BSS058-6 Strategy and the Global Competitive Environment

Assessment 2

Assignment Title: Consultancy Report: Development of a Strategic Value Proposition on Organisational Strategy

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1. Introduction

According to Caldwell R, (2003), organisations need to increase their strategic role and the contribution of the HR function to ensure business execution based on the HR Strategy Framework. The purpose of this consultancy report is to outline the development and strategic implementation of **e-HRM services** in the Human Resource Management Industry of the **United Kingdom.** This report demonstrates the most plausible scenario development strategy to build a thriving HR Environment. Segmentation, targeting, strategic positioning and suitability of the most plausible scenario were considered to develop the value proposition and communication. VRIO analysis of this strategy was also identified to comprehend the business by recognising the impact of market dynamics, trends, and the business strategy for HR management in the UK. Establishing a tremendous excellent frontline how the organisation will use its human capital to handle business challenges and accomplish business goals to provide a path for developing a distinct competitive advantage.

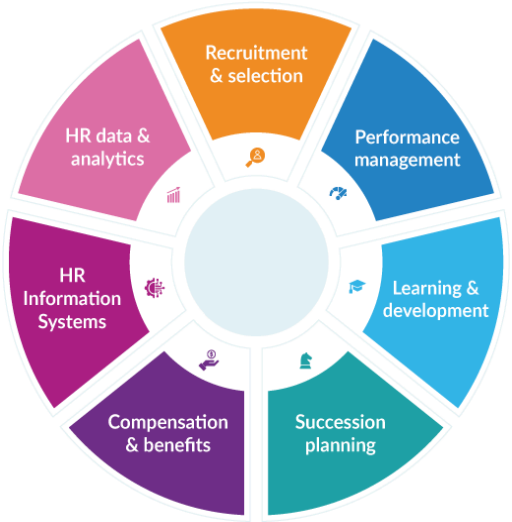

Fig. 1. Role of Information Technology in Human Resource and Management (Source: AIHM)

2. Summary of the selected scenario

Assignment 1 identifies the most plausible scenario: the fourth scenario, "**digital HRM services"** (Appendix B). These scenarios show that human resource professionals are well trained in technological skills and that organisations meet the international recruitment standards with cultural diversity. According to Haines, V.Y. and Lafleur, G. (2008), digit alisation is a base of development for countries and a benchmark practice for leading and successful organisations. This Scenario presents a situation whereby the human resource industry players are aware of the most likely changes in technology and proactively train their employees and professionals to remain relevant to the dynamics of technology (Appendix C). As mentioned by Ashbaugh, S. (2002), human resource management systems (HRMS) are related to a broader "Organizational" effort that seeks to apply technology to streamline organisational processes. The underlying architecture for digital government is the Internet and integrated administrative management systems (enterprise resource planning or ERP systems).

Information technology is considered a key driver because it enhances efficiency through information systems that enable ease of employee recruitment, facilitate organisational communication, and improve employee involvement or participation in decision-making (Pomffyova, 2018). **Cultural Diversity** has been challenging HR professionals' efforts and forcing them to change and adapt to the international recruitment standards. Globalisation requires companies to adjust to hire, train, retain and deploy employees while considering their cultural backgrounds (Kumar, 2020).

The two most excellent drivers/uncertainties around which the future of the industry will pivot

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The most significant uncertainties likely to influence the future of the human resource industry are technology and demographics. The demographics that are facilitated by globalisation might impact cultural thinking (Chermack, Lynham, and Ruona, 2003).

Technologies are dynamic; hence it's hard to predict future technologies. Technologies impact future skills that are required to operate machines. Demographics pose uncertainties to the culture of a people. Multicultural individuals have abilities that make them exceptional for global leadership; hence diversity can help counter competitive rivalry in the HR sector. HR firms can also use multicultural abilities to extract higher prices to counter the bargaining power of suppliers. They can also utilise their multicultural skills to drive down costs and counter the bargaining power of buyers or clients. (Embapro, 2022). HR firms can also use multicultural abilities to offer internationally competent workers hence countering the threat of new entrants who have not yet gained multicultural skills.

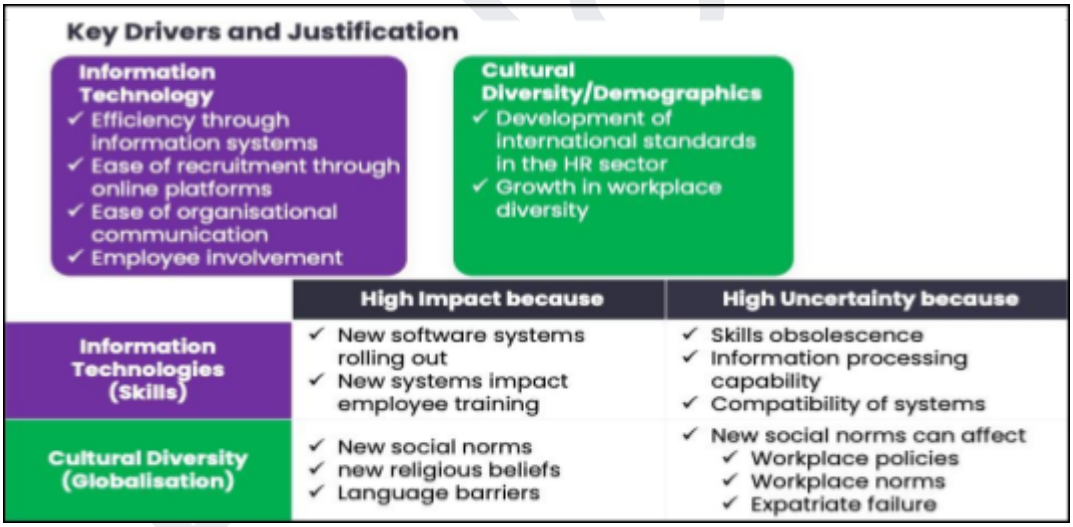

Fig. 2. Two extremes of plausible scenario.

Description of the Scenarios

Based on the four scenarios, it can be observed that the scenarios on the top left quadrants are undesirable. This is because people have lost skills and thus become obsolete due to the changing HR technologies. The designs on the bottom right quadrant are favourable. Workers have undergone training and skills to remain relevant to technological changes. At the same time, there is an influx of workers from different cultural backgrounds who bring a diversity of skills and knowledge to the workplace. The sector is in the first quadrant. In the future, the industry is estimated to move to quadrant 4. To move to the fourth quadrant, the HR sector in the UK will need to train the employees by equipping them with skills that are relevant to the technology of the future.

Fig. 3. Positioning of HR Tech in the Development of Organisation (Source: AIHR)

3. Development of strategy (STP)

The necessity of strategic human resource management in a business is the need of the hour. As suggested by Sareen P. (2012), it is because HRM is the driving force behind the success of an organisation. In this respect, organisations must be able to implement well-informed and well-thought-out strategic human resource ideas that will be implemented to channel the HRM capital into increased productivity.

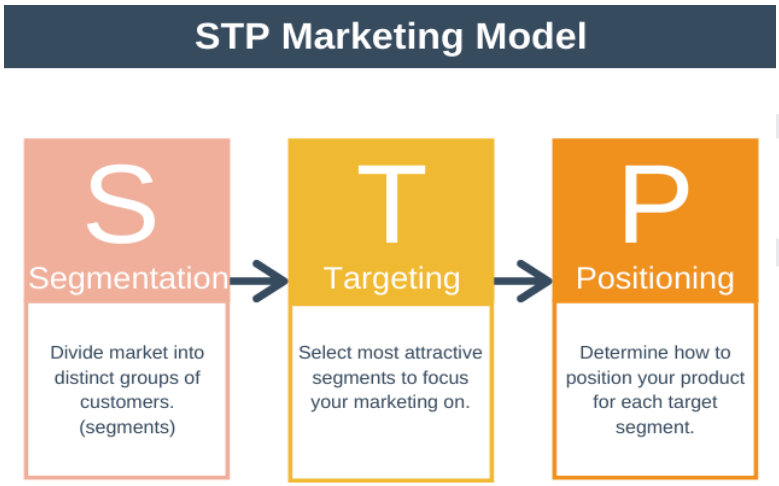

Fig. 5. Segmentation, Targeting and Positioning (STP) Marketing Model

3.0.1 Identification of potential segments (S)

Globalisation has brought people together over centuries of technological development, and innovative cultural diversity is a part of that development. STP strategy attempts to identify market segments the marketers believe their organisation can satisfy better than their competitors and position their employees to value that appeals to the targeted segments (Appendix A). (Romppanen, J 2021).

