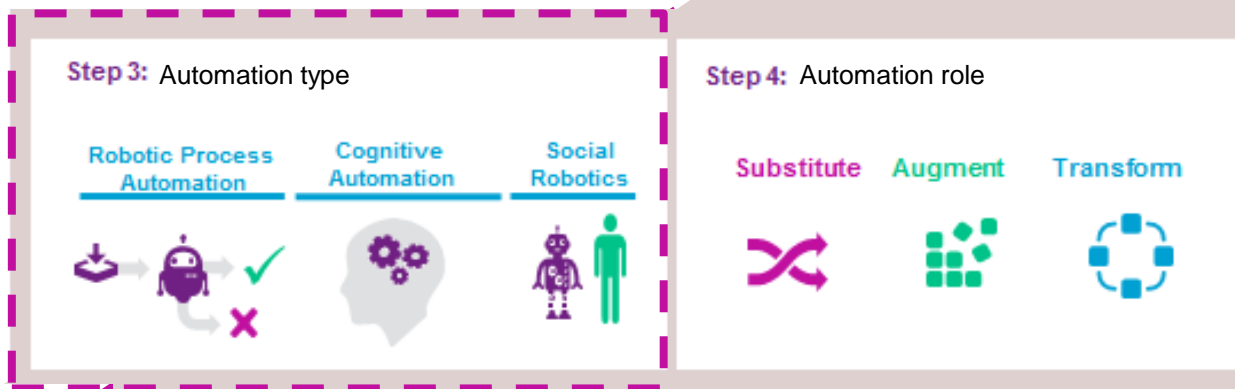
Type of work & automation compatibility

Understand the reinvention goal



The enablers of work automation from our Reinventing Jobs methodology

Automate the work



Enablers of work automation

Robotic Process Automation (RPA)

What is it?
 Capture and interpret existing applications for processing a transaction, manipulating data, triggering responses and comms with other digital systems
Used to reduce variance or error

It's used for ...

- ✓ Repetitive
- ✓ Independent
- ✓ Mental work

AI (Machine Learning, cognitive automation)

What is it?
 Recognizes patterns and understands meaning in big data; perceives environment and takes actions to maximize success
Used to improve performance

It's used for ...


- ✓ Variable
- ✓ Interactive
- ✓ Mental work

Social Robotics

What is it?
 Robots are mobile and move around among humans, and are programmable and adapt to new tasks
Used to reduce variance or error

It's used for ...

- ✓ Repetitive
- ✓ Independent
- ✓ Physical work

 WorkVue recommends reinvention goals and automation alternatives – visualize the impact in minutes

