

The KPMG logo is positioned in the top left corner of the image. It consists of the letters 'KPMG' in a bold, white, sans-serif font. Each letter is contained within a white rectangular box that is slightly offset from the others, creating a staggered effect. The background of the entire image is a clear blue sky and the Golden Gate Bridge, with a small white boat visible in the water in the foreground.

**KPMG**

# Emerging from COVID-19 into the new world of work

21 Mai, 2020

# Speakers



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The Pathway from random acts of automation towards digital transformation

04

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Q&A



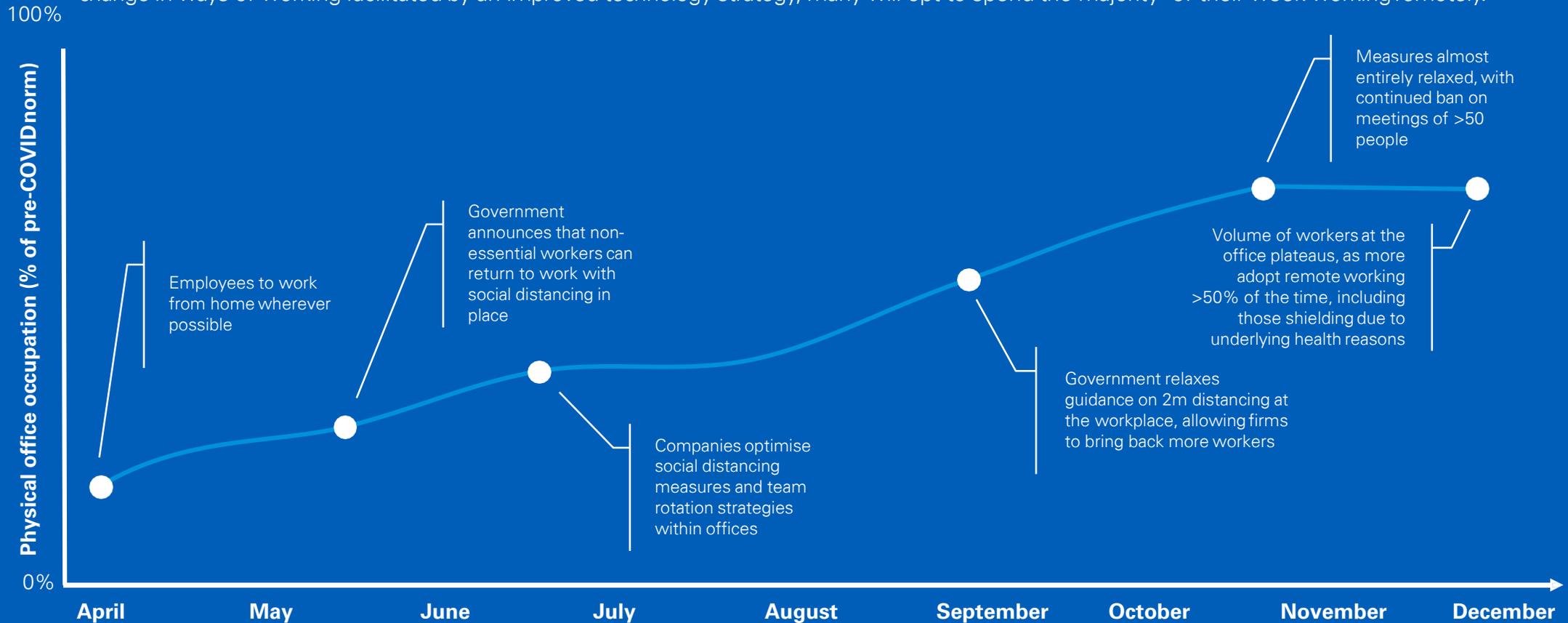
# What is the role of the office in the new reality?



**Madalina Racovitan**  
Partner, People Services Leader  
KPMG Romania

# Returning to a new reality: the return to the workplace

As Government measures are relaxed over time, the volume of workers returning to the physical office will increase. However, we predict that due to a change in ways of working facilitated by an improved technology strategy, many will opt to spend the majority of their week working remotely.



# The workplace of the future

The global impact of COVID-19, and the remote working it necessitates, is set to change the workplace as we know it for good. Many firms who have moved to an 'extreme' remote working model will never look back.

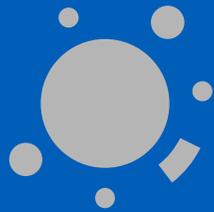
## Traditional



- Main Head Office (HO), satellite or regional offices, contact or operational centres
- Almost 100% desk-based
- Flexibility for some HO people to work from home, usually Fridays

100% working onsite

## Pop-up



- Temporary or pop-up offices, e.g. WeWork, for key projects, overflow, etc.
- Other features as per traditional set-up

## Mixed



- Desk ratios reduced for Head Office and some other locations to encourage more offsite / home working
- Limited defined population

## Professional



- Much lower HO desk ratios
- Expectation that employees will spend significant time working elsewhere
- Broader population affected (but not contact centre)

## Extreme



- Hyper virtualization
- HO is not for day-to-day working. It has a different purpose and is much smaller, and can therefore be more creative and high-tech
- Most people work remotely

100% remote

# New Challenges demands new Solutions Part I: KPMG Check-in App

## Features

### Employees:

- Book a desk in the office
- Ask for approval for work at client/other premise
- Manage bookings

### Group leaders and HR:

- Approve or decline requests
- Overview over team members in office/client premises

### Front-desk officers:

- Check-in employees in the office

Reporting (under construction)



Request approval to work from the office or other location



Choosing an office through an interactive map



Choosing a desk is made easy through an interactive floor plan

# New Challenges demands new Solutions Part II: COVID-19 Connected Response System

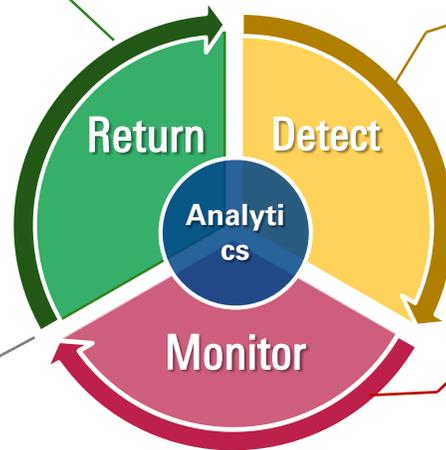
KPMG's solution supports all stages of the infection life cycle. For Organizations this application will enable a fast reaction in case of suspicion, and will support the daily planning of the workforce return, through automated triggering and Analytics

## Our Approach

### Stage I - RETURN

Will support Companies to keep safe environments, enabling employees to return to their jobs. Will also enable Companies to have an overall perspective on their workforce evolving status and better manage the return to "Normal" by efficiently planning and managing availability

**Permanent Green Card**  
*dependent on scientific capacity  
to test & attest immunity*



### Stage II - DETECT

Will enable employees to adopt measures to monitor/contain possible infection, through self-diagnosis and proximity triggers (resultant from new outbreaks of infection) and also alert their Organizations for cases of potential infection

