

Business and people priorities toolkits for the 'new normal'

Post pandemic (Covid-19)



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Business and people priorities



STRATEGIES FOR THE NEW NORMAL

PEOPLE STRATEGY

1. Well-being
2. Leadership resilience
3. Talent attraction
4. Talent development
5. Talent retention
6. Employee engagement

BUSINESS STRATEGY

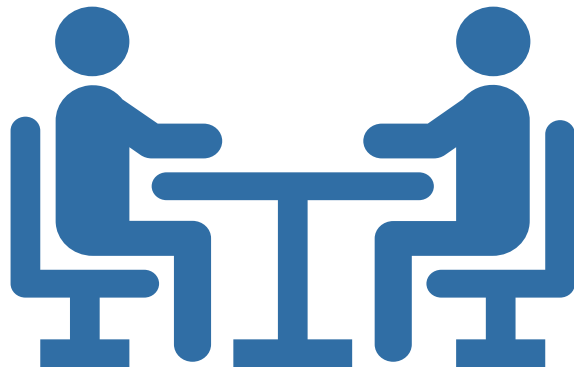
7. Company culture
8. Employer branding
9. Competitive advantage
(business transformation & innovation)
10. Business continuity
(diversity, localization & new business opportunities)

BUSINESS PROCESSES

11. Work function
(changes to policies & processes)
12. Productivity
13. Technology adoption
(digitalization, use of big data, IoT etc)



Business Strategy Toolkit





Tips on toolkit

To start, you can navigate around the content page to get to the respective section that you wish to access.



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Click on any italicized / underlined text to go to the reference page

01 Analyze

Review the learni



Employer branding toolkit





*“A word is a word...
a picture is worth a thousand...
but a brand is worth a million”*

What does your employer brand stand for?



Employer brand



In the world after Covid-19 as we emerge through the crisis

Companies all around the world are constantly developing their employer brands in order to remain competitive and acquire the best talent in the market. Employer brand refers to how your company is being viewed by others – key stakeholders, employees and the public. In the face of a pandemic, many companies have had to take tough decisions and such actions affect the employer brand.

This toolkit has been designed to support companies in understanding their employer brand and move from current to desired state in their employer brand journey

This toolkit includes the following material:



Benefits of a strong employer brand



4 dimensions of employer brand



3 step approach to reboot your Employer Brand



Guiding questions, tips and case studies for practical application



Purpose & Benefits



This toolkit is targeted at business leaders and HR leaders alike, as they prepare for the new normal post pandemic.

We recognize that most businesses will be fighting hard focusing on immediate priorities as they battle through a pandemic and the resultant economic turbulence. As a result, they may not be able to pause, look ahead and plan for future.

A key learning from the COVID-19 crisis is the importance of remaining connected with the people and brands in our lives. Things are changing in so many directions, and during this time, organizations must consider a new approach to market employer branding.

Why is employer brand important?

Companies that invest in employer branding experience revenue growth

Employees who work in strong brands are generally more enthusiastic, motivated and loyal

When employees talk positively about your company, it will generate public interest