 **Alternative talent can also be used to substitute tasks**

The WorkVue Journey of Re-inventing Jobs





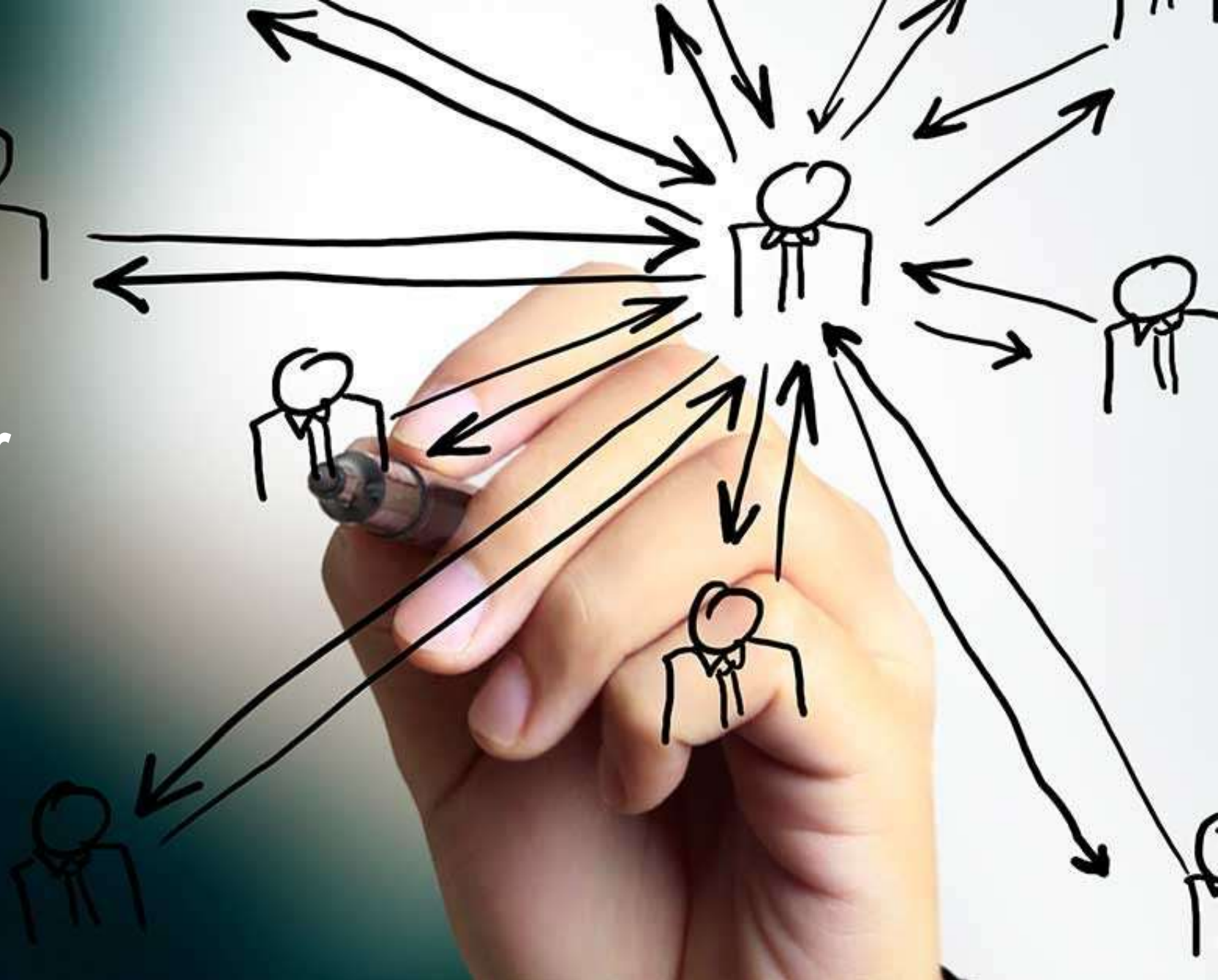
Re-inventing jobs

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DEMO

Sector Specific Opportunities for Re-inventing jobs/Case Studies



The crisis has affected consumer goods companies in different ways, with staples products soaring while non-essential categories slump. Consumers have changed in terms of: category consumption | channel selection | shopping frequency | brand preference

IMPACT

At risk

Moderate decline
Uncertainty/instability

Moderate growth
Explosive growth

-5%

estimated decline in per capita global consumer expenditures in 2020



34%

of U.S. consumers are trying new brands during the pandemic



Estimated YoY 2020 revenue impact

- **Beauty:** -20% to -30%
- **Food and beverage:** +39% (U.S.)

The pandemic has created challenges, inspiring consumer goods companies to rethink the way they organize and perform work

Cost pressures

to weather the downturn for non-essential goods

Transforming consumer behaviors and demand

New safety standards

including remote work and new protocols for on-site staff

Need for workforce agility

by adjusting workforce needs (e.g., how much, what kind, and where)

Consumer goods companies responding with agility are rethinking which work can be performed remotely or by technology or external talent

Technology

- ❑ **FMCG multinational:** uses crawlers and AI to comb through deliveries and suppliers to spot potential risks or shortages
- ❑ **American company:** uses AI to learn and predict new flavor combinations
- ❑ **FMCG multinational:** uses a robot to assess the strength of cleaning products on different surfaces; it's five times as productive as a human user
- ❑ **Large cat food manufacturer:** faced with a loss of labor in March, it deployed robotics to keep up with demand
- ❑ **US company:** uses automated storage and retrieval systems
- ❑ **US company:** uses robots to prepare 50,000 to 60,000 packages per day.

