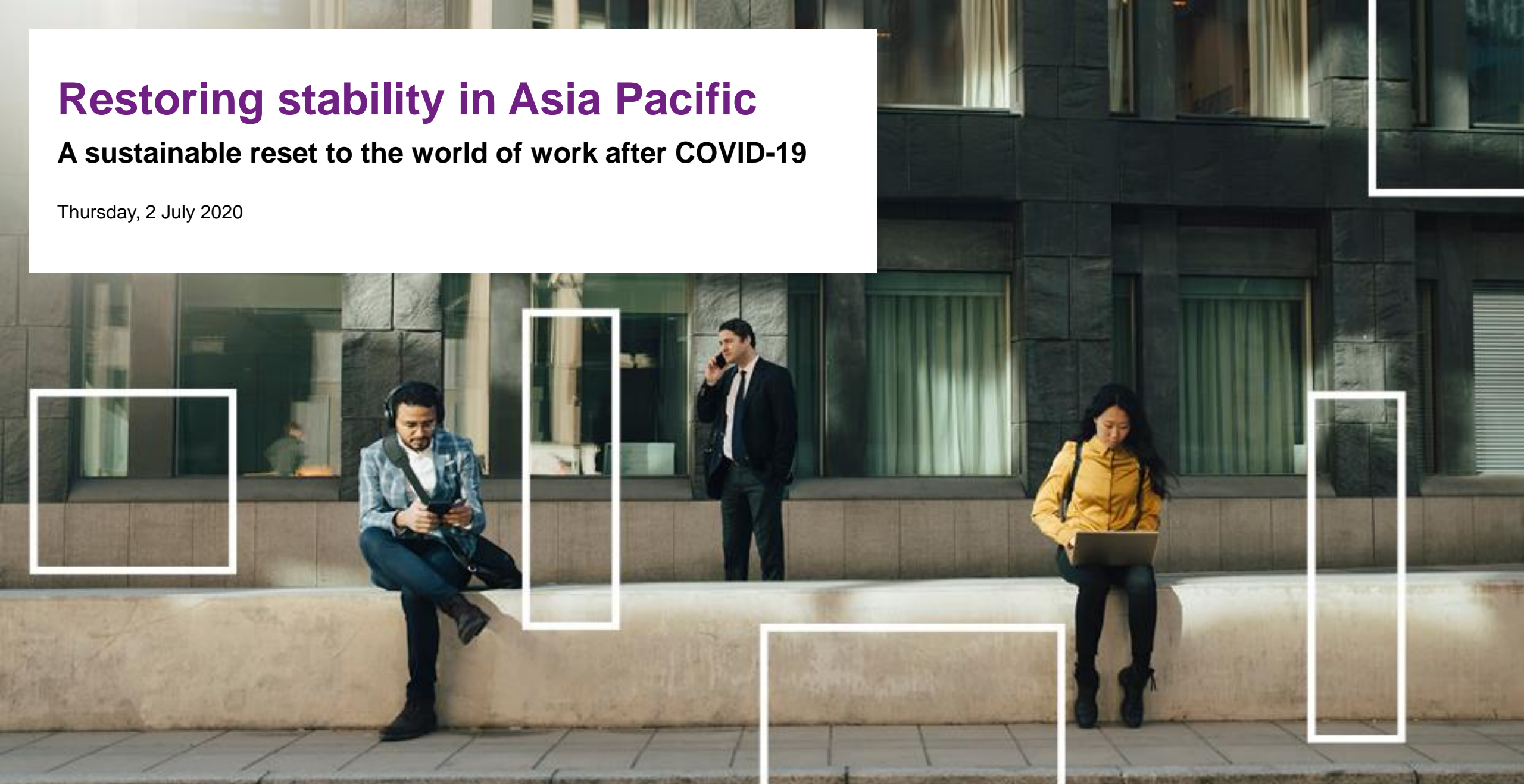


Restoring stability in Asia Pacific

A sustainable reset to the world of work after COVID-19

Thursday, 2 July 2020



Just a few reminders



The audio will stream through your computer speakers. Please make sure your computer speakers are on and your console is unmuted. Use the sound button found on the lower right-hand corner of your screen to adjust your volume.



