

The Digital Workforce of the Future

Acquire, Build and Grow Tech Talent





The digital disruption of skills & industries

It has been estimated that by 2020, robotic automation and artificial intelligence will be responsible for a net loss of more than 5 million jobs across 15 developed nations¹. At the same time, we see reports that 6 million cybersecurity jobs are globally left unfilled².

If past industrial revolutions have taught us anything, it's that while new technologies make some jobs obsolete, they also create new jobs. Will history repeat itself again?

“All big, new technologies both have opportunity and threat. In a sense, those are the great ones.”

- Reid Hoffman³

The biggest difference between now and then is that the pace of change we experience today is faster than ever before. While previous industrial revolutions have overhauled our world at a linear pace, the current disruption we find ourselves in – the Fourth Industrial Revolution, as described by the World Economic Forum – is evolving exponentially.

This Digital Revolution, the World Economic Forum states, is best described as a fusion of technologies, blurring the lines between the physical, digital and biological spheres.

This rapid pace of change means entire industries and organisations have a fast-narrowing window of opportunity to prepare for the future.

The Digital Revolution affects both organisations and individuals:

- “Digital is the main reason just over half of companies on the Fortune 500 have disappeared since the year 2000” - Pierre Nanterme, CEO of Accenture and LinkedIn Influencer⁴
- 65% of the jobs you will hire Generation Z candidates to do don't even exist yet⁵

¹<https://www.weforum.org/agenda/2016/01/5-million-jobs-to-be-lost-by-2020>

²<https://www.scmagazine.com/risksecny-6-million-cybersecurity-jobs-globally-left-unfilled/>

³<https://www.cbsnews.com/news/artificial-intelligence-jobs-reid-hoffman-silicon-valley/>

⁴<https://www.linkedin.com/pulse/digital-disruption-has-only-just-begun-pierre-nanterme>

⁵<http://reports.weforum.org/future-of-jobs-2016/chapter-1-the-future-of-jobs-and-skills/>

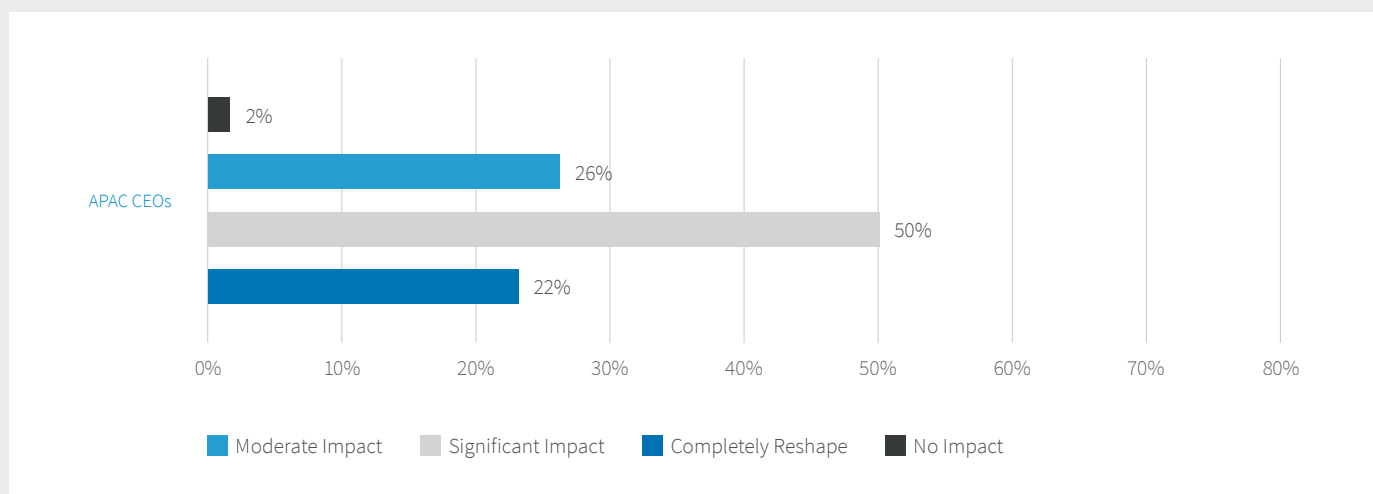
Every business is a digital business

But before entire industries can be disrupted to keep up with the pace of change, business leaders must understand the need to disrupt themselves – and the talent they need to **acquire and build**. According to the McKinsey Digital Global Survey, digitisation will heavily impact companies that stay idle, while the leaders of digital disruption will see a huge increase in revenue.⁵