### Stage III - MONITOR

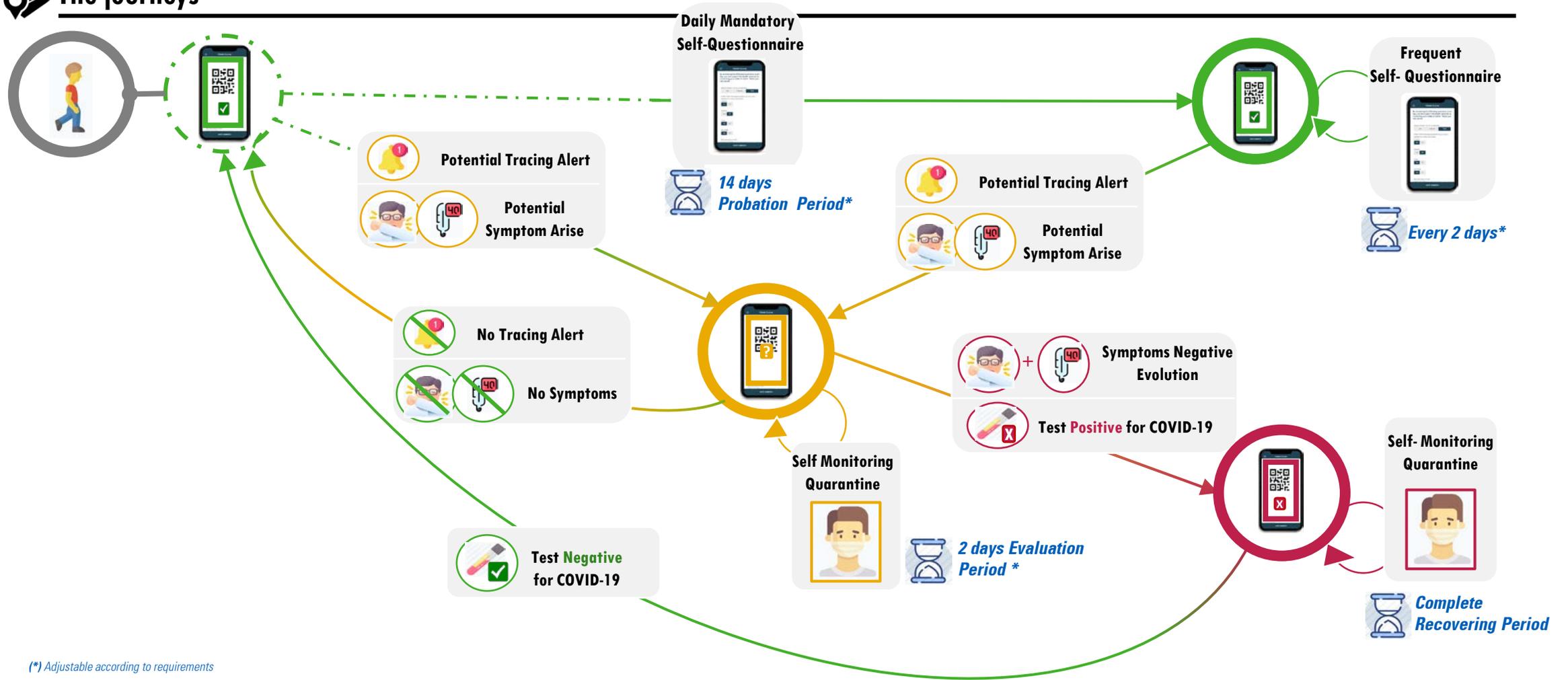
Will enable infected population to self-monitor their symptoms evolution, supported by medical resources, and enable automatic communication of Clinical release through the attribution of a "Green Card"

## Trusted Analytics

As all stages are connected, **analytics are leveraged through the complete infection management lifecycle**: for Companies it will be possible to understand at any moment the available workforce, workforce at risk and their geographic distribution.

# The Cycle Journey

## The journeys



(\*) Adjustable according to requirements



# Implications of COVID-19 on workforce management practices



**Claudia Stan**  
Senior Manager, People Services  
KPMG România

# Steps towards a new reality

There are a number of immediate, mid term and longer term strategic elements to consider to plan for recovery and the new reality:



## Priority groups

Who are a priority for returning to work on-site?



## Scheduling

How do we group teams to be in the same physical space?



## Health & wellbeing

Continued provision of additional health and well-being measures, both on-site and virtually



## Effective working

Designing how mixed teams will work e.g. team meetings combining face to face with virtual, to ensure consistent interactions



## Employee engagement

Continued engagement through communications at all levels and across office based and virtual teams



## Policy

Redesign and alignment of HR and employment policies to the new working practices

## Workforce Management

Consider the longer term strategic approach to managing the workforce

Immediate

Mid-term

Strategic

# Effective working

For mixed teams to work effectively in the new reality, they must be thoughtfully designed.

Give all meetings the optionality of remote joining i.e. Teams/Zoom/Skype etc.

Review work processes to cater for new working schedules, including handover protocols

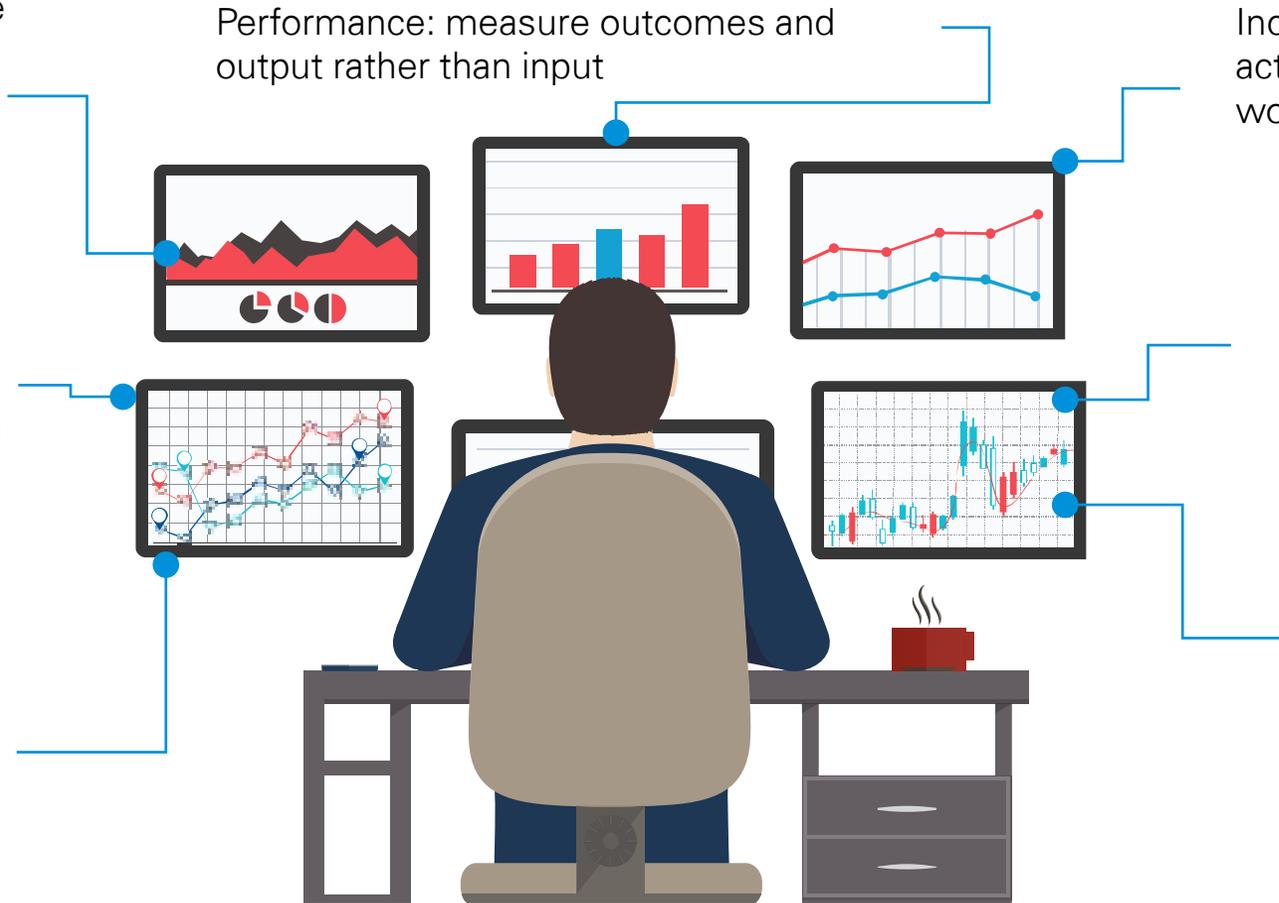
Make working from home a real alternative, with ambitious targets

