HOW TO APPLY HYBRID WORKING TRENDS TO MARKETING

Kannika N. R *   Dr. Bharath Kumar K. K**

*Research Scholar, Department of Management Sciences, Maharaja Research Foundation, Maharaja Institute of Technology Mysore, Karnataka, India .
**Assistant Professor, Department of Management Sciences, Maharaja Institute of Technology, Mysore Karnataka, India .

Abstract
Hybrid work is emerging as a novel form of organizing work globally. This paper reports causal evidence on how the extent of hybrid work the number of days worked from home relative to days worked from the office affects work outcomes. Collaborating with an organization in Bangladesh, we randomized the number of days that individual employees worked from the office for nine weeks in the summer of 2020. Our results indicate that an intermediate number of days in the office results in more emails sent, a higher number of email recipients, and increased novelty of work products. Our test for underlying mechanisms suggests that hybrid work might represent the "best of both worlds," offering workers greater work-life balance, without the concern of being isolated from colleagues.

***Keywords**: Hybrid Work; Remote Work; Work-from-Home; Field Experiment.*

Introduction
Over the past year, we've seen many businesses set out on an evolution to a hybrid working style. This reimagining of the traditional workplace ecosystem is changing not just the way people work, but also how they communicate. So, it makes sense that we look to the future, businesses must be strategically positioning themselves to meet the changing needs of their now fragmented workforce. We've all heard the new normal more times than we care to remember; and it seems that every article mentions digital transformation; so, let's consider how these, and other, changing audience behaviors are changing the way marketing must work.

Literature Review
A hybrid workforce is a group of employees that can work from their company's workplace as well as remotely. These employees work under a hybrid work model. Hybrid workforces have become more common since the pandemic, as companies seek to remain competitive by offering employees more flexible work options. "Hybrid work," where employees spend some of their work days in the physical office and the rest of their work days working remotely, is emerging as a novel form of organizing knowledge work globally (Teevan, 2021; Cutter, 2021). A recent paper by Yang et al. (2021) echoes concerns about how remote work might negatively affect the production of creative work if workers communicate with fewer colleagues. We shed light on mechanisms using prior survey measures from the literature on remote work in organizational theory (Raghuram et al., 2001). This literature has argued that workers with intermediate hybrid might enjoy the "best of both worlds" in relation to two underlying mechanisms: flexibility and isolation. As Bloom et al. (2014a) documents, remote work reduces distractions and commutes times and provides greater flexibility to workers. On the flip side, other research has shown that remote work leads to isolation from colleagues (Bartel et al., 2012) and isolation negatively impacts work outcomes (Golden et al., 2008a).

Let's Start with Understanding your Audience
According to Gartner's new research, 69% of employers expect at least half their employees to work remotely, even after the rollout of the vaccination program. As the work from anywhere model is clearly here to stay, people are seeking better, safer ways to communicate and collaborate. The pressure is on businesses to deliver a seamless work experience, both in and out of the office, with a growing demand for companies to embrace empathetic leadership. All these movements have had a significant impact on communication professionals; to be found in the stories we tell, and how we tell them.

How to Cut through the Clutter

Rapid developments in technology have forever changed how we see employees, employers, and our idea of the modern office. Then, once niche, digital nomads have become the norm, with businesses building more integrated tech stacks to compliment the diverse, connected, and agile environment workplaces have now become. At Hotwire, for example, we've already started to see a new generation of digital-first BETA professionals who are driving the purchase of hardware and software. Having experienced the blurred reality of work and life through the pandemic and the 2008 GFC, these BETA professionals are not only adept with technology but have an active awareness of workplace culture. BETA professionals are willing to take activism for diversity in the workplace seriously, rallying around companies advocating these values. So, as personal values start to shift, now is the time to ensure you're considering your audiences values, and placing their needs at the heart of your proposition.

Ensuring Effective Outcomes (in Hybrid Work)

To capture the attention of this target audience, businesses must develop a clear brand purpose, act on social issues, and communicate boldly with an honest brand voice. Communicators must be ready to understand why audience behaviours have changed and be able to clarify the true value their technology. Every business understands the pandemic has changed how we work and live. It will be the businesses who successfully communicate how their technology will positively impact people's lives who will come out on top. These businesses will speak to a broader purpose for all key audiences whether that be employees, prospects or customers.

ROI is Key: How to Measure and Evaluate Success

Consumers are putting their trust in, and wallets behind, brands who are more empathetic, not just in design, but in their practices and measurement is the crucial first step in joining this journey. Business leaders must understand their employees and customers on an individual level. More buyers want to buy from companies that do good, with BETAS driving this ethos. Overall, telling your story in a way which speaks to societal and individual progression; and leading with value, is key to cutting through the noise. Pre-pandemic, working remotely was a luxury. COVID-19 made it essential, and workers got used to it: A report by Accenture found 83% of 9,326 workers surveyed said they preferred a hybrid model in which they can work remotely at least 25% of the time. Robert Glazer, founder and CEO of Acceleration Partners, a Boston-based partner marketing firm, gets it: For 15 years, he's led a fully remote workforce. In a talk at the recent MIT Sloan CFO Summit entitled, "How to excel In the world of remote work – and help your team do the same," Glazer offered ways to ensure employees are engaged, accountable, performing at a high level, and continuously improving, even in a remote environment. Employees have craved flexibility for a long time and the pandemic accelerated and validated that demand. We're not returning to pre-pandemic norms, he said. Since March 2020, "What you've actually seen is maybe five or more years of trends that were already happening being pulled into the future. My parents never shopped on Instacart before, and now they're not going back [to the grocery store]. There are a lot of things that aren't going to change [back] about the workplace," he said. Given that reality, Glazer offered up four key suggestions for effective hybrid leadership:

Bibliography

1   *Cutter, C. (2021). Remote Work May Now Last for Two Years, Worrying Some Bosses. Wall Street Journal.*
2   *Yang, L., Holtz, D., Jaffe, S., Suri, S., Sinha, S., Weston, J., Joyce, C., Shah, N., Sherman, K., Hecht, B., and Teevan, J. (2021). The effects of remote work on collaboration among information workers. Nature Human Behaviour.*
3   *Raghuram, S., Garud, R., Wiesenfeld, B. M., and Gupta, V. (2001). Factors contributing to virtual work adjustment. Journal of Management, 27(3):383–405*
4   *Bloom et al. (2021) report that the share of new U.S. patent applications that advance WFH technologies more than doubled from January to September 2020.*

5   *Bartel, C. A., Wrzesniewski, A., and Wiesenfeld, B. M. (2012). Knowing Where You Stand: Physical Isolation, Perceived Respect, and Organizational Identification Among Virtual Employees. Organization Science, 23(3):743–757.*

6   *Teevan, J. (2021). The new future of work: Research from Microsoft into the Pandemic's Impact on Work Practices. Microsoft.*

7   *https://www.hotwireglobal.com/.*

8   *https://www.flexjobs.com/blog/post/companies-switching-remote-work-long-term/.*

9   *https://fortune.com/2022/03/10/goldman-sachs-office-hybrid-remote-work-david-solomon/ .*