Questions can be asked through the green Q&A button on the lower left-hand corner of the screen. We will be taking questions throughout the session and there will be some time after the presentation for Q&A.



Should you encounter any issues during the broadcast, please try and refresh your browser. If you continue to encounter difficulties, you may reach out to the Support team through the button at the upper right-hand corner of the screen.



A recording link and copy of the presentation will be shared via email.

Today's presenters



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In 2019, **less than 10%** of business leaders from G20 and OECD countries considered the spread of infectious diseases as a looming global risk*

Today, **only 11%** expect no impact or a positive impact on their business performance over the next six months**



Source: *World Economic Forum Executive Opinion Survey

**Willis Towers Watson 2020 Asia Pacific Restoring Stability Survey — Pay, Benefits, Wellbeing

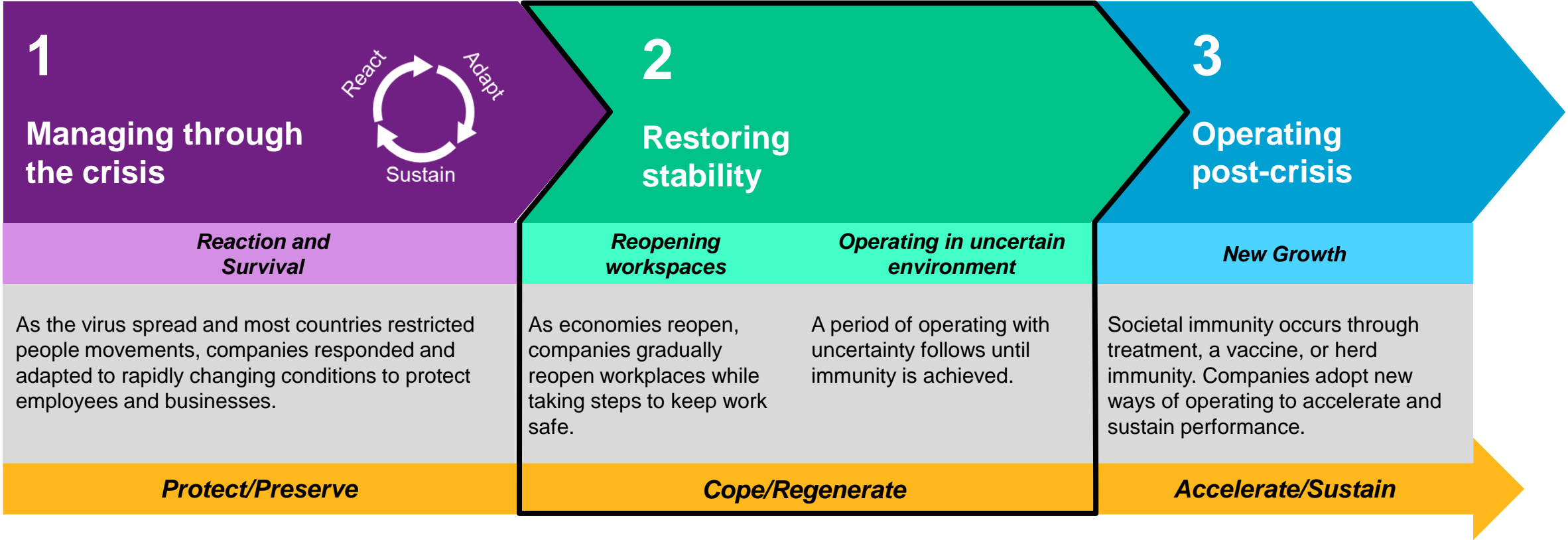
Snapshot of actions taken in the immediate term