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3.0.2 Demographic Segmentation – Males and Females

The industry size of HRM is anticipated to grow by 3.4% in 2022. The growth in the HR sector can be attributed to the rise in demand for the UK's public, banking, insurance, and financial sectors. The HRM industry has over 2553 businesses and employs about 28,299 workers in the United Kingdom. The people profession or human resources management has grown by 17% between the years 2009 to 2019 and accounts for a total workforce of 1.6%. However, It also shows that the private sector owns 78% of the HR market size in the UK, whereas the rest (22%) is publicly owned. In the UK, 52% of HRM professionals have been trained to a degree level, compared to 35% of the workforce. Median salaries across all professional roles range from £18,372- £115,953. The major competitors in the private sector are SD Worx UK Ltd, Moorepay Ltd, Buzzacott LLP, and MP Payroll Ltd (Annual population survey, 2021). Overall, 60% of the profession is female, and 40% are male. This split is still reflected in more senior roles (61% are female and 39% are male) but is much more pronounced in junior positions, where 91% of those in HR administrative roles are female, compared to 9% of men. In particular, there has been an increase in senior positions within the profession, with HR manager and director roles having grown by 57%. (CIPD, 2021).

3.0.3 Geographic Segmentation – Southeast and London

The geographical scope of the industry stretches throughout the UK. The number of people professionals working across UK regions reflects the general population distribution. However, compared to all occupations, the people's profession is over-represented in the South East (18%) and London (16%), which may reflect the location of head offices. The majority of people professionals (89%) work in-house – only 11% work independently (UK Data Service Report)

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3.0.4 Psychographics – Full-time and part-time

82% of professionals work full-time, and 18% work part-time. Those in senior roles are more likely to work full-time.

The percentage of those with a disability (Equality Act 2010) in the people profession is slightly lower than in the workforce (14%).

3.0.5 Employees in the government sector

The customer segments for the human resources forms in the UK comprise employers in both the public and private sectors. It also includes employers from the banking industry, financial services sector and insurance industry, who are the primary drivers of the sector (Ibis World, 2022). 78% of professionals work in the private sector, compared with 21% in the public sector.

3.1 Selection and justification of chosen target (T)

According to the World Bank Group Report (2018), HR firms relying on new electronic methods will help overcome organisational barriers. Employees who educate themselves to acquire new e-HRM skills to avoid becoming obsolete when technologies change (Appendix C). The demographic segment is the largest segment for e-HRM. Targeting this segment will lead organisations to more value, as the demographic segment's population size and growth rate is most suitable for the target. The salaries of this sector are verified, providing employees with an opportunity to grow their value and in the comparative environment by staying relevant in technological aspects in their focus areas. The employee's undertaking and developing practice will reduce their

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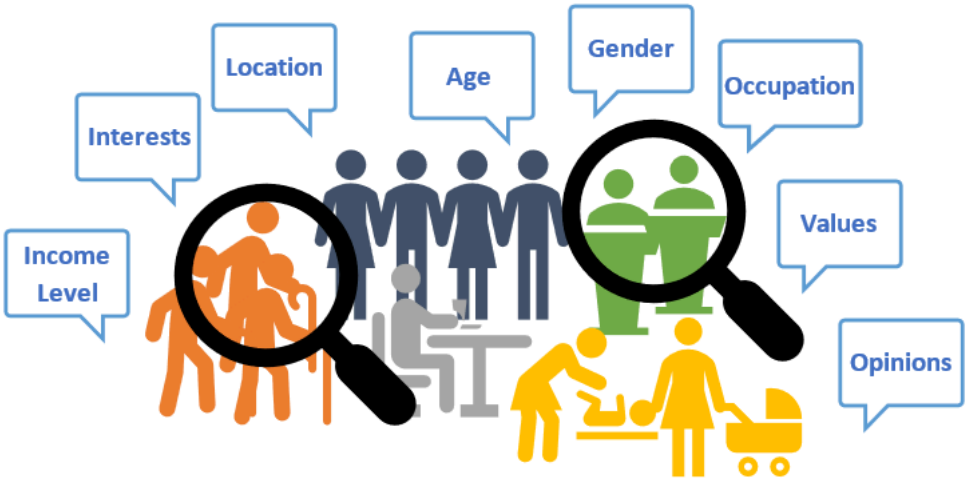
competition in the -HRM sector by providing a unique opportunity for the firm capitaliselize.



Audience Analysis Source: AGS

3.2 Strategic positioning (P)

According to Ormanidhi, O., Stringa, O. (2008), when it comes to competitive advantage, **Porter's Generic Strategies** act as a footprint for forming an effective strategy to enhance the scope of a business to achieve desired results. The three general methods of Porter's model are used for achieving and maintaining a competitive advantage against competitors. A brief overview of these strategies is described below in the figure.

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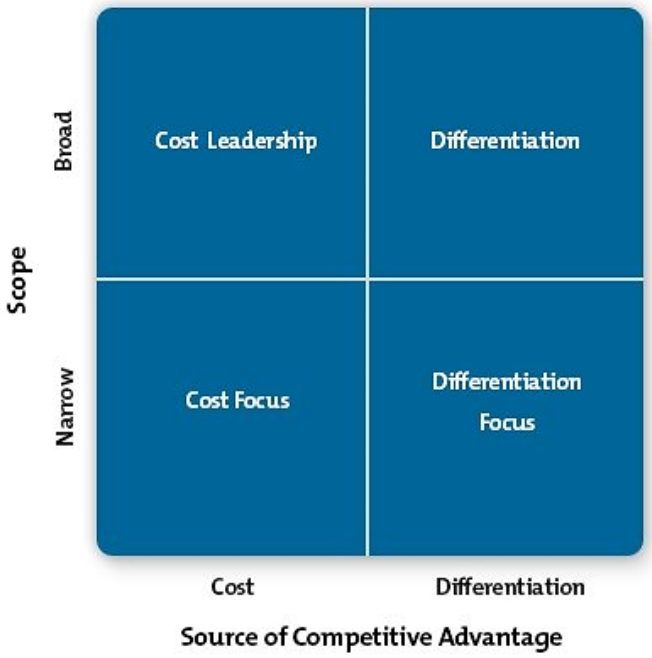

Fig. 8. Porter's Generic strategies model Analysis on Strategic Positioning

Broad performance differentiation strategy- Digitalisation of HRM

A broad performance differentiation strategy consists of building a service that is different in some way from its competition. It is applied to the industry and will appeal to many consumers. This strategy involves the firm creating a service considered unique in some aspects that the organisation values. Cost leadership emphasises low cost relative to competitors. This is a proposal for a future strategy that will successfully enable the potential entrant to compete in the plausible scenario. E-HRM will resolve challenges faced by the HR sector, including attracting talent, increasing diversity, talent management, employee retention, employee engagement, productivity, and well-being (Appendix D) (Vanonia A, 2021).

The Impact of e-HRM services will lead to saving time, enhancing creativity, and improving communication and mobility to ease the significant drivers of HRM such as Recruitment, Selection,

Training and development, Enterprise resource planning, E-HRM and HRIS- EHRM. To stay relevant, the employees in the HR sector undertake training and development practice by unlearning the old knowledge and learning the new. The World Bank posits that technologies are subject to change, so the users of such technologies must remain skilfully relevant to avoid losing jobs or failing to secure employment. As technology changes, employees should adopt new methods of staying relevant in their focus areas. Firms rely on new technologies to help overcome barriers. (SHRM 2019).