External talent

- ❑ **An American Association and an AI Powered Talent Intelligence Platform** launched a talent exchange to help swamped food manufacturers connect with the recently unemployed – with more than 600,000 job openings in the food industry
- ❑ **Large Dutch and a FMCG multinational:** formed a partnership to produce and deliver cleaning products to Brazil
- ❑ **Large US beverage company:** uses on-demand talent platform to easily access qualified temporary workers for tasks such as stocking shelves and filling coolers

benefits

Cost containment

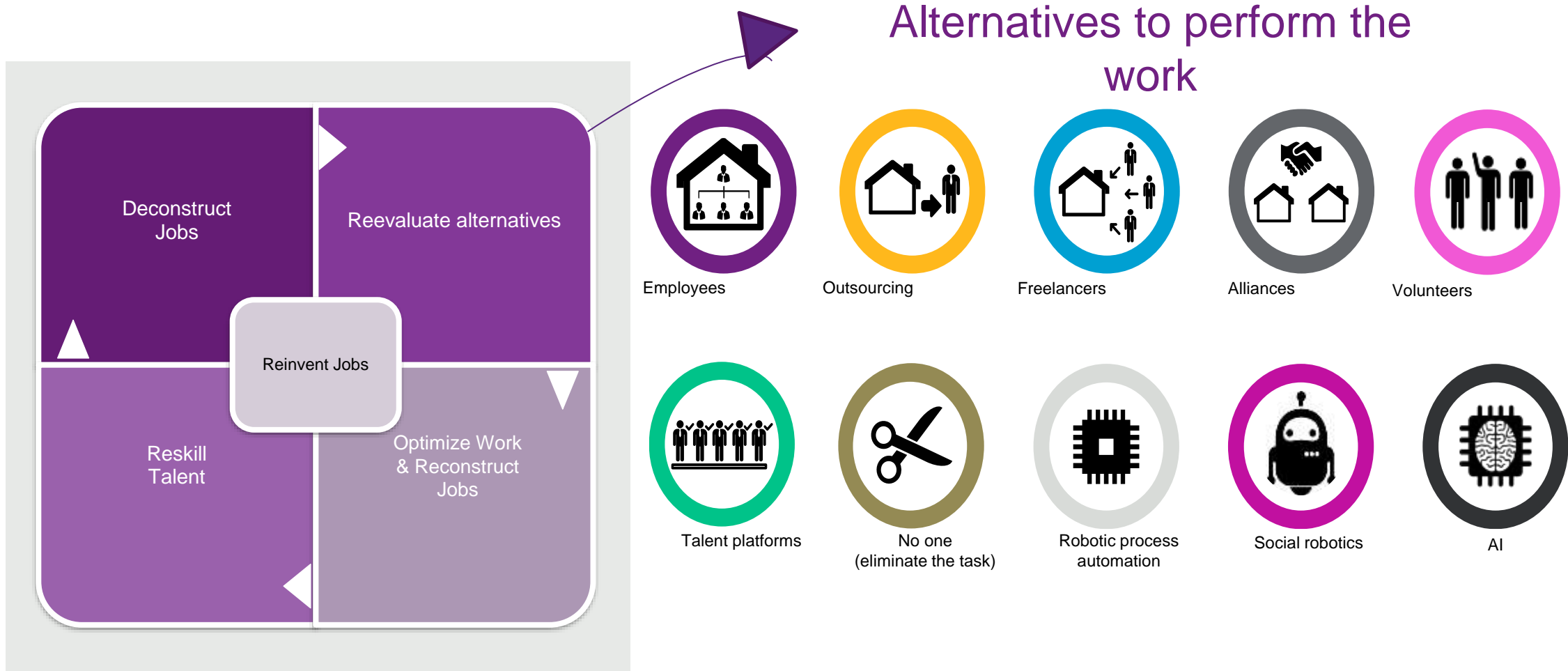
Safety

Risk reduction

Flexing to meet changes in demand/customer needs

Improved customer and employee experience

Consumer goods companies can reinvent jobs by determining the optimal combination of employees, technology, and external talent



Consumer goods companies can reinvent jobs by determining the optimal combination of employees, technology, and external talent

Sample reinvented job for procurement clerk

Current job profile

Repetitive vs. Variable

Independent vs. Interactive

Physical vs. Mental



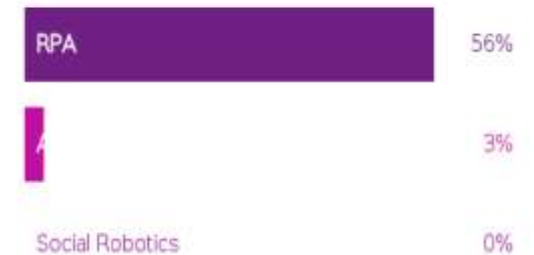
Reinvented job outcomes



Summary of Work Alternatives



Summary of Potential Technology for Automation Alternatives



Consumer goods companies have many opportunities to reinvent jobs to achieve positive business outcomes

Ask if some or any of the questions may be true to determine which jobs are best suited for reinvention. Is the job....