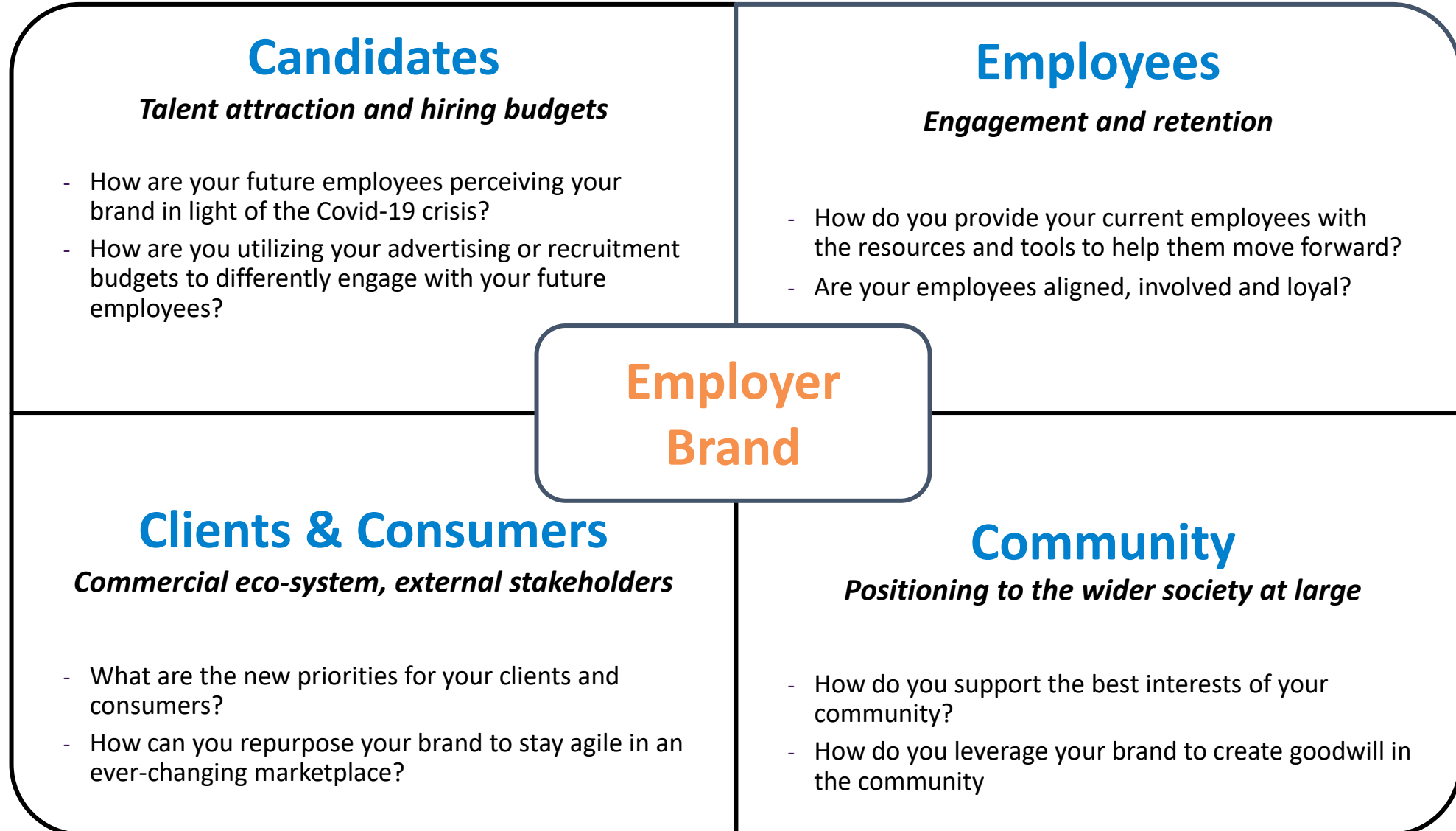
A stronger external brand means faster and more efficient recruitment, reducing cost per hire

Internal initiatives and processes are run by employees; a strong employer brand helps them own initiatives and delivers better results

Employees leave their current jobs if another company has better reputation



4 dimensions of Employer Brand





Current and future employees



and your Employer Brand

- During times of uncertainty, current and future employees are more responsive to employer branding that emphasizes elements of **stability**, **safety** and **security** in the company or organization. **Full transparency** is a new priority for many organizations and there is a need to ensure that all communication material reflect this, to build trust.
- Leverage **new technologies** to make your recruitment more efficient. Be **authentic** in your communication to stakeholders and show **empathy** genuinely. According to LinkedIn, compared to other coronavirus-related posts, the ones with the highest engagement tended to use words about health, helping, and support.
- It has never been more important than now to focus on **content**. Say it with stories, a perfect way for sharing less polished and renewed content to a wider audience irrespective of where they are.
- Candidates & employees, today and in the future are going to be increasingly interested in roles that offer **stability** and **flexibility**. They would also want to work for companies whose **values** are aligned with theirs.



Guiding questions

1. Are your social media posts enhancing your **brand affinity** while keeping you on top of mind for current and future employees?
2. Are you creating **positive and upbeat imagery** associated with collaboration, communication and team-oriented work environments?
3. Have you updated your recruitment and on-boarding process recently on the adjustments being made post pandemic? What do you need to start changing to accommodate the **new ways of working** – from video interviewing and digital on-boarding to virtual working?
4. How will employee engagement move **digital** in your organization – including virtual team activities, home workouts, virtual events (concerts, career fairs) and virtual hangouts?
5. Have you reviewed all your people processes to make them **contactless** – including promotion interviews, lunch & learn / training programs, townhalls etc?