HR firms' investment in technology will increase their competitiveness and counter competitive rivalry. The Internet has also encouraged the entry of new competitors into the industry. Firms can also use IT to develop a substitute for manual labour through automation, hence counter-threat substitutes. Innovation averts the proliferation of reserves. To counter customers' bargaining power, HR first can adjust their creations to align with customer preferences. Firms can also adapt their technologies to enhance efficiencies and counter suppliers' bargaining power (Gascó, J.L. 2004).

However, Electronic media are vulnerable, which may be attacked by viruses from anywhere on the Internet. Contracting a virus can severely disable your HR management system to render it unusable for an indeterminate time; a significant drawback E-HRM, i subject to **corruption, hacking or data losses**. Computers and their associated programs are only as effective as their human users; data entry errors can and do occur. In HR management systems, such errors can have grave consequences. Organisations need to-invest more in training and development before adopting e-HRM.

3.2.1 Justification of chosen strategy - external suitability

The Macro Environment

A **macro environment** refers to the set of economic conditions rather than a particular sector or region. The two factors selected were Technological Advancement and Cultural diversity. The rec—the road Performance Differentiation Strategy's recommended strategy for the e-HRM industry savour of the recognised factor.

Technology Advancement [T]

This will support the e-HRM ***Broad Performance Differentiation Strategy*** by positioning the organisation ahead of the competition with advanced recruitment, training and management methods. The strategy is more effective for larger more giantrations than for smaller ones and can be beneficial in a competitive environment in the UK. **Technological aspects** influence the speed at which HR professionals communicate and the use of online platforms in hiring and trai, presenting an opportunity for activity coordination, collaboration, and media for hiring and training employees (Hardy 2022).

The economy [E]

The macroeconomic conditions in which a company or sector operates influence its performance. Macroeconomics deals with aggregate production, spending, and the price level in an economy as opposed to individual industries and markets. However, organisations are willing to pay higher to the e-HRM firm because technological advancement and cross-cultural communication will ultimately be a time and resource saviour. The cost is from physical resources that can benefit the HR firms professionalsonalsional. **Economic elements** include labour-related factors such as remuneration and cost implications for hiring across borders. While threatening business survival, they also present an opportunity to tap into global talent (Frue 2022).

Social Preferences [S]

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The firms with high caliber workforce which operate differently and not conventionally through the primary mode are opted to be more preferred in the future, where technological advancement will be the top for the success of the organization. Also time, spand ace, infrastructure will be the least preferred mode of; HRM industry hence the firm with cultural diversity and digitized capacity will be the fittest among all. **Social factors** that impact the UK HR sector include demographic factors such as cultural differences, diversity and nationality differences as occasioned by globalisation hence presenting an opportunity to integrate knowledge (Morrison, 2007). The rights of employees include the right to proper working conditions and fair remuneration, which threatens the survival of firms.

Government incentives [G]

Political factors such as government policies influence how much employees are paid due to government policies hence presenting a threat to HR firms (Hardy 2022). It also plays a vital role in determining the evaluation of organisational performance, whereby individual performance is the main focus even in group activities hence presenting an opportunity for the fair assessment of employees.

***The Micro External* (competitor) Environment**

A competitive environment is a system where different businesses compete by using various marketing channels, promotional strategies, pricing methods, etc. To gain competitive advancement over rivals, the chosen design must possess uniqueness from competitors. Strategically positioning reflects choice systemategy, the kind of value it will create and how that value will be created differently than a rival.

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A variety of uncertainty factors impact the UK's human resource sector. Some unexpected events include Pandemics, climate change, unforeseen technological consequences, political crises, wars, and conflicts around the globe, such as Brexit and nuclear war. Uncertainties can be classified as general environmental, industry, and firm-specific uncertainties (Kwong, Debirbag, Wood & Cooke 2021). These uncertainties tend to bring anxiety and stress to employees, impacting their physical, mental, and emotional stability, thus influencing their motivation to work.

Changes in technology also pose uncertainties in the future of skills and adaptation of employees; hence firms need to build resilience. Cultural rigidity is also one of the social risks posed by globalisation, therefore, impacting decision-making. This requires deploying different HR strategies to address uncertainties of differences (Caleb, Mehmet, Geoffrey & Cooke 2021). Other uncertainties include employee unrest, downsizing or layoffs in times of tension, delivering on diversity, operational inefficiencies, and remote working uncertainties, which require policies to foster social cohesion among remote workers (Friedman, 2021). Regulatory changes and their similarity or harmonisation with the EU pose challenges to the UK HR sector. Speed of regulation, such as introducing new digital regulation rules, including employee rights, security, privacy, and new technologies, pose uncertainties to HR companies. Other risks that make the future of the HR sector uncertain include digital education, capital availability for expensive technologies, labour costs due to inflation, social acceptance of automation, cybersecurity threats, and deteriorating attitude toward trade due to global effects pose challenges to the UK's HR Sector s (The Hive, 2019).

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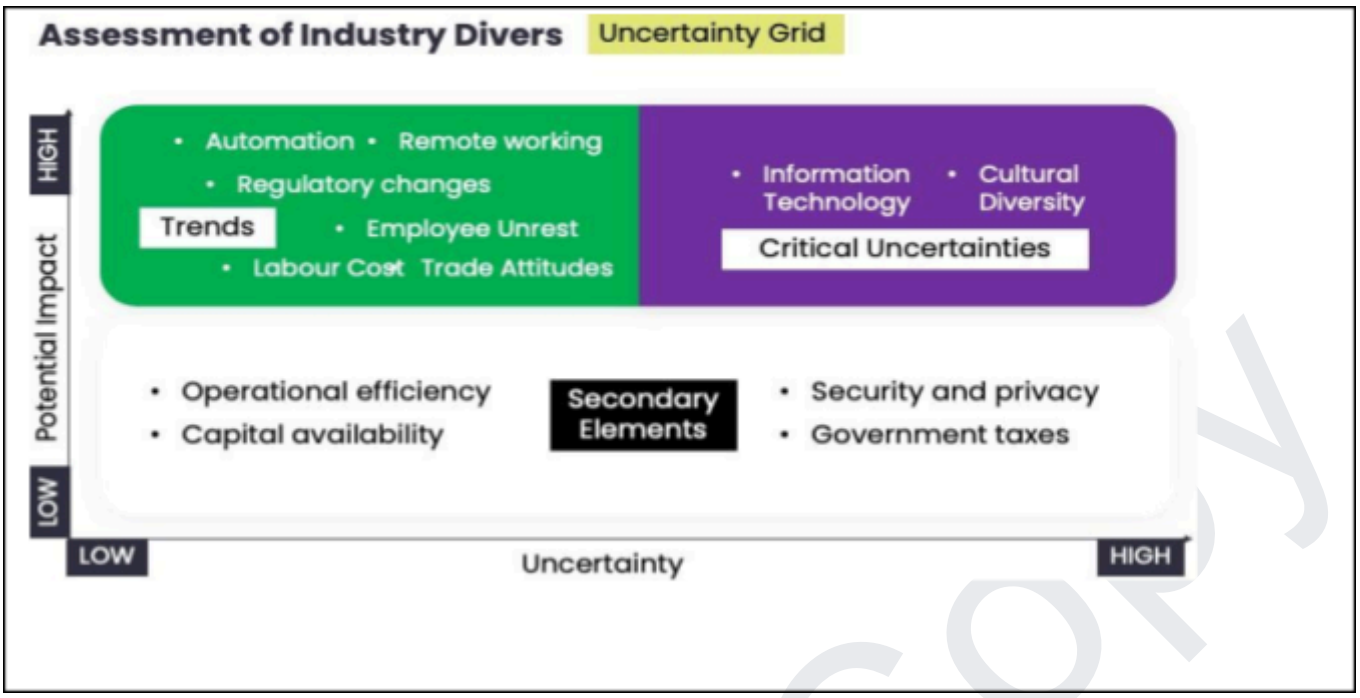

Fig.9. The perpetual map to illustrate the uncertainties in the HRM Industry.