....experiencing strong or unpredictable **changes in demand**?

....likely to be disrupted by **technology**?

....changing due to new **customer needs** or demands?

....**held by many people** with **attraction and retention challenges**?

....primarily held by a **shrinking workforce** (e.g., close to retirement)?

Sample jobs to reinvent:

Consumer insights manager

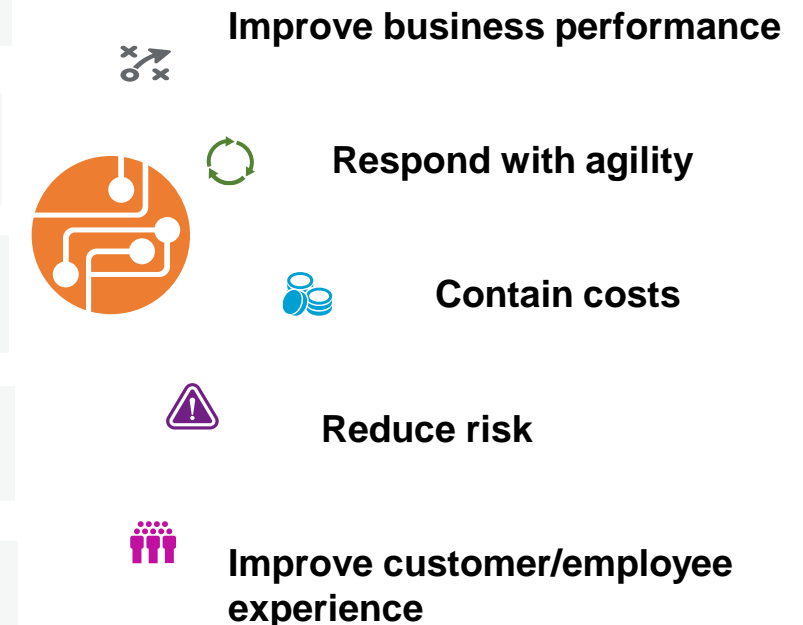
Supply chain planner

Procurement manager

Product quality control

Warehouse shelf stocker

Sample goals you can achieve:



The insurance industry has experienced a significant downturn since the pandemic started due to:

strain on investment portfolio | increase in direct claim costs due to the pandemic | delayed payments | decreased premium volume | coverage dispute | economic recession

This has created challenges, inspiring insurers to rethink the way they organize and perform work

Insurance organizations responding with resilience are rethinking which work can be performed by technology or external talent

Automation

- ❑ **Swiss-based insurer:** uses conversational AI to deal with a sudden surge in queries;
- ❑ **US-based claims company:** automation routes claims through a specific process based on complexity and monitors its progression; new digital first notice of loss capability allows teams to receive it from customers' connected sensors
- ❑ **US-based insurer:** extended virtual sales and support capabilities including QuickFoto Claim and Virtual Assist

External talent

- ❑ **14% of financial services companies** have, are planning to, or are considering moving work to external talent (contractors, freelancers)*
- ❑ **US-based claims company:** says the pandemic has accelerated use of its gig-economy platform, which sends “lookers” to the claim site to take videos that can be used by a professional adjuster to survey damages

Case study 1: Helping a large retail organization reinvent jobs

The context:

A large retailer embarked on a transformation journey to increase automation in its distribution centers.