Industry and Community

and your Employer Brand



- Crisis situations offer a great opportunity for businesses to shift towards more **genuine and authentic contributions** back to the industry and wider community at large, to address urgent global **social and environmental challenges**. Through such initiatives, companies not only contribute to the industry / society, but they also fundamentally strengthen their business and **brand perception** at the same time.
- Candidates today and in the future, are going to be increasingly wanting to work for brands that are transparent and that are contributing **good to the world**. If your company is giving back in some way or helping to contribute to the fight against the pandemic, you should share that with the world. Let people know what you're doing, because they truly want to hear and see **good news stories** right now. And if you're not doing anything yet to help out, it might be worth starting a conversation with your leadership team and coming up with a few ideas of how you might be able to offer some type of support to the industry you operate in or the community at large.
- There isn't a more forceful statement than **values in action**. Hence firms are increasingly adopting newer and more meaningful ways to deepen engagement with stakeholders.

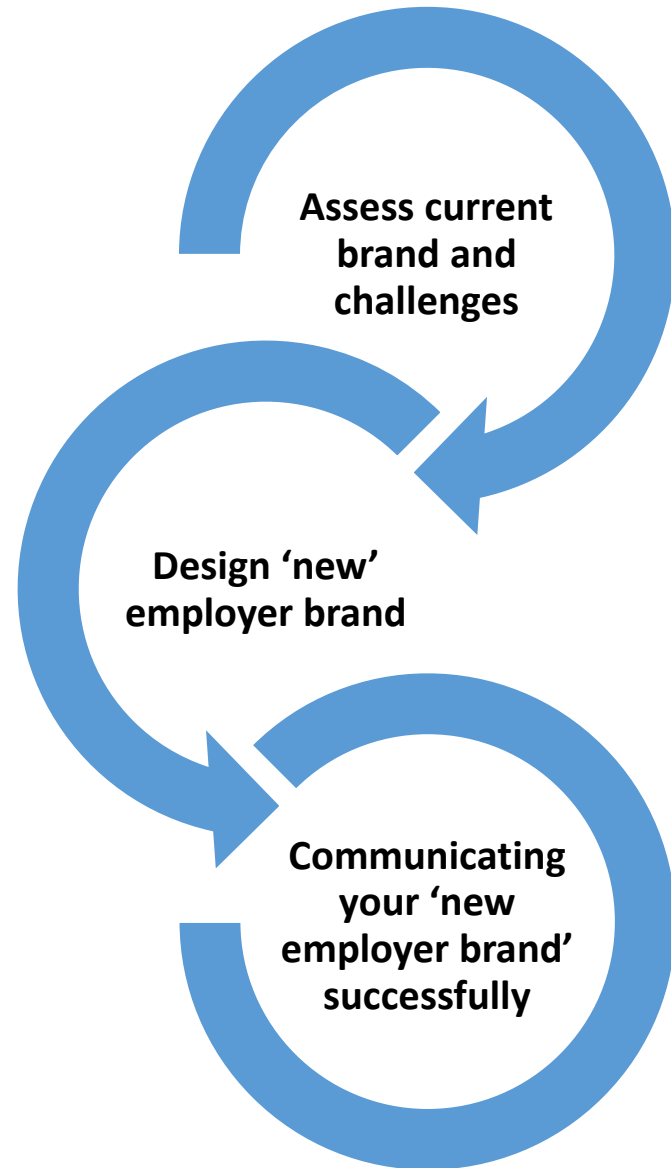


Guiding questions

1. Engage with key senior business leaders to identify two or three **critical interactions** with the industry you operate in or the society
2. Map out **what you have to offer** that would make a difference in addressing the challenges you have identified, both for your business and society
3. Seek **feedback** through focused group discussions or other means to gather your employees' feedback on possible initiatives
4. Identify **smart partners** that could complement and support you in your initiatives
5. Lay out a plan and **rally support** within your organization to roll out such initiatives
6. Identify ways in which you will **communicate your contributions** to internal and external stakeholders (example: online newsroom)



3 step approach to reboot your Employer Brand





Assess your employer brand – current state

(for Employees)



What does your current employer brand stand for?

List the top 5 attributes that describe your company's brand (example: progressive, stable etc)

- 1)
- 2)
- 3)
- 4)
- 5)

What are the current brand challenges that need to be addressed?

List the top 5 organizational problems that affect your employer brand (example: high attrition, low morale)

- 1)
- 2)
- 3)
- 4)
- 5)

How is your employer brand communicated?

List 5 channels through which your organization's employer brand is communicated to its stakeholders (example: newsletters, townhalls etc)

- 1)
- 2)
- 3)
- 4)
- 5)



Design your 'new' employer brand – future state

(for Employees)



What would you like your new employer brand to stand for?