Uncertainties and Impacts

Technology and cultural diversity uncertainty considerably impact the UK's HR sector (Caleb, Mehmet, Geoffrey & Cooke 2021). Some of these uncertainties are caused by the requirement for new skills to operate new technology and systems software. They also include uncertainties related to the compatibility of the new systems with existing information systems. Globalisation's cultural uncertainties include the threat of new workplace norms and their impact on company policies. Cultural rigidity, especially regarding religious norms and beliefs, can impact the workplace norms and hence affect the training required in the HR sector. As earlier seen, this requires deploying different HR strategies to address uncertainties of differences (Caleb, Mehmet, Geoffrey & Cooke 2021).

Therefore, it is recommended that the potential entrant distinctively position itself as an industry leader or pioneer by adopting a performance differentiation strategy focused on

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sustainability and associated technologies. **Information technology** is considered a key driver because it enhances efficiency through information systems that enable ease of employee recruitment, facilitate organisational communication, and improve employee involvement or participation in decision-making (Pomfy Ova, 2018). **Cultural Diversity/demographics** have been challenging the efforts of HR professionals and forcing them to change and adapt to the international recruitment standards. Globalisation requires companies to adjust to hire, train, retain and deploy employees while considering their cultural backgrounds (Kumar, 2020).

The 2 most excellent drivers/uncertainties around which the future of the industry will pivot

The most significant uncertainties likely to influence the future of the human resource industry are technology and demographics. The demographics that are facilitated by globalisation might impact cultural thinking (Chermack, Lynham, and Ruona, 2003).

Technologies are dynamic; hence it's hard to predict future technologies. Technologies impact future skills that are required to operate machines. Demographics pose uncertainties to the culture of a people.

3.2.2 Justification of chosen strategy -internal suitability

HR firms can invest in technology to increase their competitiveness and counter competitive rivalry. The Internet has also encouraged the entry of new competitors into the industry. Firms can also use IT to develop a substitute for manual labour through automation hence counter-threat of substitutes (Panda 2020). Innovation averts the proliferation of reserves. To counter customers' bargaining power, HR first can adjust

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their creations to align with customer preferences. Firms can also adapt their technologies to enhance efficiencies and counter suppliers' bargaining power.

Recruitment is highly impacted by the internet, whereby organisations can post their vacancies on websites, email them to applicants, and receive resumes through the same channels.

Selection of employees has been made an online endeavour whereby organisations can list, request proposal evaluation, and feedback from job applicants. Selection can also be made online through online interviews, tests, and video conferencing (Ms, 2021).

Training and development can be done through interactive media, satellite broadcasts, and computer and internet conferences.

Enterprise resource planning refers to an integrated computer-based system used to manage internal and external resources such as human capital, materials, financial resources, and tangible assets.

E-HRM and HRIS- EHRM refers to an integrated system of strategies supported by technology-based channels. HR professionals and managers use it to help manage personnel, gather information, and monitor changes required for organisational decision-making. HRIS, on the other hand, is a human resource information system that enables companies to plan their HR expenses and enhance the quality of decisions made. The advantages of technology in the HR sector include saving time, improving HRM, creating mobility, enhancing innovation and creativity, and improving communication (Ms, 2021).

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Every company is built to offer some kind of specific advantage or resource to its target market. The VRIO framework is an internal analysis that helps businesses identify the advantages and resources that give them a competitive edge. The VRIO framework is an acronym for the various measurements of success that relate to your business. It includes value, rarity, imitability, and organization. This study was analysed through VRIO Framework to justify its suitability for external as well as internal environments.

Resources	Is it Valuable?	Is it Rare?	Is it Hard to Imitate?	Are We Organized to Capture Value?	Recommendations
E-HRM	Yes	No	No	Yes	*Sustainable competitive advantages*
Training and development	Yes	Yes	Yes	Yes	*Sustainable competitive advantages*
Recruitment	Yes	No	No	Yes	*Sustainable competitive advantages*
HRIS-EHRM	Yes	Yes	Yes	Yes	Competitive parity
Selection	Yes	No	No	Yes	*Sustainable competitive advantages*
Cultural Diversity	Yes	Yes	No	Yes	*Sustainable competitive advantages*

Fig. 8. VRIO Analysis of Proposed Strategy. Source: Created by Author

The VRIO Framework is a four-pronged analysis of an organization's resources and sustainable success measures. The four main factors it focuses on are Value, Rarity, Imitability, and Organization. These categories are all important to understand when analyzing your business for markers of success and are the core of the VRIO framework. The strategy has been analysed using VRIO Analysis Framework

Value

Value relates to the specific needs that drive your product/service and the capabilities you provide.

- Technological Advancement
- Cultural Diversity

Rarity

Rarity has to do with the availability of your resources and how accessible they are to your competition. Some prompting questions for this section might be:

- E HRM system and cultural diversity are hard-to-obtain resources do you have at your disposal?

Imitability

Imitability is similar to rarity but questions the ability of your competition to imitate your solution within their own business model. It asks:

Organization

The organization portion is an internal analysis of how your business operates and is structured for success. Some good prompts for this section are:

- E-HRM has reliable workflows that breed success
- High end digital security management structures/system

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4.0 Value proposition

Value proposition (VP) is a strategic tool that a company uses to communicate how it aims to provide value to customers. As one of the most widely used terms in business

(Anderson et al. 2006), a VP "should be the firm's single most important organising principle". Value proposition (VP) has a critical role in the HRM industry in retaining the most valuable talent and communicating how a company aims to provide value.

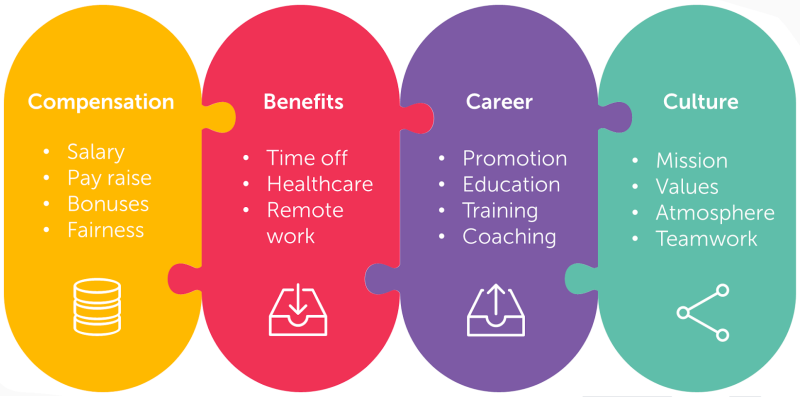

Fig. 9. Strategy of Value Proposition. Source: Created by Author

Uncertainty Factors in HRM Industry in the UK: Pains

A variety of uncertainty factors impact the UK's human resource sector. Some unexpected events include Pandemics, climate change, unforeseen technological consequences, political crises, wars, and global conflicts, such as Brexit and nuclear war. Uncertainties can be classified as general environmental, industry, and firm-specific uncertainties (Kwong, Debirbag, Wood & Cooke 2021). These factors tend to bring anxiety and stress to employees, impacting their physical, mental, and emotional stability, thus influencing their motivation to work by strategic value proposition may provide an atmosphere for HR professionals to work to their full potential. Changes in technology also pose uncertainties in the future of skills and adaptation of employees; hence firms need to build resilience. This requires deploying different HR strategies to address uncertainties of differences (Caleb, Mehmet, Geoffrey & Cooke 2021). Other

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uncertainties include employee unrest, downsizing or layoffs in times of tension, delivering on diversity, operational inefficiencies, and remote working uncertainties, which require policies to foster social cohesion among remote workers (Friedman, 2021). Regulatory changes and their similarity or harmonisation with the EU pose challenges to the UK HR sector. Speed of regulation, such as introducing new digital regulation rules, including employee rights, security, privacy, and new technologies, pose uncertainties to HR companies. Other risks that make the future of the HR sector uncertain include digital education, capital availability for expensive technologies, labour costs due to inflation, social acceptance of automation, cybersecurity threats, and deteriorating attitude toward trade due to global effects pose challenges to the UK's HR.