Performance: measure outcomes and output rather than input

Incorporate continuous actionable feedback into work practices

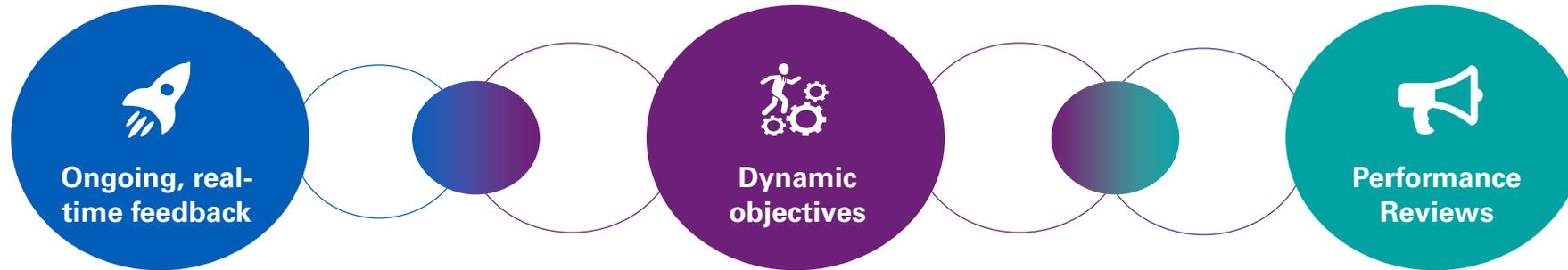
Restrict meetings to core hours i.e. 10am-4pm, to allow for different working patterns and shifted commutes

Don't assume that being in the office will increase workers' productivity.



# New Challenges demands new Solutions Part III

## KPMG QuercusApp Performance



### Ongoing, real-time feedback

- Employees ask and give feedback in real-time, through a simple and intuitive platform (mobile friendly)
- 360 feedback principles – anyone can give feedback to anyone
- Access real-time analytics for yourself and your subordinates.
- Quickly view strengths and development areas based on feedback received – and offer support in real time where it is needed most

### Dynamic objectives

- Managers and employees can create objectives all year round with a few simple clicks.
- Objectives are designed to be dynamic, monitor achievement progress and keep up with your ever-changing environment.

### Performance Reviews

- Run annual reviews, periodic check-ins and continuous feedback in parallel or choose only one type of review
- Our helpful review assistant is always there with information about feedback received during the year, past reviews, objectives and self assessments

# Employee engagement

## Communications

- Providing regular updates on status and projections, where helpful
- Regularly reminding colleagues of relevant policies, and immediately communicate material policy changes
- Using pulse surveys as a way to establish two-way communication, and ensure leadership comms demonstrate that the results are being acted on

## Environment

- Ensuring team leads keep bolstering a virtual team community independent of location – particularly given limits on physical gatherings
- Allowing for flexibility of working hours, location, commute etc.
- Re-examining employee recognition initiatives, ensuring they are backed by meaningful rewards



## Culture & behaviours

- Using feedback continuously, in real time
- Ensuring performance development doesn't fall by the wayside: encourage line managers and appraisees to continue holding open, honest career conversations
- Encouraging innovation within teams as a way to drive innovation, even as individuals become more risk-averse

## Leadership

- Leaders must be both operations managers and change advocates
- Providing people leaders with the information they need to reassure and support their colleagues
- Being personal: cascade leadership discussions as appropriate, and relate individual experiences
- Reminding the workforce of the things which remain constant, as a way to offset the turmoil that so much change can cause