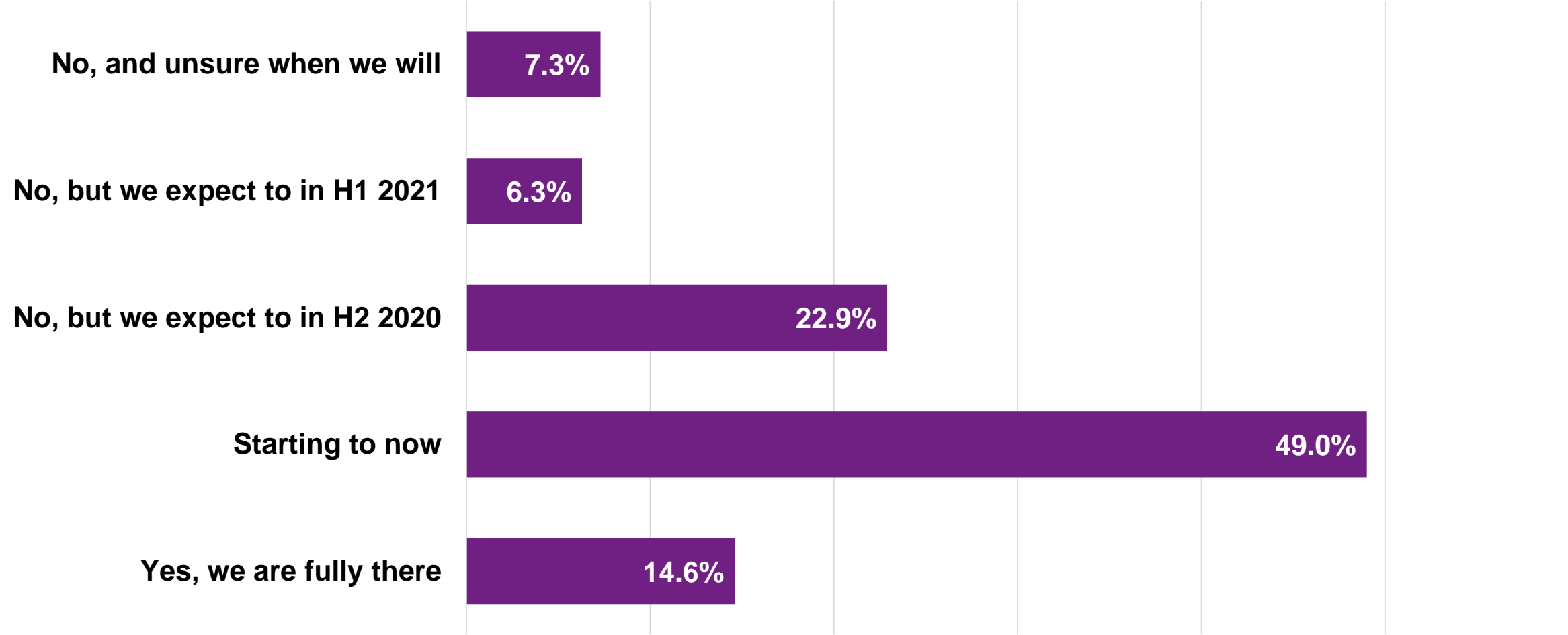
The journey

Key stages of action

Today's focus



Poll #1: Has your organisation moved into the ‘restoring stability’ phase? (Select one only)



As countries come back online and businesses adjust to the new normal, we see that the crisis has accelerated the change in how we work today and beyond