List the top 5 attributes that should describe your company's brand in the future

- 1)
- 2)
- 3)
- 4)
- 5)

What are some of the things that could set you apart from competition?

List 5 unique opportunities in your organization that could set you apart from your competitors

- 1)
- 2)
- 3)
- 4)
- 5)

What are the 'new' channels through which your brand will be visible to its stakeholders?

List 5 channels of brand communication that will be relevant in the future

- 1)
- 2)
- 3)
- 4)
- 5)



Communicate the 'new' employer brand – the journey (for Employees)



What are the organizational processes that need to be modified to incorporate the 'new brand'?

List various functional activities and changes to incorporate the 'new brand'

- 1)
- 2)
- 3)
- 4)
- 5)

Identify initiatives required to communicate the 'new brand' in the target channels?

Identify mini projects that will aid the communication of your 'new brand' in the target channels of communication

- 1)
- 2)
- 3)
- 4)
- 5)

Define success – what are the key outcomes of a positive and strong employer brand?

List 5 positive organizational outcomes that would arise from a positive and strong employer brand

- 1)
- 2)
- 3)
- 4)
- 5)



Appendices



Tips



Case studies





10 tips to create a winning employer brand



1. Understand the voice of your stakeholders
2. Know how you rate amongst competition
3. Make positive and tangible changes
4. Find great success stories to share; use visual storytelling
5. Update your internal and external footprints
6. Embrace technology
7. Get social, if you are already not
8. Embed your brand into regular activities
9. Monitor continuously
10. Get recognition



#1 Case studies: Aviation + Talent



SINGAPORE AIRLINES

[800 SIA cabin crew deployed in Singapore's fight against Covid-19 in alternative roles](#)

Taking up roles in the community as care ambassadors in hospitals and transport ambassadors at public transport hubs, the cabin crew put to use their relevant skills in communication and service.



SCOOT

[Over 100 Scoot cabin crew take up temp jobs at ams Sensors Singapore](#)

This arrangement marks Scoot's first cross-industry partnership with a private-sector organisation, following various deployments to public hospitals and other government organisations.

These assignments enable crew, whose flying hours have been greatly reduced due to Covid-19's impact on the aviation industry, to supplement their income and gain new knowledge and soft skills. They also allow Scoot to retain its front-line talent through this downturn.



AVIATION SECTOR

[Aviation sector commits to filling over 17,500 training spaces](#)

SIA, SIA Engineering, Scoot and SATS to send 17,500 staff for skills upgrading

These firms would use the downtime to speed up workers' training and upgrading, including for professionals, managers and executives (PMEs) in the sector, "developing real technical capabilities and capacities" through the use of digital technologies.

Scoot, for instance, will send 1,900 flight and cabin crew - or over three-quarters of its workforce - for digital awareness training, where participants will develop awareness of and self-confidence in using technology.



#2 Case study: Retail + Communication



Walmart is one of the companies that experienced extensive growth due to the coronavirus pandemic. In order to handle the increased demand for everyday goods such as food and house essentials, Walmart had to hire additional 150,000 employees!

Being one of the rare companies that is mass hiring during COVID-19 is surely good for your employer brand. However, there is more to this story! This right here is the story of great leadership in uncertain, challenging and downright scary times. Transparent, positive and frequent staff communication to build trust and confidence.

Doug McMillon, the President and CEO of Walmart visited numerous Walmart's stores and talked with his employees working on the front line. He writes about it on his LinkedIn profile, so his employees can see exactly what their CEO is doing during the chaos around him - taking care of his people. This is one of the messages he posted on LinkedIn.



Doug McMillon • Following
President & CEO at Walmart Inc.
2mo •



Dear associates, words can't express how proud I am of each of you for the incredible effort you have put in over the past few weeks. In the face of uncertainty, you have delivered for our customers, members and each other. To you and your families: Thank you. I'm grateful.

To show our appreciation, U.S. hourly associates who have worked in stores, clubs, supply chain or corporate offices since March 1 will receive a special bonus on April 2. Additionally, we'll accelerate the next scheduled quarterly bonus a month early.

Finally, we're planning to hire 150,000 new associates to work in our stores, clubs, distribution centers and fulfillment centers to help support you at this unprecedented time.

You should be immensely proud of the job you are doing. Keep it up. We're here for you. [#TeamWalmart](#)

"How did you treat your employees during COVID-19?"
will be the most popular interview question posed by candidates post COVID-19.