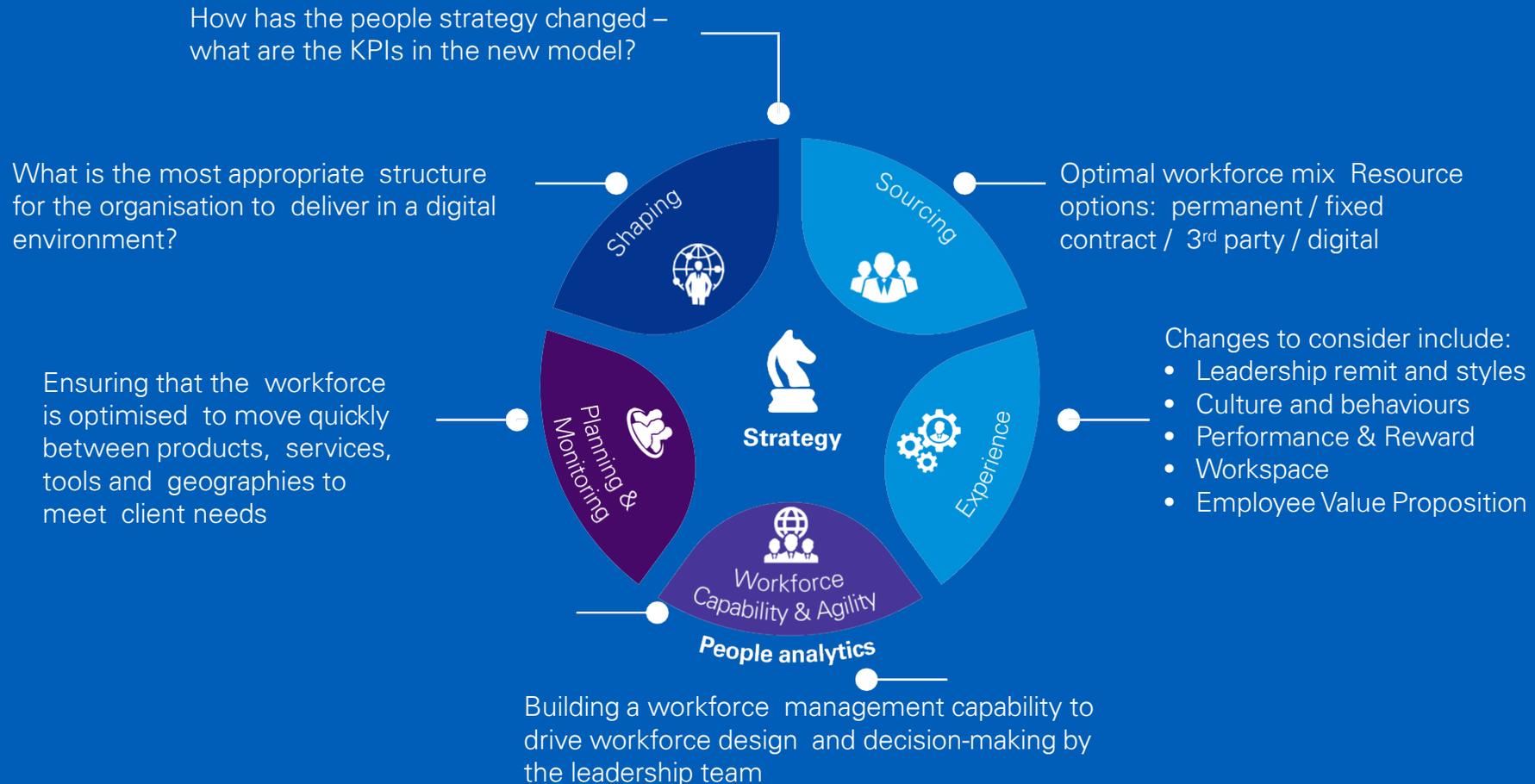
# Policy

HR and employment policies will need to be aligned, and potentially redesigned, to new working practices. It is important that key policies are reviewed and changes are communicated, behaviour and conduct is monitored against policy, action is taken as required, and changing government policy is monitored and responded to appropriately. Policies to pay particular attention to in this transition include:



# Workforce Management: long-term strategic implications

Organisations also need to consider the longer term strategic approach to managing the workforce, to ensure they capitalise on investment and improvements made over the last 3 months in flexible working options.



# Workforce shaping: key insights

Know your workforce and have a plan

Make reskilling and internal mobility second nature

Rethink the optimal Workforce mix

Prepare for a post COVID-19 world with critical new capability

01

Buy

What mix of permanent employees will we **buy**?

02

Borrow

Where and when will we **borrow** contingent contractors or consultants?

03

Build

How will we **build** talent through up-skilling and reskilling?

04

Bots

What roles can be augmented by **bots and technology**?

05

Base

What mix of **base** options (office space, working from home, offshore) will we offer?

# Employee experience: key insights

Don't lose human connection

Respond to the needs of your multi-generational workforce

Demonstrate authentic leadership

Focus (even more) on the wellbeing of your employees

Learn how to build relationship virtually

Review you performance management process (again)



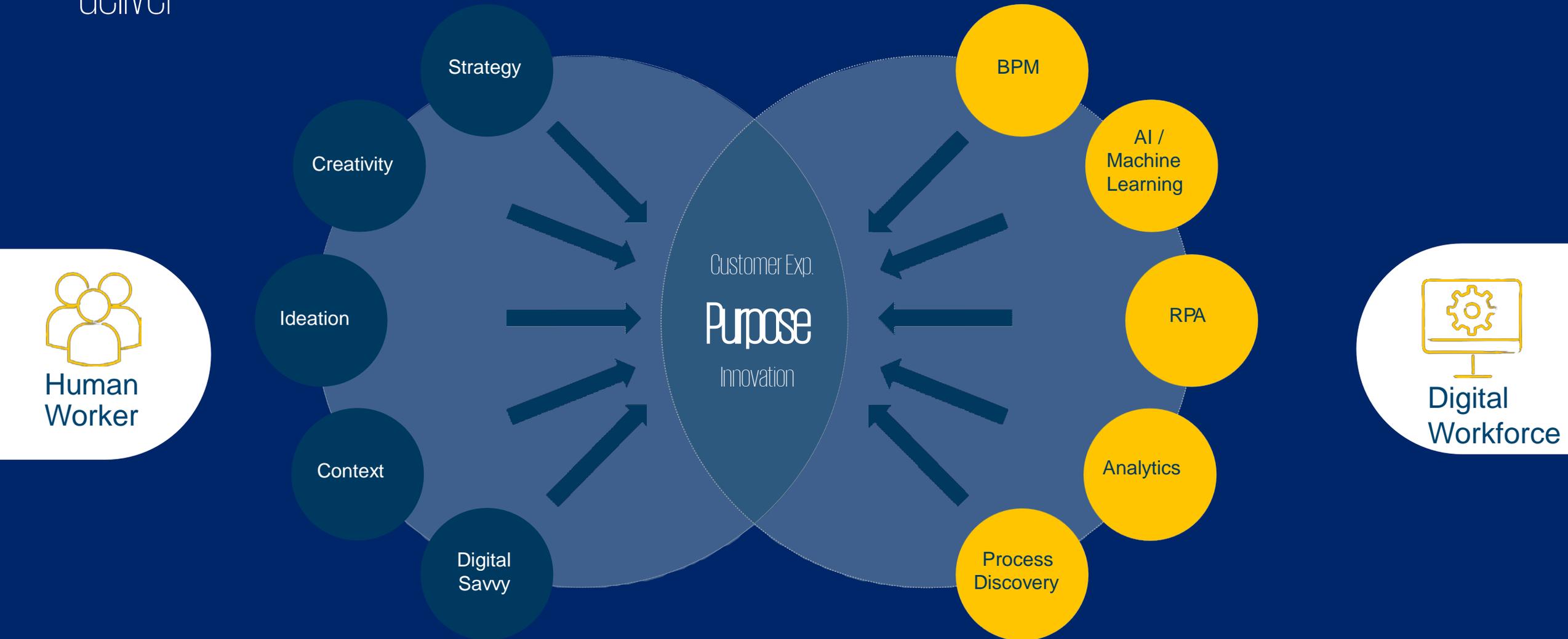


# The pathway from random acts of automation to digitalization



**Cristina Ionescu**  
Director, Advisory  
KPMG Romania

# Converging "Digital" and "People" creates substantial opportunity to differentiate, disrupt, and deliver



# Market dynamics

In today's increasingly disruptive and complex world, change comes quickly, often without warning and from unexpected places