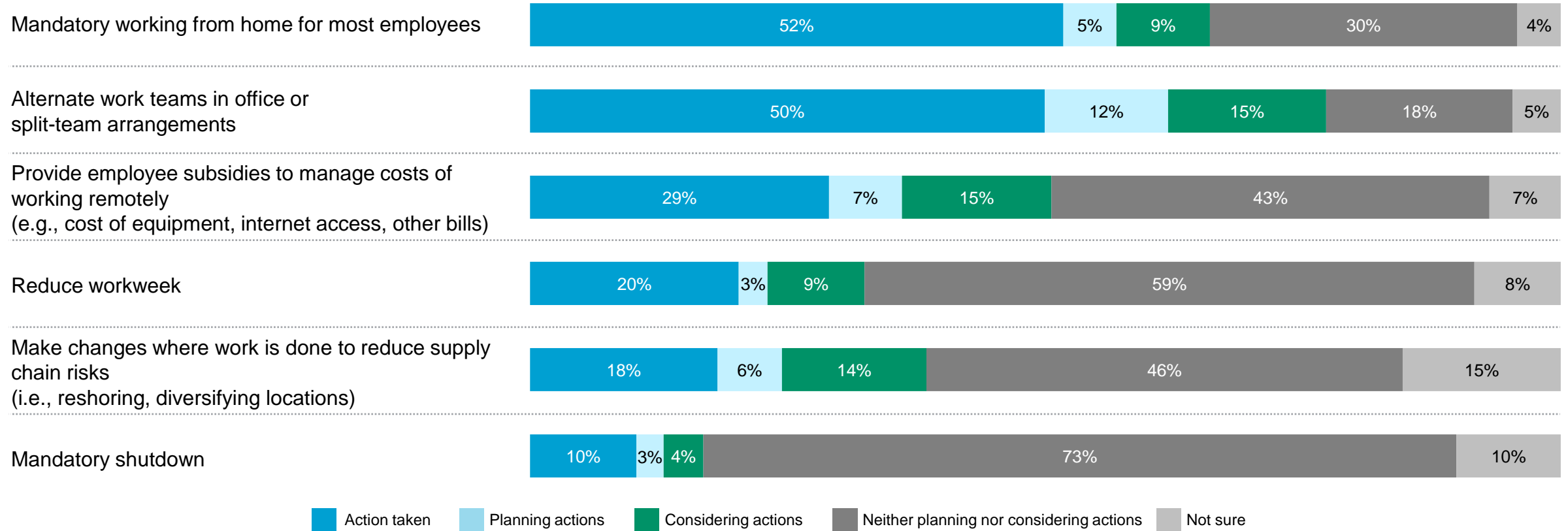
Percent of organisations that have taken action, planning to or are considering

1	Responding with agility	63%	redeploy (and potentially reskill) workers to support another function
2	Virtualising work and its implications	57%	shift when work is done and where it is done
3	Digitalisation and analytics	48%	automate certain aspects of work to streamline and/or increase productivity
4	Leaning into the broader ecosystem	20%	borrow or lend talent to another organisation

Source: Willis Towers Watson Readiness Plans for Resetting Business Operations survey of 514 global employers, April 22, 2020

Work from home and split team policies are widely used, meaning that work needs to be redesigned to ensure productivity does not suffer

Please indicate what actions your company has already taken in response to COVID-19, and what your company may be planning or considering going forward for the remainder of 2020.



Note: "Not applicable" option excluded. Percentages may not add up to 100% due to rounding.

Source: 2020 Asia Pacific Restoring Stability Survey — Pay, Benefits, Wellbeing

Five key principles for shaping an ethical and responsible course of action for the workforce









Source: [World Economic Forum: Workforce Principles for the COVID-19 Pandemic](#)

