

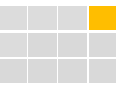
# LEARNINGS & NEW NORMAL FRAMEWORK OVERVIEW



<b>1</b> Employees	<b>A. DYNAMIC HR AND STAFFING</b> 	<b>B. ADAPTIVE WORK</b> 	<b>C. HEALTH AND WELLBEING</b> 	<b>D. SENSE OF PURPOSE</b> 
<b>2</b> Consumers	<b>E. CATEGORY AND BRAND</b> 	<b>F. INCENTIVES</b> 	<b>G. CHANNELS</b> 	<b>H. COMMUNITY</b> 
<b>3</b> Business Models	<b>I. RESILIENCE MODELS</b> 	<b>J. ECOSYSTEM COLLABORATION</b> 	<b>K. DATA AND ANALYTICS</b> 	<b>L. ALLIANCES / PARTNERSHIPS</b> 

*Looking for similar sections?*

- Filter to any module in the “Covid-19 Framework” filter on the GLM for other module summaries
- Search “**Learnings**” in the GLM for all module learnings summaries
- Search “**New Normal**” in the GLM for all module new normal summaries



# LEARNINGS SUMMARY OVERVIEW



## Challenges/ trends

### Maintaining Business Continuity (Short-term)

- Public organizations are labelling certain jobs as essential or non-essential, indicating what roles are able to work in person or what businesses are able to operate
- Grocery store, distribution, and delivery workers are becoming more important to improving public health
- Many workers furloughed or uncertain about job security



## Key learnings

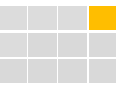
- Persistently demonstrate commitment to employees through words and actions to earn trust and loyalty
- Create new jobs with no resume or previous work experience required to help furloughed workers
  - “Social distancing ambassadors” responsible for monitoring shopper flow and enforcing limits
  - Warehouse operations, delivery network jobs, or other critical supply chain roles
- Shift current employee roles to be more relevant in response to the crisis
- Pause non-essential item delivery to prioritize distribution of essential items
- Consider rewarding employees who will be in continuous contact with other employees and / or the public

### Managing the Crisis (Medium-term)

- Food supply chains, from growers, to truck drivers, to retail grocery and delivery workers, are essential
- Retailers and manufacturers remaining operational begin to gather greater sense of purpose and increase desire for social impact in the community



- Listen to employee perspective and communicate employer perspective (demand shift implications and impacts of social distancing)
- Maintain productivity and motivate front line through feedback loops and offer ways to participate in decision making / crowd-sourcing suggestions
- Provide role flexibility for employees to ensure they understand their sense of purpose throughout the crisis
- Consistently remind employees of their role and importance to the company, whether working now or furloughed
- Invite employee participation to co-create an organizational purpose that can become a call-to-arms for the organization

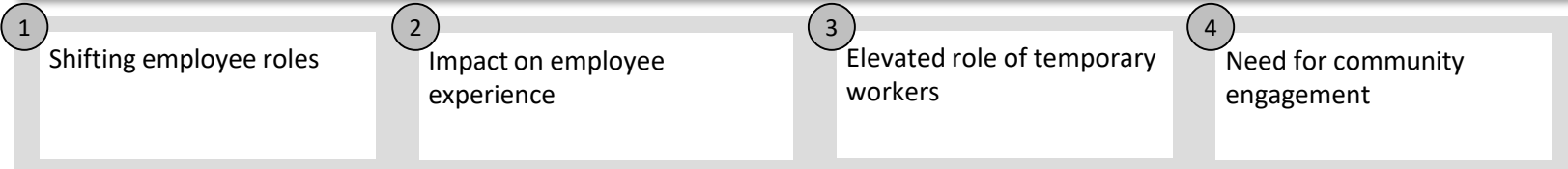


# NEW NORMAL HIGHLIGHTED INSIGHTS



## Adapting to the New Normal (Long-term)

### Emerging Issues



### Strategic implications

- |   |   |  |  |
|---|---|--|--|
| <ul style="list-style-type: none"> <li>A. Reflect on and adjust roles to highlight their sense of purpose</li> <li>B. Continue to thank employees</li> <li>C. Implement purpose-driven awards and recognition programs</li> <li>D. Communicate clearly and consistently on <i>what</i> matters now (safety, business continuity), <i>why</i> it matters, and source of security and inspiration (e.g. human narrative)</li> <li>E. Avoid the split between those who can and cannot work from home</li> </ul> | <ul style="list-style-type: none"> <li>A. Engage, listen, and understand the impact to the employee experience throughout the return to work; even the “small things” could have a significant impact</li> <li>B. Allow for employees to connect and share experiences</li> <li>C. Build sense of belonging and collective to ensure that employees still feel that they are working for a company despite change in physical workplace</li> <li>D. Ensure those on furlough feel sense of belonging</li> </ul> | <ul style="list-style-type: none"> <li>A. Hire furloughed workers to work in warehousing, delivery, or other critical supply chain roles</li> <li>B. Shift roles to ensure essential operations are covered and communicate among workers to understand flexibility in needs</li> <li>C. Invest in strategic workforce planning and learning / development as means to increase internal mobility</li> </ul> | <ul style="list-style-type: none"> <li>A. Carve out essential roles that could be outsourced to volunteers</li> <li>B. Offer opportunities for employees to get involved in community through donating, volunteering, or supporting company foundation efforts</li> <li>C. Invite employees to participate in worthwhile initiatives to help them feel part of something bigger than themselves and give them an important role to play</li> </ul> |
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# HIGHLIGHTED CASE STUDIES

Case Study (CS) Module Legend:

- (E) Employees
- (D) Digital and online
- (S) In store
- (C) In communities

Logo	Name / Region	CS Module	Overview	Contact
	<b>Johnson &amp; Johnson</b> 	 (E) (D) (S) (C)	Employees who are medically trained can take a global minimum paid leave of up to 14 weeks to serve community for COVID-19	<b>Donna Padovano</b> , Sr. Director Global Retail Health Innovation
	<b>Unilever</b> 	 (E) (D) (S) (C)	Courage is Beautiful campaign showing faces of healthcare workers marked by the protective gear they've been wearing	<b>Thea Koning</b> , Corporate Affairs, Foods and Refreshment
	<b>Coca-Cola</b> 	 (E) (D) (S) (C)	Encouraging employees to use two days of solidarity leave to participate in #JeVeuxAider platform	<b>Wouter Vermeulen</b> , Senior Director, Public Policy
	<b>General Mills</b> 	 (E) (D) (S) (C)	Paid community service program for Minnesota based employees to redirect work hours to serving hunger relief non profits	<b>Claudine Galloway</b> , Corporate Communications
	<b>Fairprice Group</b> 	 (E) (D) (S) (C)	Care package for daily commuting employees affected by travel restrictions; email messages from CEO & videos to thank employees	<b>Grace Chua</b> , Chief Strategy Officer and Deputy Head, Products Division
	<b>Albertson's</b> 	 (E) (D) (S) (C)	Partnered with UFCW in a national drive to get grocery workers classified as emergency first responders during COVID-19	<a href="#">Supermarket News Article Link</a> , or contact Sharon Bligh at The Consumer Goods Forum
	<b>Reckitt Benckiser</b> 	 (E) (D) (S) (C)	Launched robust internal program to keep teams aware of progress, motivated and connected to our senior leaders through virtual sofa chat	Contact Sharon Bligh at The Consumer Goods Forum

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