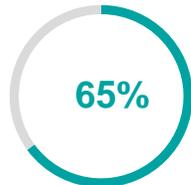
Enterprise data is unstructured



Citizen developers will outnumber professional developers 4x by 2023



Gartner's #1 Tech Trend of 2020 is Hyperautomation



Of applications will be low code by 2024

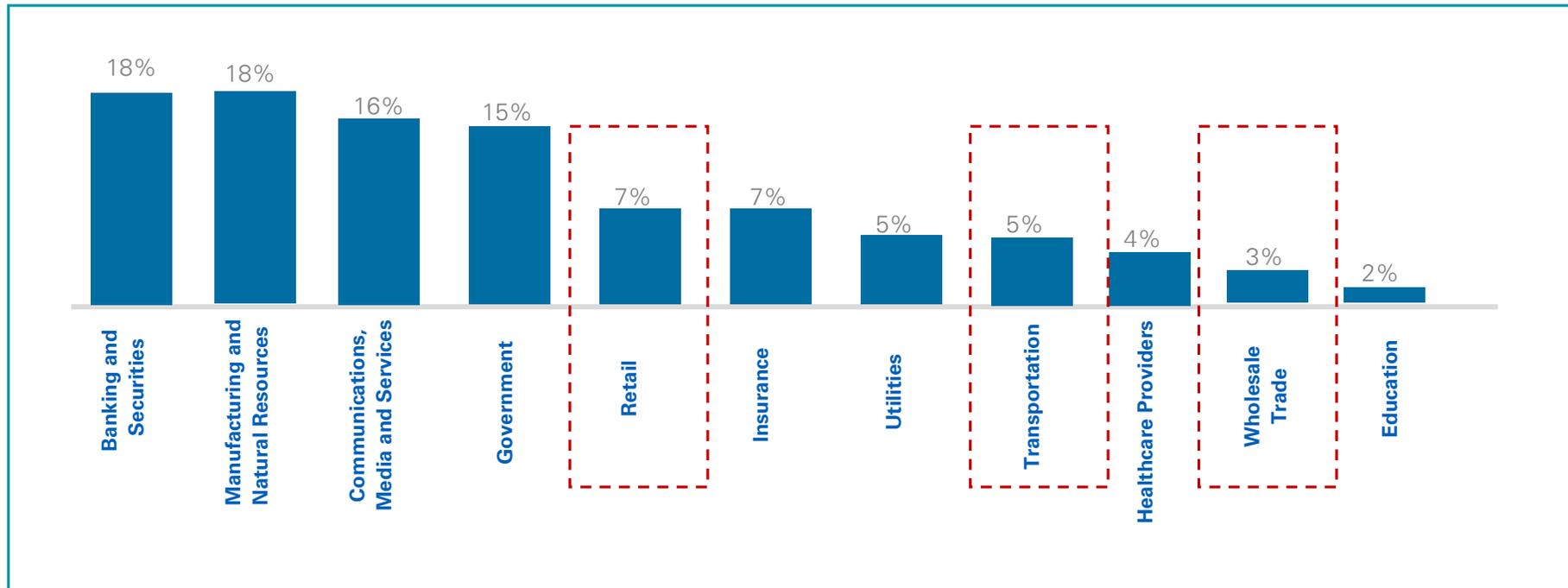


Executives expect automation to increase workforce capacity over next three years

# COVID-19 Industry Impact

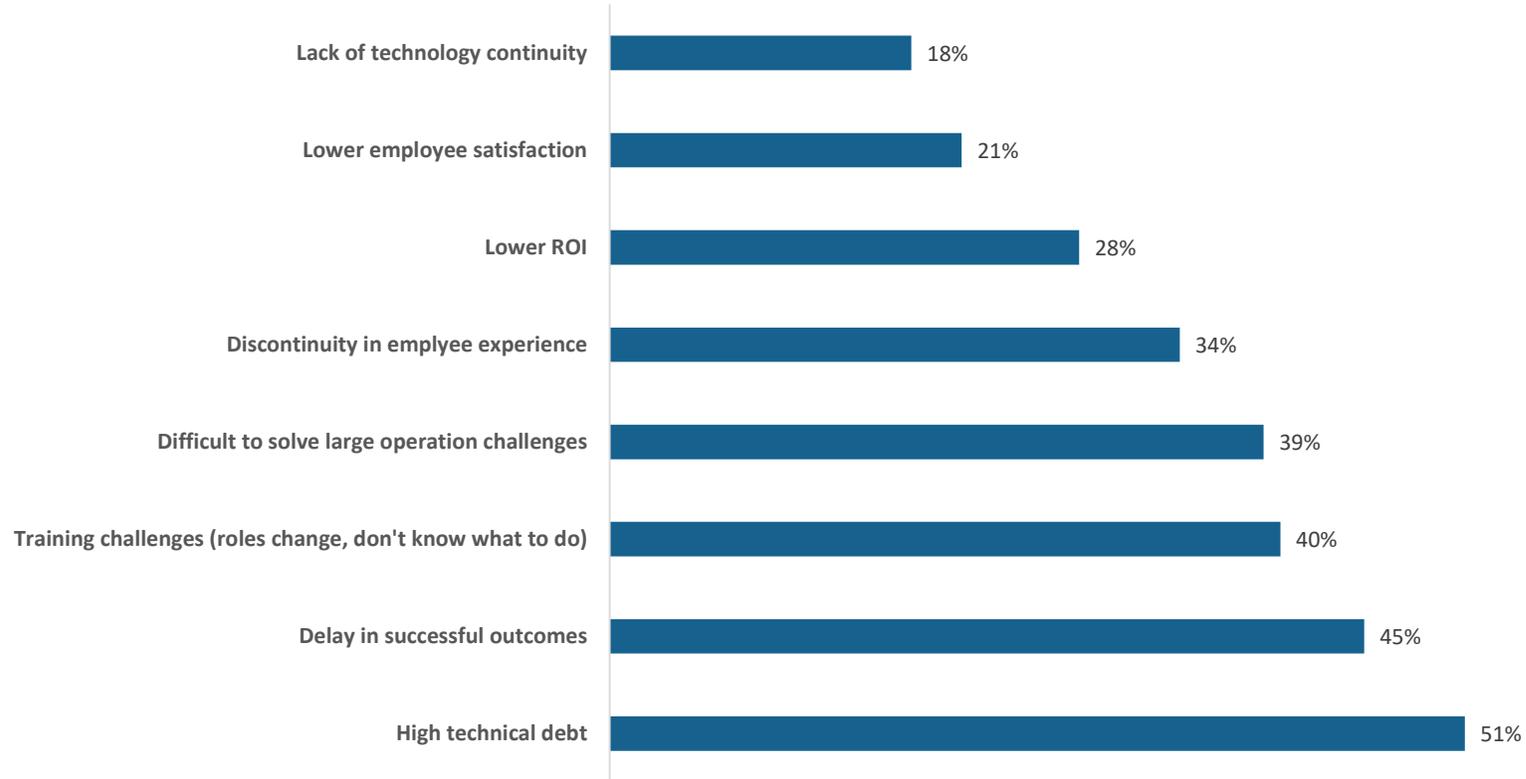
% of Total 2020 IT Spend by Vertical End Market