Solution by providing valuable Gains

Information technology is considered a key driver because it enhances efficiency through information systems that enable ease of employee recruitment, facilitate organisational communication, and improve employee involvement or participation in decision-making (Pomfy Ova, 2018).

HR firms can invest in technology to increase their competitiveness and counter competitive rivalry. The Internet has also encouraged the entry of new competitors into the industry. Firms can also use IT to develop a substitute for manual labour through automation hence counter-threat of substitutes (Panda 2020). Innovation averts the proliferation of reserves. To counter customers' bargaining power, HR first can adjust their creations to align with customer preferences. Firms can also adapt their technologies to enhance efficiencies and counter suppliers' bargaining power.

Recruitment is highly impacted by the internet, whereby organisations can post their vacancies on websites, email them to applicants, and receive resumes through the

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same channels. Selection of employees has been made an online endeavour whereby organisations can list, request proposal evaluation, and feedback from job applicants.

Selection can also be made online through online interviews, tests, and video conferencing (Ms, 2021). Training and development can be done through interactive media, satellite broadcasts, and computer and internet conferences. Enterprise resource planning refers to an integrated computer-based system used to manage internal and external resources such as human capital, materials, financial resources, and tangible assets. E-HRM and HRIS- EHRM refers to an integrated system of strategies supported by technology-based channels. HR professionals and managers use it to help manage personnel, gather information, and monitor changes required for organisational decision-making. HRIS, on the other hand, is a human resource information system that enables companies to plan their HR expenses and enhance the quality of decisions made. The advantages of technology in the HR sector include saving time, improving HRM, creating mobility, enhancing innovation and creativity, and improving communication (Ms, 2021).

The point of difference

Points of parity – IT education will improve the quality and limit the time of functioning and communication.

Points of difference – HR firms can invest in technology to increase their competitiveness and counter competitive rivalry. The Internet has also encouraged the entry of new competitors into the industry. Firms can also use IT to develop a substitute for manual labour through automation hence counter-threat of substitutes (Panda 2020). Innovation averts the proliferation of reserves. To counter customers' bargaining power,

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HR first can adjust their creations to align with customer preferences. Firms can also adapt their technologies to enhance efficiencies and counter suppliers' bargaining power.

4.1 Development of the Value Proposition Canvas

A variety of uncertainty factors impact the UK's human resource sector. Some unexpected events include Pandemics, climate change, unforeseen technological consequences, political crises, wars, and conflicts around the globe, such as Brexit and nuclear war. Uncertainties can be classified as general environmental, industry, and firm-specific uncertainties (Kwong, Debirbag, Wood & Cooke 2021). Uncertainties tend to bring anxiety and stress to employees, impacting their physical, mental, and emotional stability, thus influencing their motivation to work. Changes in technology also pose uncertainties in the future of skills and adaptation of employees; hence firms need to build resilience. Cultural rigidity is also one of the social risks posed by globalization, impacting decision-making. This requires deploying different HR strategies to address uncertainties of differences (Caleb, Mehmet, Geoffrey & Cooke 2021).

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uncertain include digital education, capital availability for expensive technologies, labour costs due to inflation, social acceptance of automation, cybersecurity threats, and deteriorating attitude toward trade due to global effects pose challenges to the UK's HR.

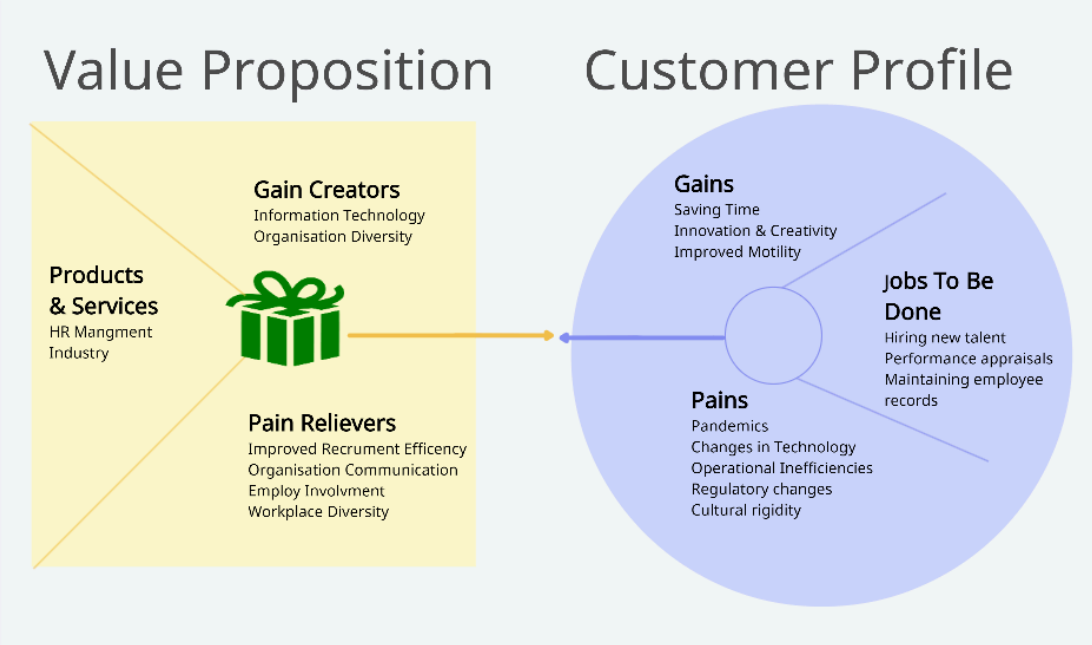

Fig. 10. Value Proposition and Customer Profile (Source: Created by Author)

4.2 Justification of the value proposition for the identified target

Persistent engagement, attraction challenges, and the humanitarian crises of 2020 have proven that the management principles underlying the VP are outdated. The traditional approach to employee value proposition is falling short. The identified target is the demographic segment; regardless of population distribution and ideological segmentation, the demographic segment is the most empowered area of HRM. Targeting and training these professionals in IT development will be highly beneficial. Moreover, the segment is highly trained and woman driven in senior positions, which will benefit the communication to various levels of the organisation.

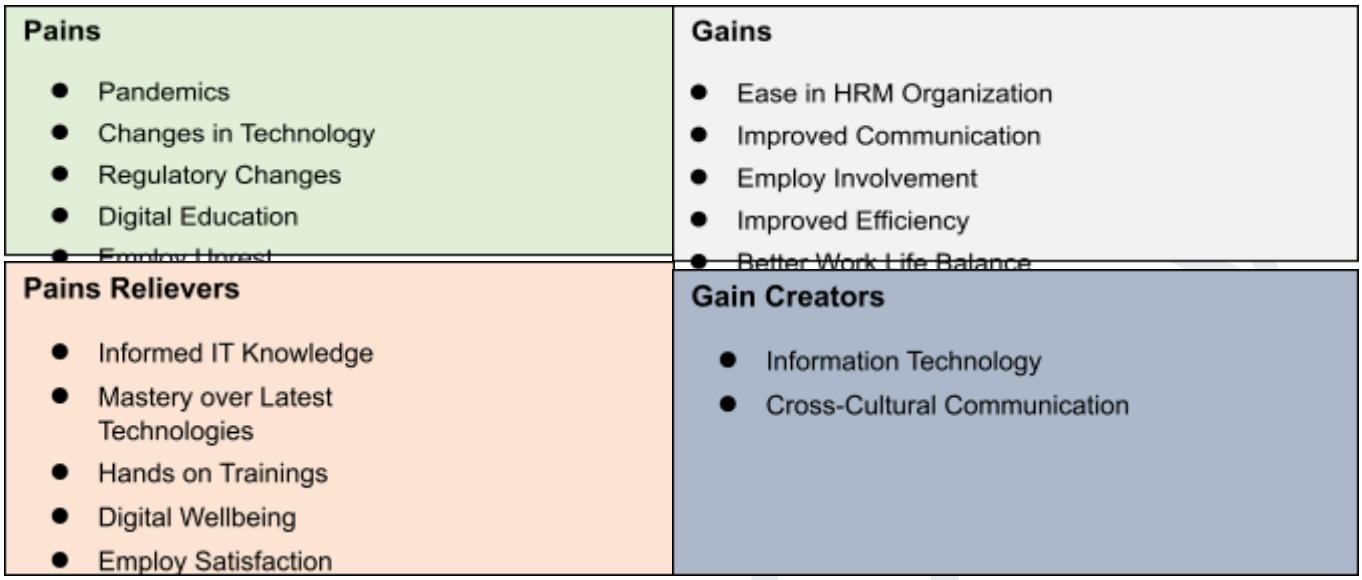

Fig. 11. Justification of Value Proposition for Identified Target Source: Created by Author

Critical success factors are key areas that the industry need to master if you want to achieve a larger goal or objective, whether that's a specific project or just selling more products. CSFs can help in focusing a team's efforts to work more effectively on what matters most, prioritizing the most important tasks, worst pains and most important gains illustrated in the figure above (Khan S, 2022).