A sustainable reset: Work design will change through three key stages

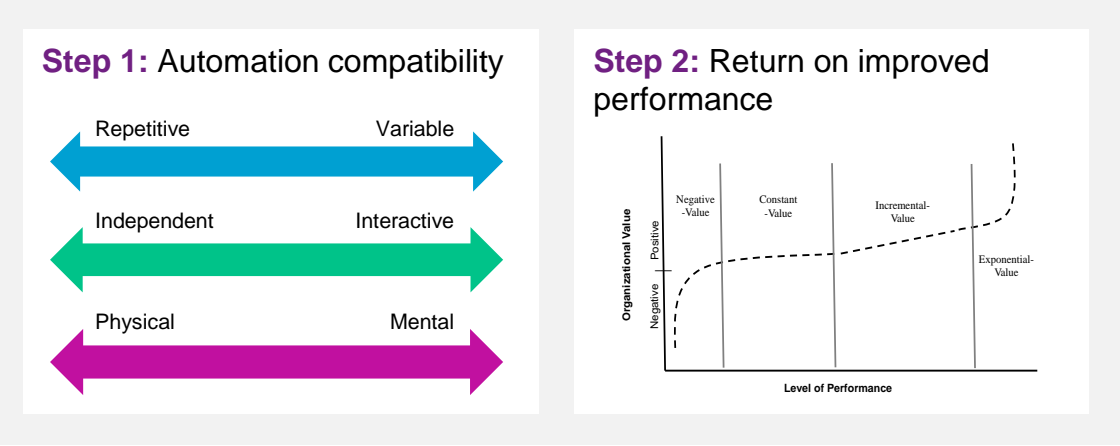


Examples of how work has been redesigned as a response to the COVID-19 crisis

Automate	Use non-traditional talent	Make work portable
 <p>Insurance company redesign customer service job to increase use of automation for 15% productivity gain in call handling</p>	 <p>Energy distribution company identified 8% of advisor work to be moved to freelance talent in another geographical region</p>	 <p>Financial services company re-deploy reporting activities to central services and mobilise agile teams for customer-focus</p>
Shift the <u>where</u> of work	Shift the <u>when</u> of work	Borrow or lend talent
 <p>Utility company shift field operations' data collection work to data center</p>	 <p>Technology company implement new work schedules such as “same team shift-work” to minimise on premise exposure risks</p>	 <p>Airline baggage handlers move to eCommerce logistics in talent exchange</p>

Immediate attention is on workplace safety and virtual solutions, but work design needs to be reconsidered – deconstruct and reconfigure tasks for a more sustainable future of work

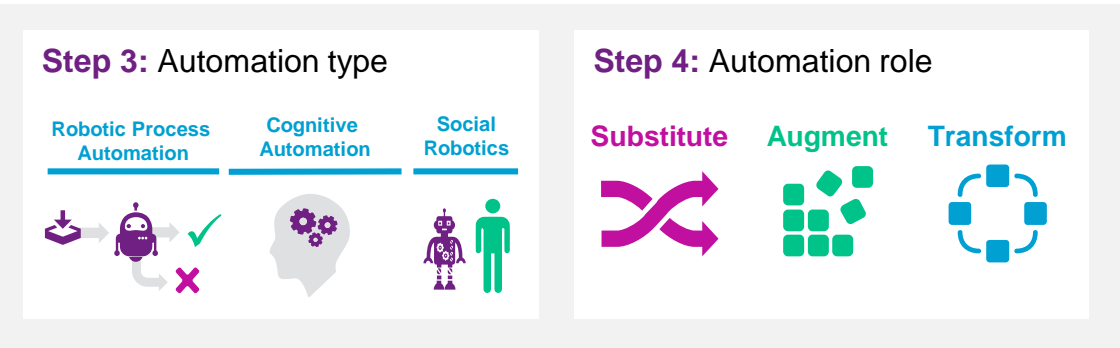
Deconstruct the work



Optimise the work

- RPA substitutes for repetitive, independent mental work to reduce mistakes
- Social robotics substitutes for repetitive, independent, physical work to reduce variance
- Cognitive automation augments variable, interactive, mental work to incrementally improve productivity
- Social robotics creates new variable, interactive, physical work to exponentially improve performance

Automate the work



Reskilling pathways





To: Queenie.Chan@willistowerswatson.com

Queenie,

Our new CTO wants to increase automation in our retail stores to refocus and enhance our customer service efforts, boost productivity and save costs. The CTO wants to use technology to do this, but I'm not sure where to start. I'm getting a lot of pressure to implement this as soon as possible given our revenue losses, new health and safety measures and a new cost cutting exercise.

I'm not sure where to start. Employee engagement is very low, and I'm not sure what this project would mean for my staff in a time when there is a lot of media attention to furloughing employees.

Are you free to chat?

Kathy
HR Head, Large Retailer, APAC





1. Search / Upload job



Search for Jobs in WorkVue

Input / Upload Job Description

retail sales

Results from Willis Towers Watson

Retail Sales Audit
Code: AFU300

Results from O*NET

Retail Salespersons
Code: 41-2031.00

Order Fillers, Wholesale and Retail Sales
Code: 43-5081.04

First-Line Supervisors of Retail Sales Workers

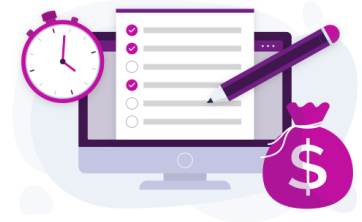
NEED HELP?