*Industries most impacted by the crisis account for a very small fraction of tech spend*



# The lack of integration is causing considerable technical debt and delays

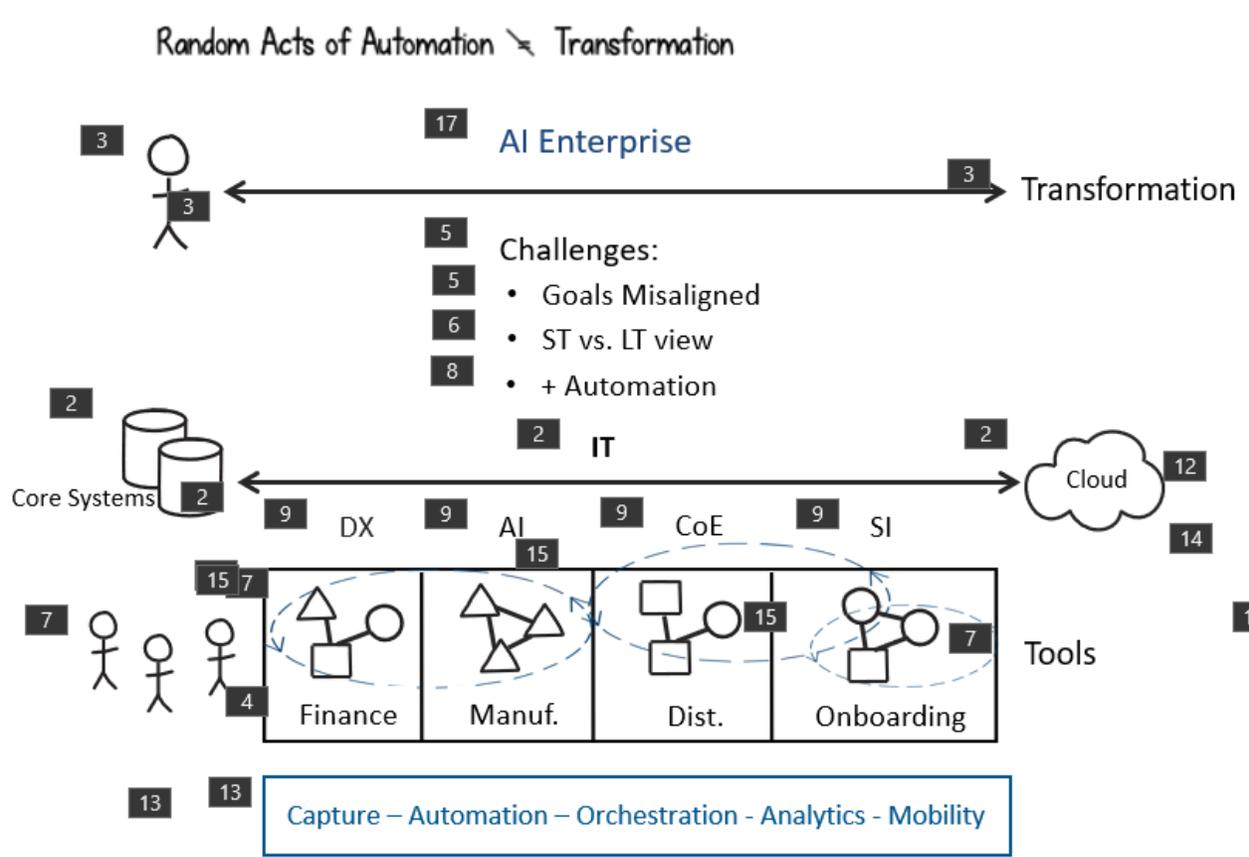
**Q: Which of the following challenges has your organization experienced as a result of using piecemeal to automation as opposed to a single holistic platform?**



Base: 450 automation and AI decision makers

Source: A commissioned study conducted by Forrester Consulting on behalf of Kofax, January 2020

# Automation vs. Transformation



- 1 OBJECTIVES:**
- ↑ CX
  - ↑ Revenue
  - ↓ Costs
  - 1** ↑ Speed to Market

**11** WHAT TYPE OF TECHNOLOGY?  
Simplify: Intelligent Platforms vs pool of tools

Enterprise Grade  
Expertise

- 10** WHY NOW?
- 10** ↑ Risk
  - Revenue ?
  - 10** ++ Cost

# Accelerating digital transformation efforts in times of uncertainty



## Real insights

During these times of uncertainty, there is a strong temptation to cut transformation programs in an effort to increase cash flow and contain expenses. However, in previous times of uncertainty, organizations that eliminated or delayed transformation efforts found themselves later lacking key competitive capabilities.

**Digital transformation is an example of a program that delivers these needed capabilities:**

**IT leaders should continue transforming their operating models and investing in strategic enablers (e.g. integrated cloud, automation, and blockchain)**

**80% of new revenue coming from digital and operations**



**Investing in digital strategy while balancing short-term efforts with long-term measures will emerge from this pandemic more competitive.**



## Triggers and pain points

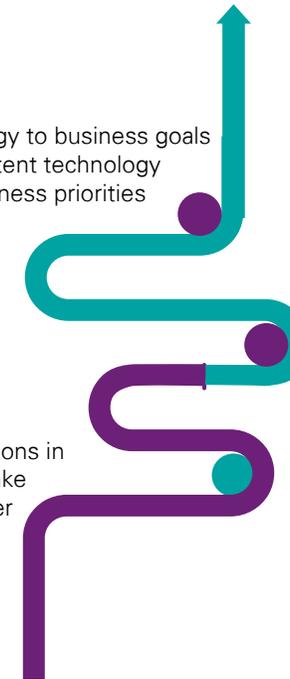
As organizations adapt to changing cultural and market conditions, leaders will naturally seek to eliminate extraneous items; however, eliminating key transformation efforts or digital capabilities may not position the firm to adapt to the crisis or the emerging new reality.

**Factors that influence organizations to make these less than optimal decisions include:**

Misalignment of IT strategy to business goals resulting in inconsistent technology enablement of business priorities

Unclear signals and fluctuations in customer needs that make discerning the customer requirements difficult.

Lack of insights into which transformation programs drive key outcomes in today's environment, like employee and customer engagement



# Near-term and longer-term considerations for preserving transformation initiatives

**When reviewing one's transformation program during times of uncertainty, it is better to ask "how can our transformation program best serve us in today's environment?"**

**To preserve your hard-won transformative initiatives, there are five lenses to consider:**

1. Business impact: How should programs be reprioritized based on their impact?
2. Risk and compliance: What is the risk of canceling or delaying the initiative?
3. Financial: What direct and indirect financial impacts will this program affect?
4. Cultural: How will cutting transformation initiatives impact the culture we have worked to create?
5. Third-party: How will this reprioritization affect my relationship with partners?

This approach to existing transformations delivers much-needed technical outcomes, but also continues IT's capability development—a subtle, but critical outcome of a digital transformation that can be completely derailed by canceling transformation initiatives.