5.0 Communication of the value proposition

Camilleri, M.A. (2018) states that promotion is one of the significant elements of marketing the value proposition for an organisation. Therefore, an integrated marketing communications (IMC) strategy consisting of a combination of promotional tools could be an essential element of the businesses' overall marketing strategy. Different promotional tools could foster an increased awareness of a company's Employee Value

Proposition (EVP). According to Likhitkar, P., Verma, P. (2020), due to digitization, human resource management experiences a significant transformation. Talented employees are without a doubt the company's most important asset in the current competitive landscape. In the subject of human resource management, consultants and practitioners are becoming more and more interested in informed knowledge of Information technology required in the area of human resource management (HRM).

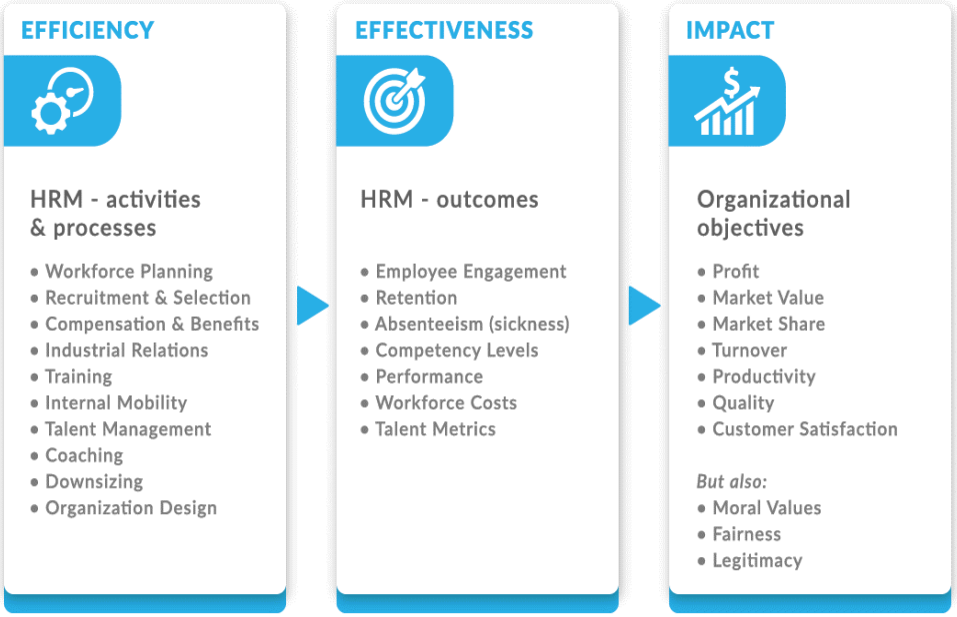

Fig. 12. Communication of Value Proposition. Source: Created by Author

Objectives

They are influencing 40% of the HR professionals to be involved in IT training by offering attractive Employee Value Propositions.

Slogan

We've got an extensive history. Be part of our future.

Advertising

According to Lien-Fa Lin (2015), social media plays an increasingly important role in the HRM industry. Determining how to effectively utilise this new media to distribute promotional advertisements to HR professionals is thus an important issue.

Combination of Social Media Advertisement

Social media is increasingly used as a platform for marketing and advertising. Organisations have spent much time, money, and resources on social media ads. However, there is always a challenge in how organisations can design social media advertising to attract customers and motivate them to purchase their brands successfully. Moreover, direct email marketing is a valuable method to communicate the value proposition. A combination of social media marketing, email marketing and other forms of marketing may play a more significant role rather than sticking to one marketing formula (Ali Abdallah Alalwan, 2018).

Frequency of the advertising

This research examines the influence of repeated exposure to advertisements on EVP. Contrary to prior findings that wear-out happens after exposure to an advertisement ten or more times, consumers who saw an advertisement ten or more times had more excellent purchase intentions than consumers with less exposure. This research also uncovered different motivations that influenced HR professionals in decision-making. Involvement in technology education was driven more by emotional reasons for professionals who had seen an advertisement three to 10 times from various social media platforms, email marketing and visual marketing.

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Determine advertising expenditures (budget)-

A marketing budget outlines all the money a business intends to spend on marketing-related projects over the quarter or year. Marketing budgets can include expenses such as paid advertising, sponsored web content, new marketing staff, a registered

blog domain, and marketing automation software (Kalaignanam K, 2021).

Q1	Q2	Q3	Q4
Public Relations	Web Marketing	Advertising	Collateral
PR Firm	$ Total Public Relations	$ Total Web Marketing	$ Total Advertising
Press Release Development	Online Advertising Creative	Creative Development	Data Sheet
Press Release Wire Fees	Google AdWords Program	Print Advertising Placements	Brochure
Press Kit Material	Yahoo Ad Program	VAR/Channel Advertising	White Paper
Review Program	Microsoft Ad Program	Radio Advertising	Demo
Analyst Subscription/Reports	Search Engine Optimization (SEO)	Television Advertising	Web Content
Press Tour(s)	Website Development/Updates		Sales Force "Cheat Sheet"
			FAQ's
			Training Materials
			Reviewer's Guide

Fig. 13. Advertisement budget segmentation to make aware and motivate HRM professionals towards technology education (Source: Created by Author)

Develop the advertising message

The advertising message should focus on the benefits offered (pain relievers, gain creators as identified in the VP) by the organisation. Prior research on demographic segments and the effectiveness of execution factors in advertising has focused on the impact of uniqueness and consistency compared to prior and competitive advertising. Alexander Mafael, 2021 their findings suggest it is not the presence of any particular element but whether the component and what it is combined with are unique and valuable. Showcasing the pain relievers can convince professionals to be more technologically advanced in the corporate segments of the organisation.

Measure/track advertising effectiveness

According to Baltas G., the structure of advertising effectiveness relies on showing the importance of innovative and technology-driven human management organisations. The motivation to pursue IT training and the valuable pros should be clear in banner ads and emails. The influence of direct response of the target professionals can be measured by click-through rates, website visits, number of enrollment for training, number of people who have completed the training.

6.0 Marketing Mix

The marketing mix refers to the set of actions, or tactics, that a company uses to promote its services in the market. The 4Ps make up a typical marketing mix - Price, Product, Promotion and Place. By paying attention to the following four components of the marketing mix, the HRM industry can maximize its chances of digitalisation and being recognized by the professionals. (Dominici, Gandolfo 2009).

6.1. **Price -** Penetration Pricing

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This refers to the price that customers have to pay for the value proposition being offered by the company. Digital HR is a process optimization in which social, mobile, analytics and cloud (SMAC) technologies are leveraged to make HR more efficient, effective, and connected. In other words, it's a tectonic shift in the way Human Resources function. In the field of e-HRM the pricing of digitalization is comparatively low for the value proposition. Online digital courses and hands-on training of e-HRM will nearly cost around 5k USD. However, a long term course of 6 months to a year will cost approximately 25K USD. This cost is comparatively very low as the employee value proposition and will lead to higher positions and salaries. Moreover, Professional e-HRM courses should be incorporated in academic and training time. This price is consistent and suitable for both the scenario and income levels of two extreme plausible scenarios.