Contact Us!

Find out more at:
willistowerswatson.com/WorkVue










2. Task selection



Select Relevant Task Statements ?

Tasks

24 tasks

- ☒ Greet customers and ascertain what each customer wants or needs. 
- ☒ Recommend, select, and help locate or obtain merchandise based on customer needs and desires. 
- ☐ Compute sales prices, total purchases, and receive and process cash or credit payment. 
- ☐ Prepare merchandise for purchase or rental. 
- ☐ Answer questions regarding the store and its merchandise. 
- ☐ Maintain knowledge of current sales and promotions, policies regarding payment and exchanges, and security practices. 
- ☐ Demonstrate use or operation of merchandise. 

Additional Tasks


1 task

- ☒ Maintain records 

+ New Task

2. Task selection



Total Estimated Cost 

Please input the total cost for this role

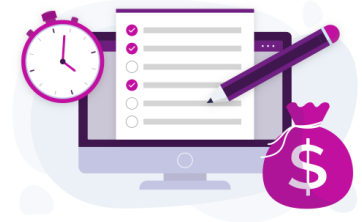
USD

Submit

Cancel



2. Task selection



Retail Salespersons

1. Task Selection2. Time Allocation3. Job Deconstruction4. Job Reinvention

< Task Selection

Input the Time Allocation of Each Task ?