# How can digital strategy programs best serve us in today's environment?

	Near term	Longer term
Business Impact	Identify opportunities to scale up investments in automation technologies to augment a capacity constrained workforce, responding to these changing conditions by investing in future capabilities	Stay committed to broader transformation initiatives that really make a difference in your business (e.g., data, cloud, automation). Reevaluate your transformation roadmap, but don't discard a valuable plan. Modify as necessary, while staying true to strategic objectives
Finance and compliance	Assess what IT capabilities need to be changed or improved to ensure that business continuity and technology resiliency are not compromised with the new demands	Consider the future risk implications of the delay or cancellation of programs to regulatory compliance, security, legal, or audit execution
Financial	Take stock of the current situation carefully; review your overall transformation roadmap and your primary business goals while you look to free up needed capital. Evaluate what you can deprioritize and look for opportunities to prune and invest versus slash and burn	Evaluate the architecture of the entire value chain—front, middle, and back office—to ensure your transformation initiatives stay aligned with your revenue streams and customer needs
Cultural	Assess virtual workplace technology demands such as videoconferencing and collaboration tools to ensure your workforce is effectively enabled, while articulating the values that underpin key decisions, especially hard decisions, that impact employees' lives	Focus on transformation initiatives that allow you to boost the capabilities of your workforce, with an emphasis on new digital capabilities and employee engagement
Third - party	Reevaluate priorities, shift resources, and track progress more closely, while viewing third-party resources as scalable resources to enable targeted responses in the current environment	Review your overall third-party approach to ensure it aligns with your operating model and supports the future transformation efforts and is not shifting core capabilities out of your organization

# Understanding the implications of your operating model

## Resilience

- How well are your transformation initiatives aligned with your business goals and objectives?
- Is your IT able to provide services to the business at market speed and quality?
- Do you have a multiyear roadmap for IT capabilities required to support business needs?
- How do you ensure IT initiatives are aligned with the new acceptable level of risk for the business?
- How are you navigating the contractual and relational nuances of programs that depend on vendors to deliver?
- How do you optimize the backlog of transformational outcomes as the current situation increases demand for transformational outcomes?
- How do you ensure resources stay engaged with transformation tasks at hand while managing uncertainty as it unfolds?

## Recovery

- What new IT capabilities are needed to support your transformation efforts?
- How do you ensure that your transformation efforts stay risk neutral in times of uncertainty?
- How do you quantify direct and indirect financial impacts to canceling or delaying transformation initiatives?
- How do you reinvest in your resources and capital to ensure that winning ideas are continuously generated?
- Are you reassessing skills in order to support the technology and delivery paradigm needed to support business?
- How do you systemically prioritize and fund transformations in a way that allows more agility and speed even during times of unprecedented uncertainty?

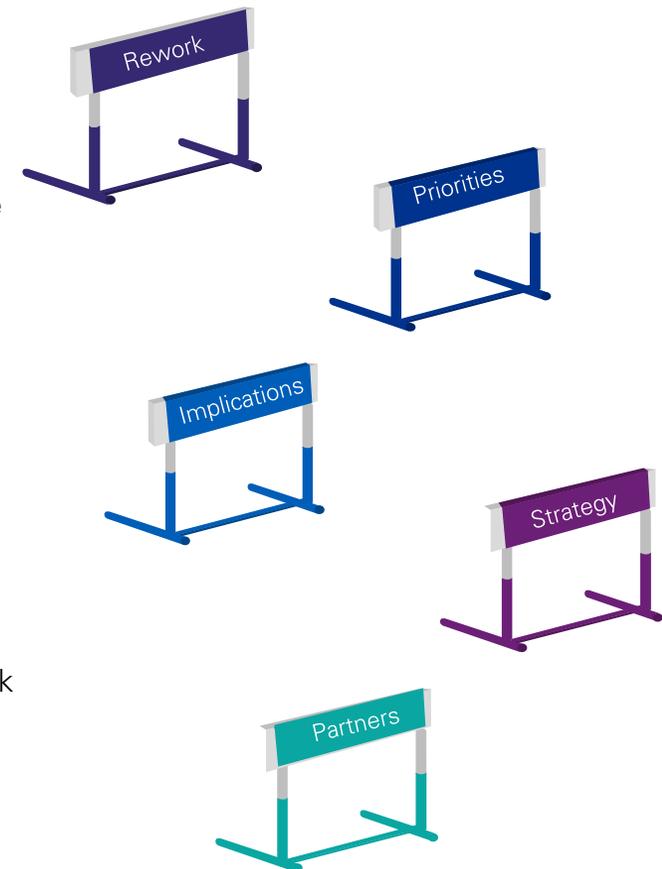
## New reality

- How will you measure and report IT performance targets differently?
- How are you exploiting data as a strategic asset to make decisions for accelerating, delaying, or canceling transformation initiatives?
- How should you plan capacity as the recovery takes shape?
- How do you evolve your technology ecosystem to enable more digital capabilities?
- How will your organization adapt to changes in culture and mindset to sustain ongoing transformation efforts and position for future initiatives?
- How can you approach transformation efforts in an agile way to make future big bets?
- What changes will you make to your business and IT operating models to achieve the right balance between stability and agility?

# How to thrive in the new reality?

**As with any journey, the biggest challenge can be taking that first step. Organizations can take the following actions to get started:**

- Rework your transformation backlog to prioritize quick-win features, enablers, and capabilities with greatest business impact given today's conditions
- Consider the risk posture you will be left with as you reprioritize, and calibrate priorities based on the acceptable level of risk for your organization during these times
- Quantify the direct (e.g., write-offs, interest charges, tax credit loss) and indirect (e.g., ramp-down/restart costs, contractual penalties, future availability of capital) financial implications of each transformation initiative
- Formulate a resource and strategic sourcing plan according to the work, capacity, and skills needed for reprioritized transformation initiatives and new levels of acceptable business risk
- Identify where external partners will be needed to supplement skills and capacity gaps, and fast-track your engagement with them





# How to maximize workforce capacity through digitalization



**Cristina Ionescu**  
Director, Advisory  
KPMG România

# Hyperautomation

*Gartner - #1 Strategic Technology Trend for 2020*

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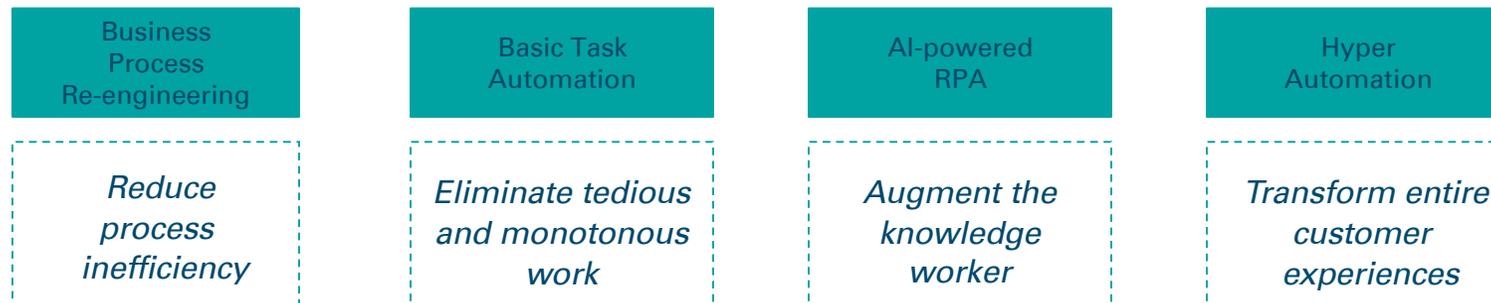
An approach in which organizations rapidly identify and automate as many business processes as possible.