The challenge:

They wanted to implement some kind of technology **to re-engineer a workflow** (e.g., centralize, automate, redeploy), improving how it's done, **but they did not know where to start**

The approach:

Reinvented 6 current roles and underlying skills required while developing a framework to perpetually reinvent the roles

Determined **impact** on cost, risk, sustainability, team member experience, and **redeployed work** to new levels / alternatives:

Overall net labor savings of **2%** with a more sustainable talent pipeline and greater levels of employee engagement at the distribution center and a significant reduction in restocking time and inventory variance relative to demand at each store

Introduction of new process automation to **reduce errors** and **performance variance**

13% of employee activities moved to contingent labor

19% of repetitive manager activities redeployed or eliminated, allowing for more time to coach and lead

15% of mechanics activities moved to lower level employees

Created **career paths** and how roles fit into the distribution center ecosystem

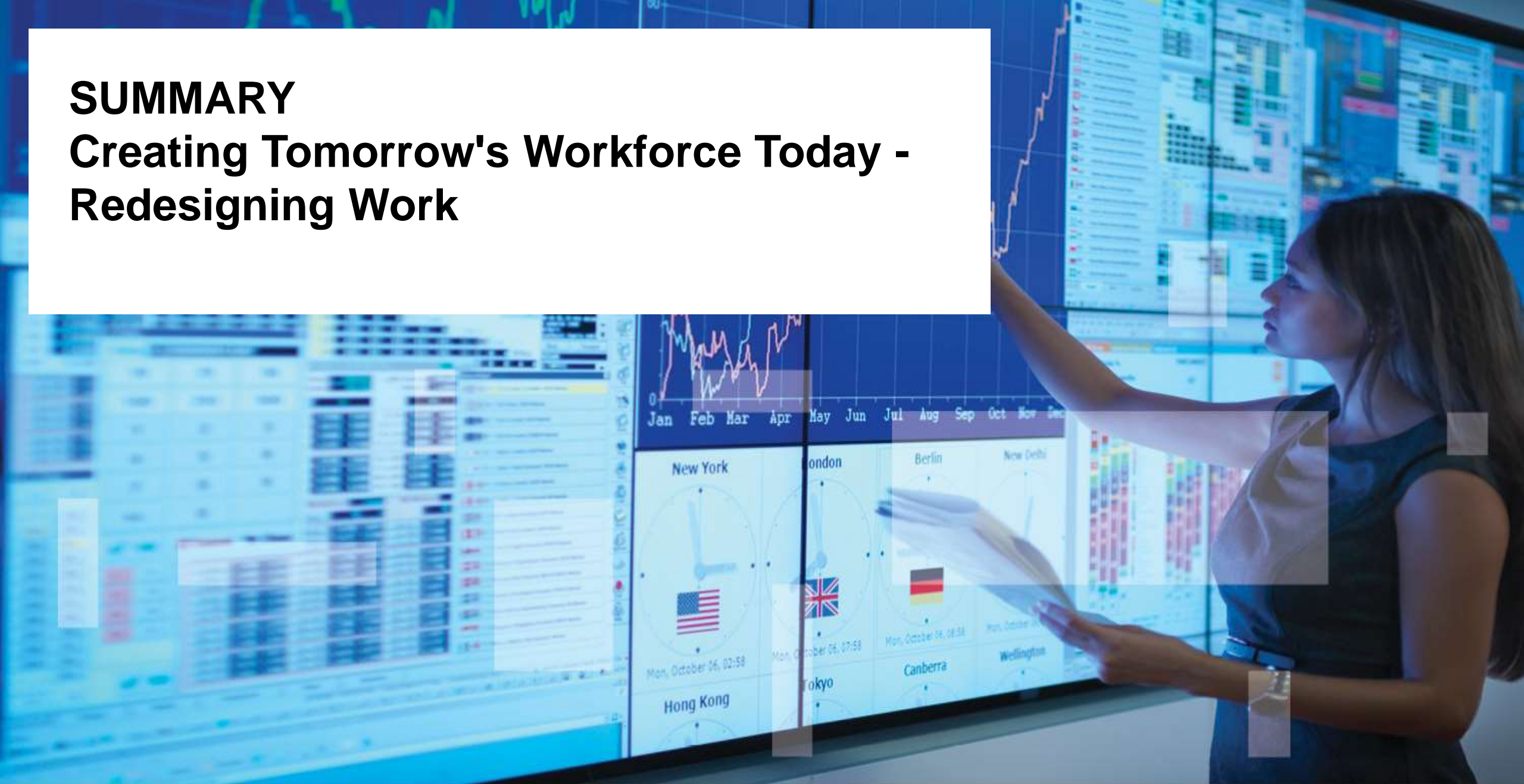


Developed additional Strategic Workforce Planning **capability** through the lens of Future of Work