Distribute Evenly

Task Statements

1. Greet customers and ascertain what each customer wants or needs.

2. Recommend, select, and help locate or obtain merchandise based on customer needs and desires.

3. Watch for and recognize security risks and thefts and know how to prevent or handle these situations.

4. Help customers try on or fit merchandise.

5. Maintain records

USD 35,000

100%

Cost DistributionTime Allocation

USD 10,50030 %

USD 10,50030 %

USD 3,50010 %

USD 7,00020 %

USD 3,50010 %

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3. Job deconstruction



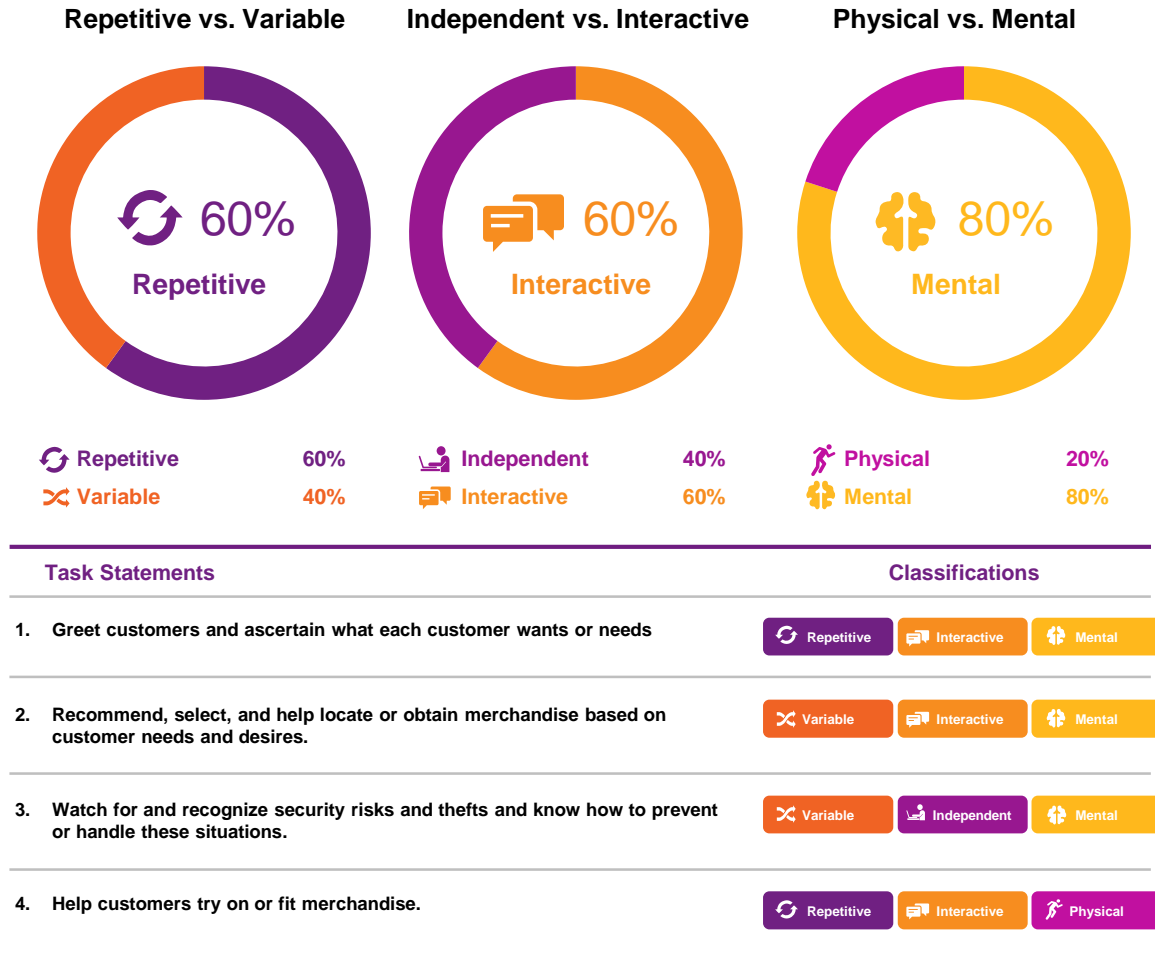
Retail Salespersons			
1. Task Selection 2. Time Allocation 3. Job Deconstruction 4. Job Reinvention			
< Time Allocation			
Review Classifications of Tasks ?			
Task Statements	Repetitive vs. Variable ?	Independent vs. Interactive ?	Physical vs. Mental ?
1. Greet customers and ascertain what each customer wants or needs.	 Repetitive	Interactive 	Mental 
2. Recommend, select, and help locate or obtain merchandise based on customer needs and desires.	Variable 	Interactive 	Mental 
3. Watch for and recognize security risks and thefts and know how to prevent or handle these situations.	Variable 	 Independent	Mental 
4. Help customers try on or fit merchandise.	 Repetitive	Interactive 	 Physical
5. Maintain records	 Repetitive	 Independent	Mental 

3. Job deconstruction



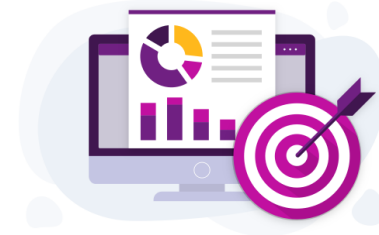
Summary of the Current Job

Retail Salespersons





4. Job reinvention



Reinvention Goal	Alternatives	Task Statements & Suggestions	50% Time Allocation	Cost Distribution	Changes
Improve Performance	None	Greet customers and ascertain what each customer wants or needs.	30%	USD 10,500	
Improve Performance	Augmentation	Recommend, select, and help locate or obtain merchandise based on customer needs and desires. Potential Tech AI	15%	USD 10,500 USD 5,250 USD 5,250 Saved	▼ 50%
Reduce Variance	Augmentation	Watch for and recognize security risks and thefts and know how to prevent or handle these situations. Potential Tech AI	5%	USD 3,500 USD 1,750 USD 1,750 Saved	▼ 50%
Reduce Variance	Alternative Talent	Help customers try on or fit merchandise. Alternative Contingent Talent	0%	USD 7,000 USD 0 USD 7,000 Saved	▼ 100%
Reduce Variance	Substitution	Maintain records. Potential Tech RPA	0%	USD 3,500 USD 0 USD 3,500 Saved	▼ 100%