#3 Case studies: F&B + Transformation



Fei Siong Food Management, Singapore

[Fei Siong Group](#) was founded in 1995 by Mr Tan Kim Siong, Managing Director of the Group. Mr Tan started his own business with a rental stall in the hawker centre just outside the former National Library at Stamford Road, selling fishball noodles. From its modest beginnings, Fei Siong Group has continually expanded and reinvented itself over the years to become one of the numerous success stories in the local food and beverage industry.

Fei Siong's digital transformation journey starts with equipping their employees with digital literacy skills and know-how. Their front-line employees, comprising mostly workers above 40, benefitted from the SkillsFuture for Digital Workplace programme by incorporating technology into their jobs. An in-house Approved Training Organisation, they reference the Skills Framework for Food Services to develop career progression pathways and training roadmaps. Fei Siong also tapped on WorkPro for an eco-digester project, which enabled them to upskill their cleaners to become service ambassadors. Ci Yuan Hawker was awarded the SG Clean Quality Mark by NEA Singapore this year.

NTUC linked up Fei Siong group with SMRT taxis to provide cabbies with additional transport jobs. Under the arrangement, drivers from SMRT Taxis will ferry delivery assistants from Fei Siong around, which, until this point, did not offer food delivery services. They also partnered with The RICE Company Limited's #Engage initiative that aims to help children and youth affected by the Covid-19 pandemic, with online arts programme and also with daily sustenance.

Fei Siong are a proud recipient of SkillsFuture Employer Awards (SME) 2020.





#4 Case study: Transport + Community focus



Uber – a community focused campaign!

Thank you for not riding with Uber

#MoveWhatMatters

In the midst of a pandemic, the ride share app's performance was severely affected. However, the company saw an urgent need within its other service sector, UberEats. As a part of a larger #MoveWhatMatters campaign, Uber released a brief ad that urges the public to stay home and allow drivers, delivery people and restaurants to move what matters to those who need it.

In addition to pledging 10 million free rides and deliveries in the US for frontline healthcare workers, seniors, and communities most in need, UberEats has waived delivery fees for independent restaurants in select areas. It is also shipping critical supplies with zero-profit pricing in markets where UberFreight operates. It's a simple and powerful message: "Stay home for everyone who can't."

This conveyed Uber's larger mission to support the community and ushers the brand into the conversation surrounding coronavirus as a thought leader. Moreover, the ad, in addition to the campaign, are demonstrative of Uber's innovative solution to a global problem and willingness to step in. The closing message — "Thank you for not riding with Uber" — does a lot to win over the hearts of Uber customers. It conveys very real gratitude to those doing their part to stop the spread of COVID-19.

Like many of the other successful branding examples, it conveys togetherness and positivity while highlighting the company's newly instated mission.

Uber's campaign in Kenya – community support

<https://www.uber.com/en-KE/blog/lets-move-what-matters/>

A month ago, everything changed. The world turned upside down. A company that moves people is asking you not to move.

In this critical time, stopping is the only way forward. However, essential and healthcare workers are still in motion. Uber has made a global commitment to help move these workers to the frontline, by giving away 10 million free rides and deliveries globally.

In Kenya, we have set up a number of initiatives that will help us move what matters and assist communities impacted by the effects of COVID-19

UberMedics

We have partnered with The Nairobi Hospital and Gertrude's Hospital to ensure their frontline & healthcare workers have a reliable and efficient way of getting to and from where they are needed. Uber will be providing discounted trips to hundreds of healthcare workers at Nairobi Hospital and Gertrude's Hospital during this crisis as we ensure that we are moving what matters.

Partnership with the Ministry of Health

We have partnered with The Ministry of Health to provide free trips to essential workers at The COVID-19 national task force command center who are at the forefront of all COVID-19 coordination efforts in Kenya.

Through these partnerships, medical professionals and employees of the task force will benefit from free or discounted rides whether it's to regular medical appointments or the various task force centers, ensuring they have one less thing to worry about.

While we support the needs of our local healthcare system and our communities, we are also enabling our drivers to follow the government's safety precaution guidelines, and equipping them with the right personal protection.

Stay home, and with drivers and delivery people, we'll help #movewhatmatters. Together we can get through this.



Sources



KPMG (2020, April 22). COVID-19: Delivering learning and development to employees

<https://home.kpmg/au/en/home/insights/2020/04/coronavirus-covid-19-delivering-learning-and-development-to-employees.html>

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10 Tips on Building an Employer Brand

<https://theundercoverrecruiter.com/shaping-employer-brand/>

SkillsFuture Employer awards

<https://www.skillsfuture.sg/employerawards/sme2020>



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