Services

According to Dave Ulrich, the digital HR journey of any company involves four phases:

HR efficiency. In this phase, companies invest in and build technology platforms that efficiently manage HR processes; often through existing HR technology providers.

HR effectiveness. In this phase, technology is used to upgrade practices in people (staffing, training), performance management, communication, and work.

Information. In this phase, information is shared for business impact. Data is accessible, internal data is combined with external data, and people analytics is leveraged to create business-relevant insights.

Connection/experience. In the final phase, digital HR is leveraged to create a connection between people. Social networks are leveraged, experiences between people are created, and technology enables a stronger feeling of belonging.

Place - Selective Distribution

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The suitable mode of distribution is moderate market coverage, this is appropriate for targeting specific cities where most HRM population resides. In the HRM population of the UK, 18 % of the population resides in the South East while 16 % of the population resides in London. Which indicates that selective distribution of Digital HRM courses and training should be available equally in cities and states of the UK.

Promotions

The communicative tools used to engage the audience and communicate the value proposition. A promotional strategy combines some or all of the promotional methods to **inform**, **persuade** and **remind** the target audience. Television, radio, print in local and national newspapers, leaflets and flyers, social media, blogs, social media, blogs, banner and pop-up adverts can be used to aware and persuade people in the HRM industry. Sales promotion, direct marketing and branding can be used to promote the value position.

7. Conclusion

In conclusion, Information technology is a critical driver in the HRM industry as it enhances efficiency through information systems that enable ease of employee recruitment, facilitate organisational communication, and improve employee involvement or participation in decision-making. Demographic was found as the most valuable segment to target; **Broad performance differentiation strategy- Digitalisation of HRM** showed PESTLE suitability. The Value Proposition canvas was developed to evaluate the pains and gains of the proposed strategy and analysed by the VRIO model indicating the effectiveness of this strategy. Implementing a marketing strategy to motivate HR professionals for IT education and advancement will aid in better organisational management and growth of HRM in the United Kingdom. Boosting HR

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professionals to develop IT skills and providing a suitable environment may enhance productivity in the HRM industry and will provide value to the professionals.

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8. Appendix

Appendix-A

Industry Statistics

Background to the Industry

3.4%
Compound rate for revenue growth

1 Billion (GBP)
Annual revenue growth

2,553
Number of Businesses

28,299
Industry employment rate

0.2%
Fall in Unemployment rate (ibis world 2022)

22%
Public Sector market size

78%
Private sector market size

Major private sector players
- ✓ Capita PLC
- ✓ Automatic Data Processing

Other Competitors
- ✓ SD Worx UK Ltd
- ✓ Moorepay Ltd
- ✓ Buzzacott LLP
- ✓ MP Payroll Ltd

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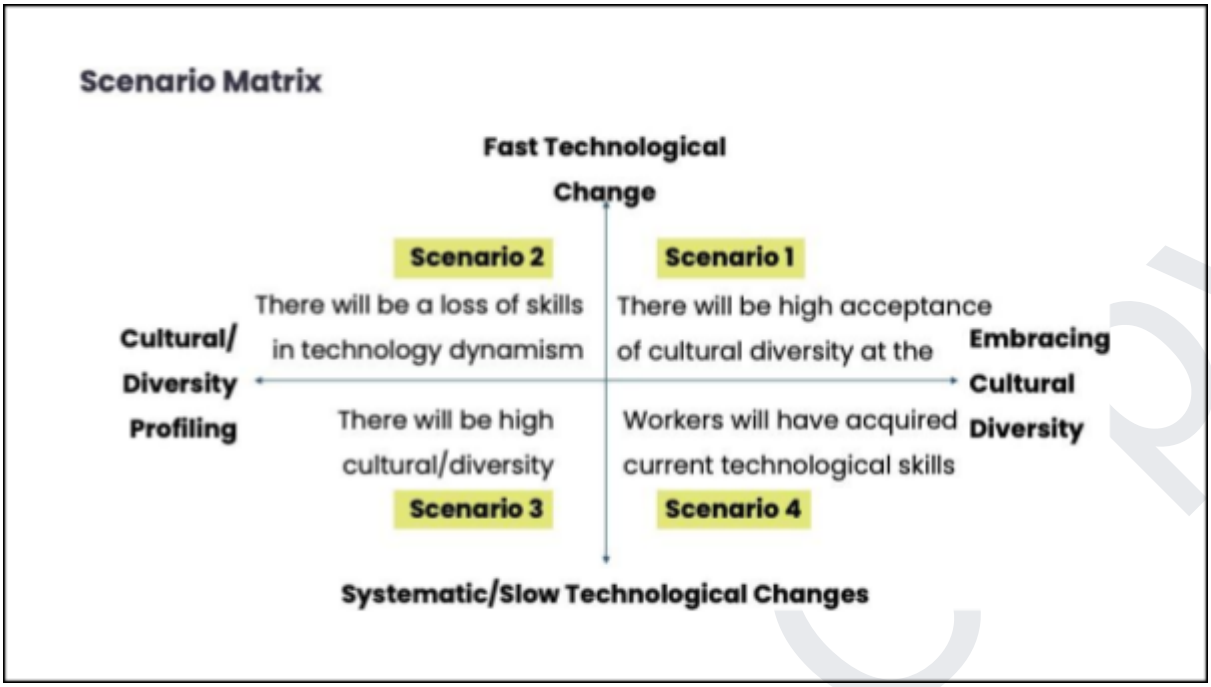
Appendix-B



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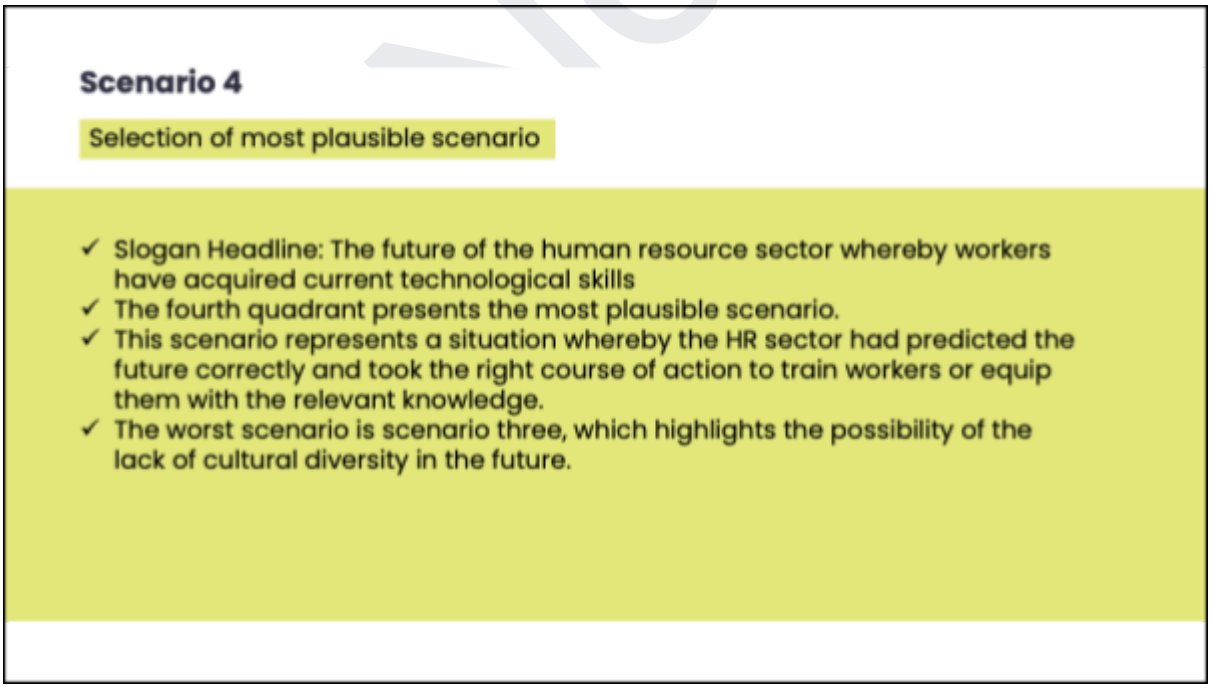
Appendix-C



