

# Helping an established shipping provider implement its HR strategy in Asia Pacific for rapid digitalisation during the coronavirus pandemic



## OBJECTIVES



- > Evolve transactional HR processes into a strategic HR function to support dynamic shifts in roles and functions as the business undergoes digital transformation
- > Bring greater objectivity to learning & development processes and inform people decisions in support of the business' growth strategy
- > Increase the self-awareness of the ZIM employees and enable them to leverage strengths and identify development areas

## RESULTS



- > Thomas continues to work with ZIM to support their strategic people initiatives by cascading assessments and learnings across the Asia Pacific region
- > The Thomas Behaviour Assessment informs management decisions around learning needs, promotion and development plans
- > Company-wide use of the Thomas Behaviour Assessment has encouraged open communications between employees in China and Hong Kong offices, and will shortly be adopted by the company's offices in Vietnam, Thailand, India and other Asian countries



Tools used



Behaviour (PPA)



Zim Integrated Shipping Services

**Employees:** 4,000

**Industry:** Shipping

**Country:** Hong Kong SAR  
China (APAC)

## COMPANY BACKGROUND:

At 76 years old, ZIM Integrated Shipping Service Ltd is well established in the industry of shipping. Headquartered in Haifa, Israel, ZIM strives to provide an innovative solution for its customers and digital transformation is now a key priority for the business.

## INTRODUCTION

When he joined ZIM, HR Manager Kim Fung had prior knowledge of Thomas' Behaviour Assessment. After a 9-month planning and decision-making period, the business adopted Thomas as the solution to its need for outcome-focused assessment content, that would support job matching, coaching and management and people development activities.

## THE CHALLENGE:

The central challenge that the HR team at ZIM faced was to develop the existing transactional HR function into a strategic one capable of supporting the firm's plans for digital transformation. The arrival of the global pandemic and associated disruption to the shipping industry only increased the company's need for digital transformation.

The HR team at ZIM knew that psychometric assessments formed a core component of their new strategic focus, acting as a guide for their learning and development initiatives. By increasing the self-awareness of their people, and looking beyond skills and experience to strengths and potential development areas, the ZIM team hoped to increase the objectivity of their learning and development and performance management decisions.

## THE SOLUTION:

With just two ZIM personnel involved in implementing the Thomas solution initially, the business now has five Behaviour Assessment practitioners, with an additional three employees imminently attending the accreditation course. This number is expected to grow as demand for the assessment increases during the global rollout of the solution.

Thomas' account managers supported ZIM throughout the implementation process, helping the HR team to not only gain accreditation as Personality Assessment practitioners, but also onboarding them and assisting with queries.

The Behaviour Assessment has fulfilled ZIM's requirement for a solution that would provide objectivity in people decisions. ZIM have found the Hub user-friendly and easily navigable, and the assessments continue to provide insights that enhance the self-awareness of their workforce, offering them a common language with which to discuss behaviour. The company is currently looking to expand the PPA assessment usage across Asia Pacific.

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Having high self-awareness helps you exploit your strengths and potential, whilst allowing you to see what you should do to improve. The more you know and understand about yourself, the more you can develop.

**Kim Fung, HR Manager Asia Pacific, Zim Integrated Shipping Services Ltd.**



## THE RESULT:

The ZIM HR team is not just an overhead department, but a strategic arm which can have a direct impact on the vision and goals of the company. By introducing psychometric assessments to the talent management process, in particular to learning and development, ZIM is better able to deliver its strategies for innovation, digitalisation, talent development and customer-centricity. These strategic initiatives have been well-received, and the HR team continue to drive the business' strategy.



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