It involves the use of a combination of technology tools.

- Gartner

As organizations journey further down the path to Hyperautomation, Digital Workforce Management becomes a critical requirement

## Digital Workforce Management



# Hyperautomation delivers valuable business outcomes that improve corporate agility and competitiveness



*Frictionless  
Customer  
Experience*

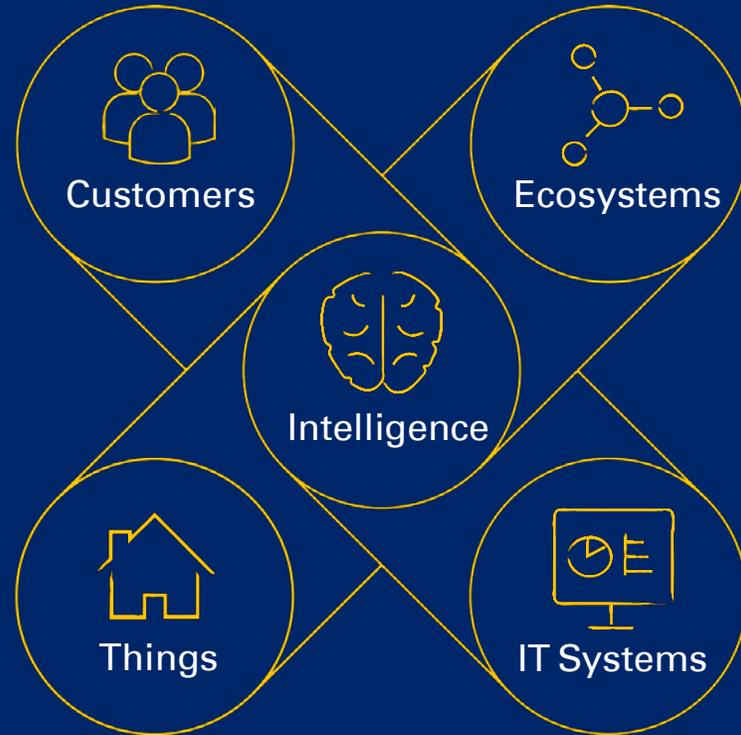


*Increase  
Organizational  
Capacity*



*New Business  
Models &  
Opportunities*

# Gartner positions a "DigitalOps Toolbox" to create the connectedness to achieve and sustain Hyperautomation



## Tools

RPA

Process Discovery

Process Mining

iBPMS

Low-Code

Business Rules Engine



# Digital Workforce Management

The ability to centrally orchestrate, govern, and measure how work is performed, no matter what resources are performing that work (people and/or automation)

# Practical ideas for an augmented workforce

## Unique Problem Solving Proposition



## Use Cases



### Customer Experience

Use technology platforms to **expand organizational capacity** to keep up with increased digital demand from any channel. All client information can be received and process digitally, including digitizing paper/pdf documents and electronic signature.

Automate and digitize customer onboarding, digital signature, large volumes of claim processing, connect virtual assistants, route customer service

### Operational Efficiency

Consider technology that **ensures business continuity** in the event that your workforce is greatly reduced. With solutions to automate and digitize back office functions, such as invoice processing, document intake, and remote exception handling.

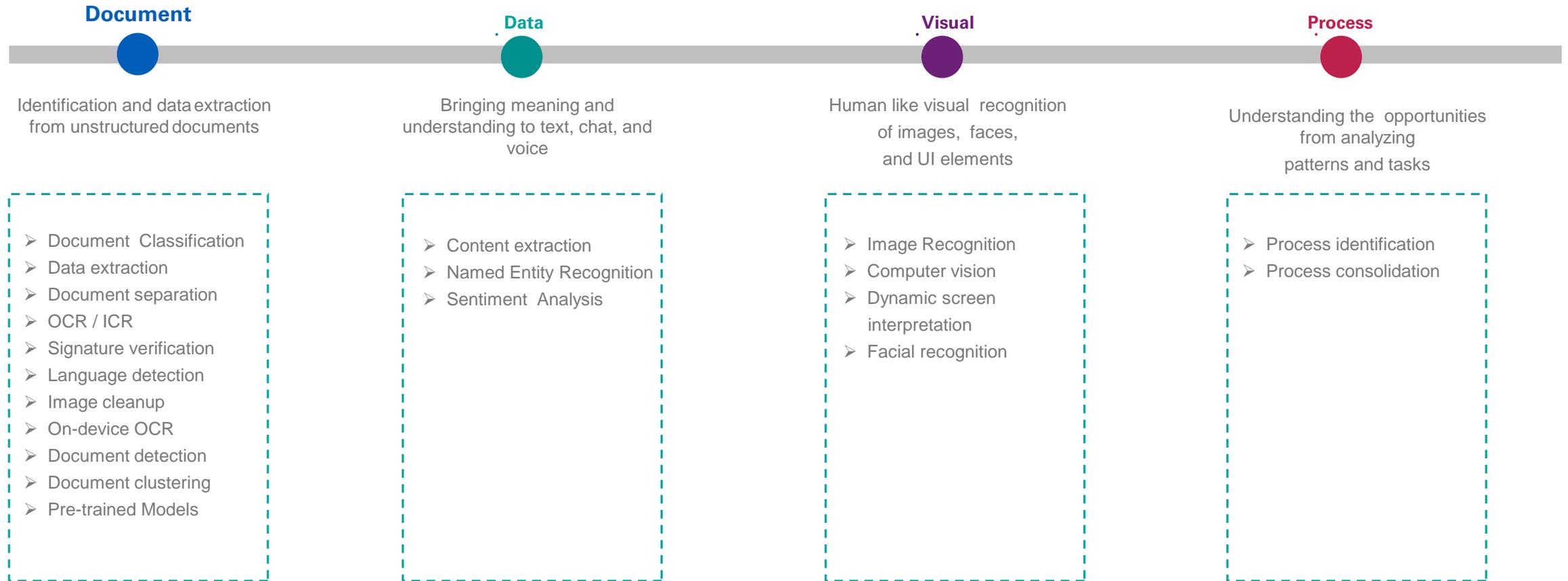
Digitizing paper documents, remote call center routing, digital mailroom, invoice processing

### Enabling the Remote Workforce

Use digital solutions/platforms that **augment remote workers** by maximizing workforce capacity through digital assistants. Remote workers can perform the mundane and time consuming tasks, such as data collection, systems entry, and communication routing.

Document digitization, digital signature signing, mobile capture, communication routing, data collection and entry

# Important components to consider



Q&A

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