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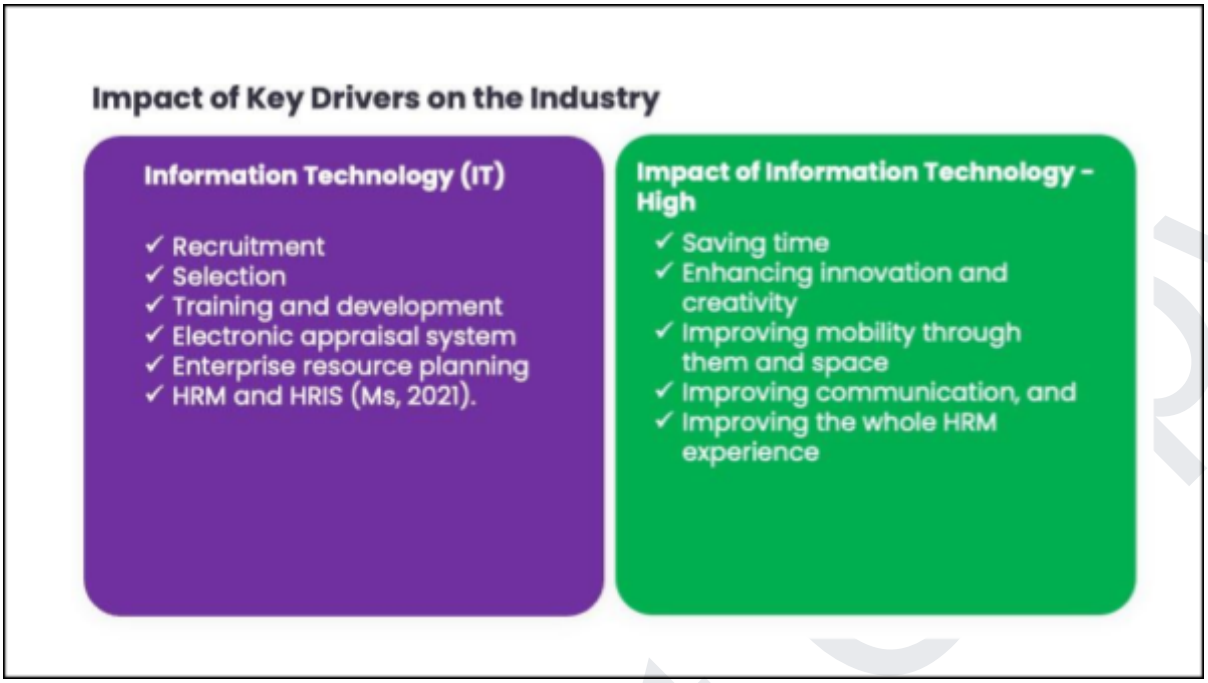
Appendix-D



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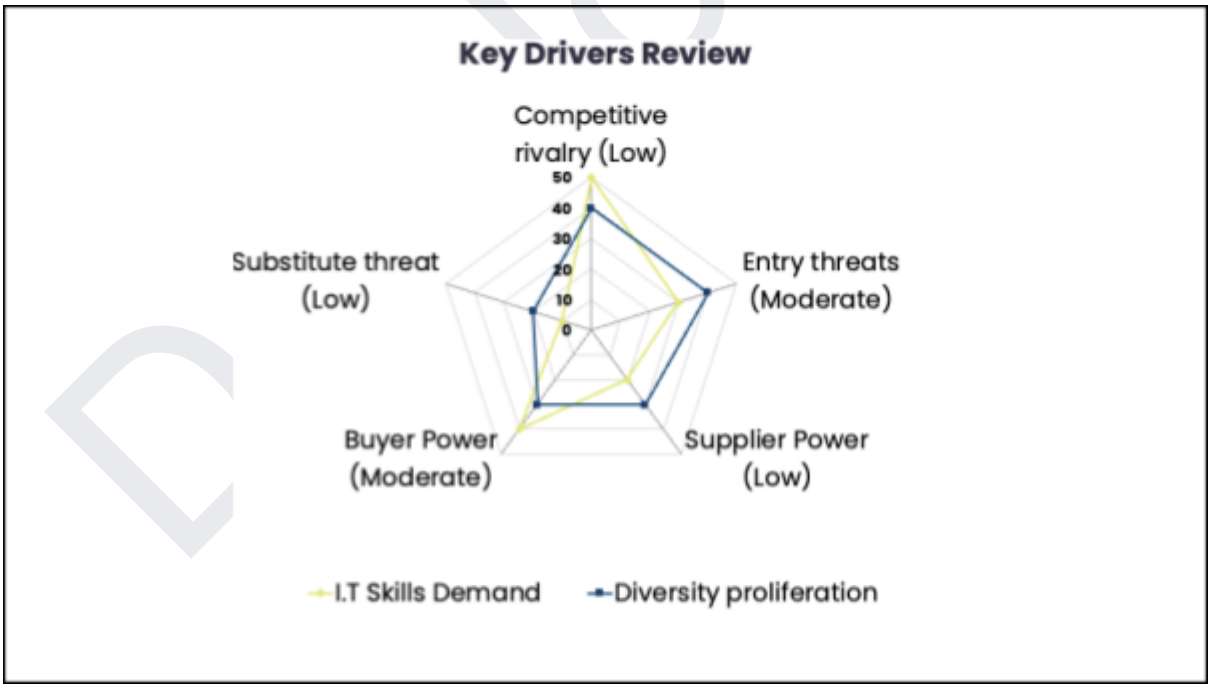

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Appendix-F

Key Drivers and Justification

Information Technology
- ✓ Efficiency through information systems
- ✓ Ease of recruitment through online platforms
- ✓ Ease of organisational communication
- ✓ Employee involvement

Cultural Diversity/Demographics
- ✓ Development of international standards in the HR sector
- ✓ Growth in workplace diversity

	High Impact because	High Uncertainty because
Information Technologies (Skills)	✓ New software systems rolling out ✓ New systems impact employee training	✓ Skills obsolescence ✓ Information processing capability ✓ Compatibility of systems
Cultural Diversity (Globalisation)	✓ New social norms ✓ new religious beliefs ✓ Language barriers	✓ New social norms can affect ✓ Workplace policies ✓ Workplace norms ✓ Expatriate failure

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Appendix- G

Industry Trends

PESTLE Factor

Political
- This includes the political landscape's impact on how employees are paid. (Hardy, 2022) (Threat)
- There is a shift in focus from group to individual employee performance (Frue, 2022). (Opportunity)

Economic
- Changes in labour markets as globalisation opens borders, impacting the cost of labour, therefore a threat to employers. (Hardy, 2022) (Threat)
- Hiring global talent in the overseas market has challenges if companies cater to employees' accommodation costs (Frue, 2022). (Opportunity)

Social
- Demographics in the workplace have been occasioned by globalisation and hiring across borders. (Hardy, 2022) (Opportunity)
- As championed by trade unions, the rights of the employees have become a common social factor (Frue, 2022). (Threat)

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Appendix-H

Industry Trends	PESTLE Factor	
Technological	**Legal**	**Environmental**
• Technology has made it easier for HR professionals to coordinate their work due to ease and speed of communication. This presents an opportunity to enhance the efficiency and effectiveness of service delivery. (Hardy, 2022) (Opportunity) • Recruitment has been made easier by the availability of online platforms such as social media hires and websites (Frue, 2022). (Opportunity)	• HR departments are tasked with entering into contracts with employees; hence the contracts are legally binding. This presents a threat to non-compliant organisations. (Hardy, 2022) (Threat) • Failure by HR companies to vet employees' backgrounds could have legal consequences for the companies (Frue, 2022). (Threat)	• The shift in remote working among HR professionals implies less driving pollution as employees do not commute to work. (Hardy, 2022) (Opportunity) • Technology and the internet have reduced the need for much paperwork for printing contracts and letters, among other records (Frue, 2022). Working from home and use of technology present opportunities to conserve the environment. (Opportunity)

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