5. Visualise your reinvented job

Job Reinvention Summary Report

Retail Salespersons

Total Cost
USD 35,000
USD 17,500



Total Saved Cost
USD 17,500

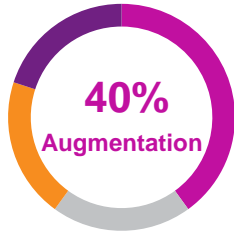


Increased Employee Capacity
50%



Summary of Work Alternatives

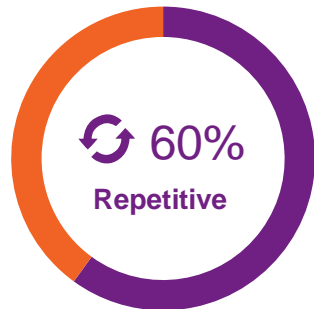
- Augmentation 40%
- Substitution 20%
- Alternative Talent 20%
- None 20%



Summary of Potential Technology for Automation Alternatives

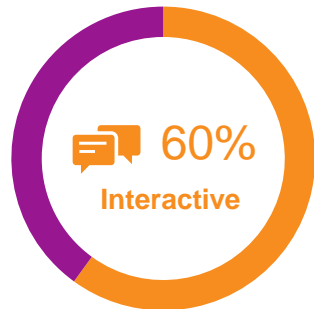


Repetitive vs. Variable



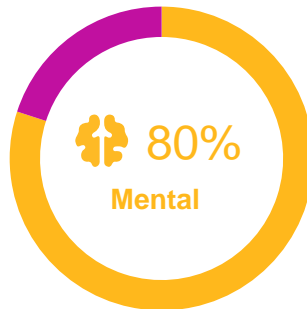
- Repetitive 60%
- Variable 40%

Independence vs. Interactive



- Independent 40%
- Interactive 60%

Physical vs. Mental



- Physical 20%
- Mental 80%

Job Reinvention

Reduce Variance

Alternatives	Task Statements & Suggestions	Time	Cost Distribution	Changes
Augmentation	<p>Variable Independent Mental</p> <p>Watch for and recognize security risks and thefts and know how to prevent or handle these situations.</p> <p>Potential Tech: AI</p>	5%	USD 3,500 USD 1,750 USD 1,750 Saved	↓50%
Alternative Talent	<p>Repetitive Interactive Physical</p> <p>Help customers try on or fit merchandise.</p>	0%	USD 7,000 USD 0 USD 7,000 Saved	↓100%
Substitution	<p>Repetitive Independent Mental</p> <p>Maintain records.</p> <p>Potential Tech: RPA</p>	0%	USD 3,500 USD 0 USD 3,500 Saved	↓100%

Improve Performance

Alternatives	Task Statements & Suggestions	Time	Cost Distribution	Changes
None	<p>Repetitive Interactive Mental</p> <p>Greet customers and ascertain what each customer wants or needs.</p>	30%	USD 10,500	
Augmentation	<p>Variable Interactive Mental</p> <p>Recommend, select, and help locate or obtain merchandise based on customer needs and desires.</p> <p>Potential Tech: AI</p>	15%	USD 10,500 USD 5,250 USD 5,250 Saved	↓50%



Reconsider work design – making how, where, and the way work is done sustainable

**Rewards and
reskilling policy
and programs**

**Enabling
technology**



**Leadership
mindset
and culture**

Work processes

Reconsider work design – potential action areas



Ad-hoc/informal flexible work arrangements

Discretionary and subject to change to accommodate a time-bound circumstance.



Formal flexible work arrangements

A selection of ongoing arrangements defined at a corporate level and that apply on a regular basis.



Rethink work strategy and design

Incorporate contingent labour/gig talent while optimising the role of automation in a responsible manner.



Cross industry talent exchange

Redeploy select talent with comparable skills from industries facing reduced demand to those facing a significant increase in demand.



Reskilling and upskilling

Identify skills that are required to stay relevant and ensure employees have access to digital resources to develop those skills.

World Economic Forum principles for good platform work:

- Diversity and inclusion
- Safety and wellbeing
- Flexibility and fair conditions
- Reasonable pay and fees
- Social protection
- Learning and development
- Voice and participation
- Data management

The World Economic Forum estimates that by 2022, 42% of core skills required to perform existing jobs are expected to change, with over 133 million new jobs created in major economies.

Q&A



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“Never let a good crisis go to waste!”

Winston Churchill

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Register

July 16 | Restoring stability: A deeper dive into financial wellbeing and retirement

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