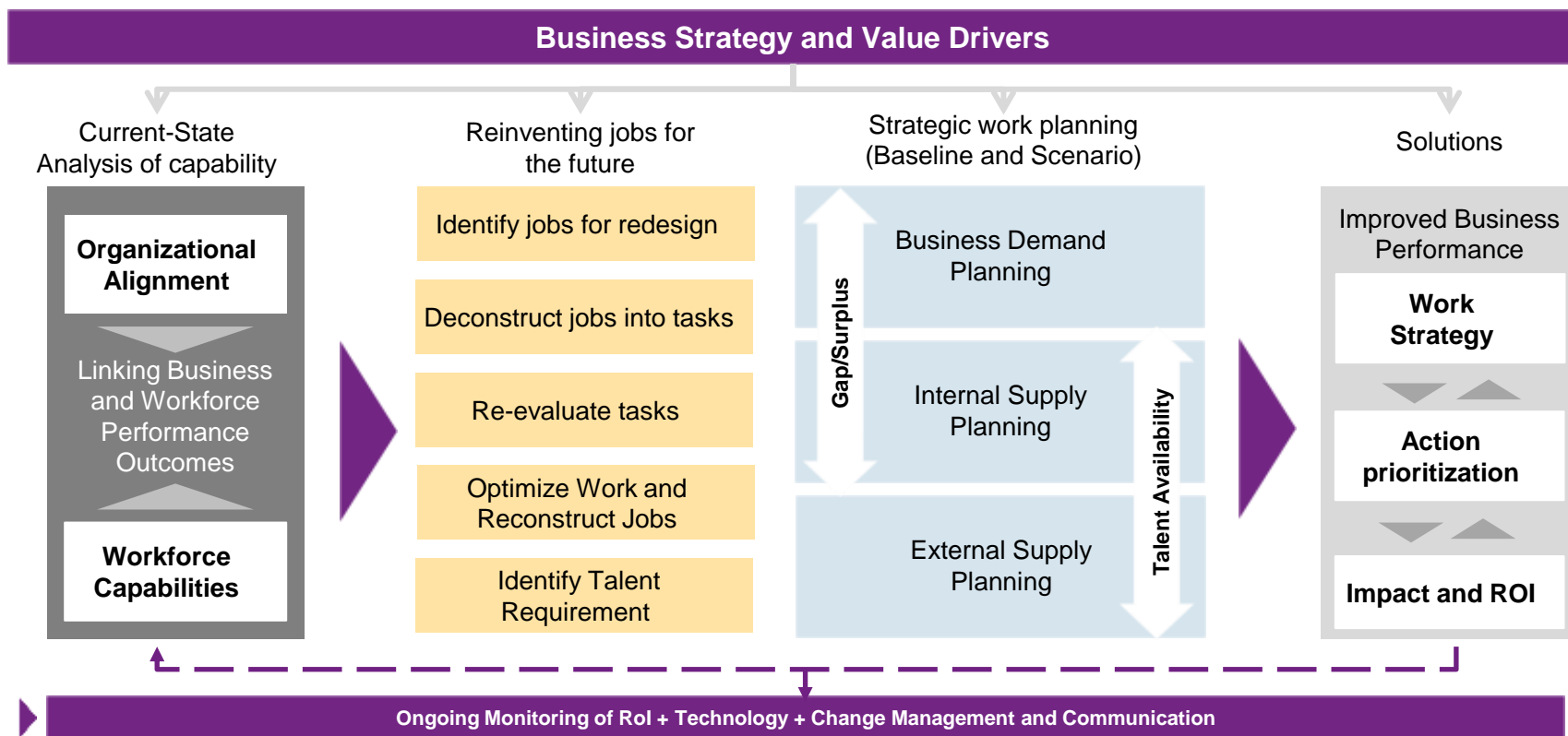


SUMMARY

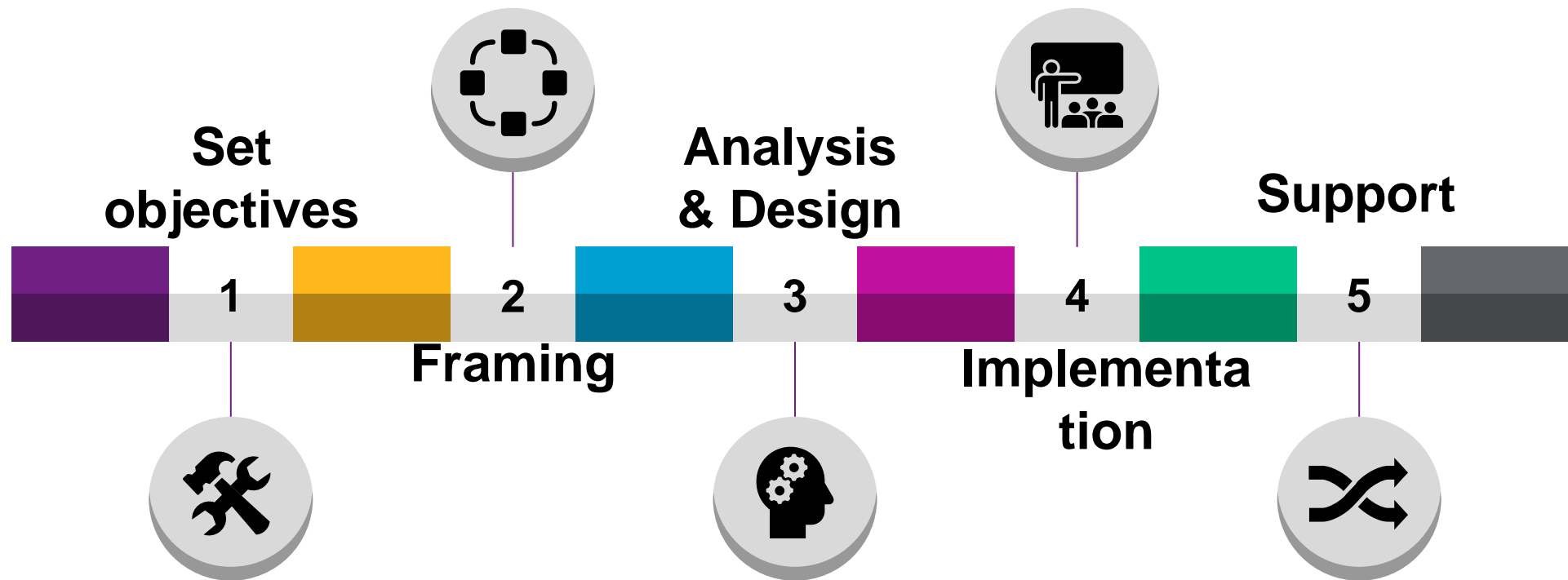
Creating Tomorrow's Workforce Today - Redesigning Work



Making workforce transformation a reality



Overview of process



Overview of process

Set objectives

- Define key objectives and outcomes expected
- Identify related business goals for workforce of the future
 - Reduce cost
 - Reduce variance/improve Productivity
 - Improve performance

Framing

- Establish expectations, goals and scope
- For the demand side, identify reinventing jobs and planning process: is it at the job, job family, organization division level?

Analysis & Design

- Complete Reinventing jobs
 - Identification of suitable jobs based on workforce transformation drivers identified
 - Process for reinventing jobs
- Conduct Strategic workforce planning
 - Identification of critical future capabilities
 - Scenario based workforce demand and supply planning
 - Talent analytics including retirement, attrition
- Solution development
 - Identifying and prioritizing workforce strategies
 - Selecting suitable measures of impact and ROI
 - Identify impacts to organization design, where an alternative structure is required

Overview of process

Implementation

- Develop talent solutions to support the workforce change, that may include organization redesign, reskilling pathways
- Support employee engagement in new work through training

Support

- Connect with HR team, people managers and leaders on workforce transformation
- Schedule periodic “clinics” where participants can bring changing workforce needs, implementation challenges for discussion/ resolution and additional action planning

What should you be doing now to address these issues...

Understand how Artificial Intelligence is impacting your business

- Will some of your core processes change?
- Are new or different skills needed to guide the future?
- Do you understand the workforce of your future?

Take advantage of digitalization for how work gets done at your company

- How can work be deconstructed?
- Can you accommodate a range of work options (from AI and Robotics to contingent labor?)
- How will you align the right rewards to the workers?

Provide opportunities for Learning and Development

- Build out your learning and development programs to ensure you upskill the workforce to meet your future needs

Consider using new technology to shape your employment and worker value proposition

- Build out a Work Value Proposition that takes advantage of technology touchpoints inside and outside of your organization

Questions?