APAC CEOs' view on technology and disruption

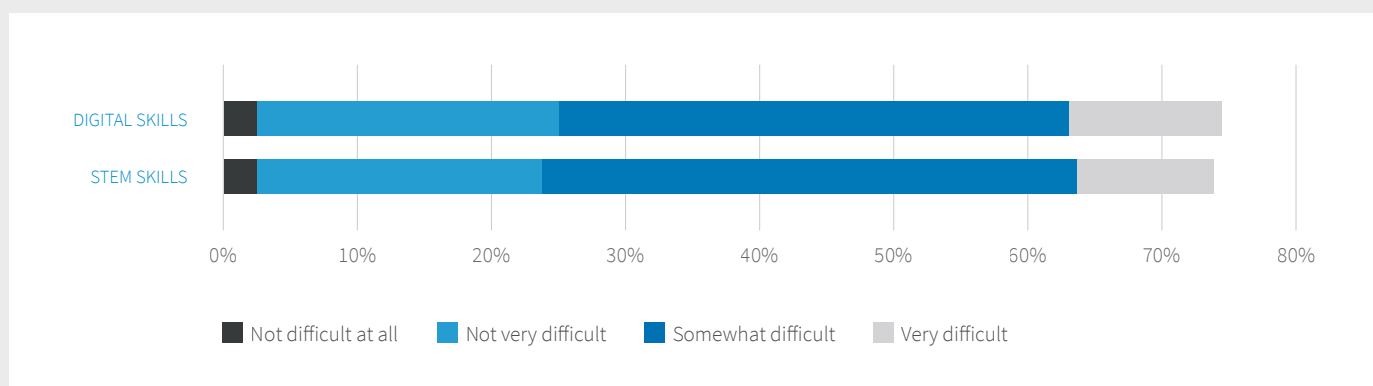
58% of Asia Pacific CEOs said technology has changed competition in the last 5 years, whereas 72% say that technology will change competition in the next 5 years. This shows us that technology is increasingly top of mind for CEOs today.

How much do CEOs think technology will change competition in their industry in the next 5 years?



Data source: PwC's 20th CEO Survey

APAC CEOs say it's difficult to hire digital talent with the right skills



Data source: PwC's 20th CEO Survey

If 50% of CEOs say finding talent with the right skills is difficult, how can companies close the digital skills gap fast enough to keep up?

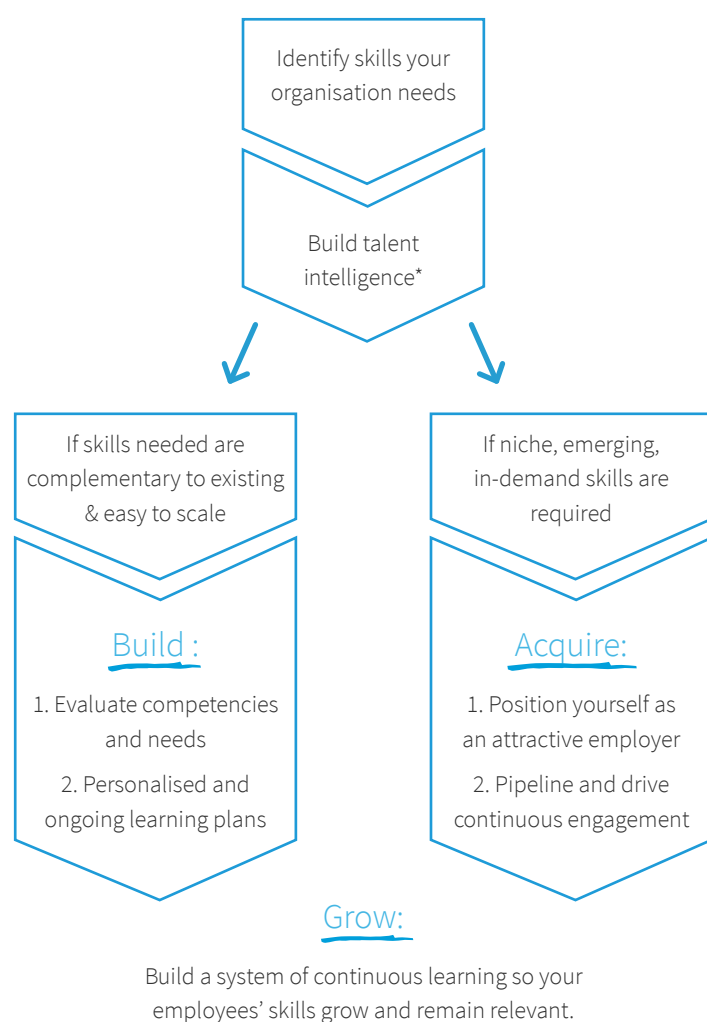
⁵McKinsey Digital Global Survey

Closing the skills gap



Closing the skills gap: Acquire, Build & Grow

Before you venture into creating your digital workforce, it's important to take a step back and evaluate the skills gap in your organisation.



***Understanding skill sets of employees, the demand and supply of skills, talent pools, and talent movement in your industry is the first step towards building talent intelligence.**

Companies that have embraced digital transformation

While young tech startups are keen to topple 100-year-old legacy companies, some more traditional businesses have developed new products and offerings to completely disrupt their own industries.

Pitney Bowes: From direct mail to data

In 1901, Arthur Pitney invented the postage meter, a mailing system, which changed the path of commerce forever. More than 100 years later, the company built the Pitney Bowes Commerce Cloud⁷, disrupting its shipping and mailing business into a data-led e-commerce platform that customers rely on for location intelligence, global e-commerce and customer information management solutions.

News Corp: Moving the media industry

Media is an industry heavily affected by digital disruption⁸, with the entire sector being forced to innovate to survive. Instead of succumbing to the 'print is dead' chants, the global media organisation split in two (21st Century Fox and News Corp) with the latter moving further into digital ad tech, real estate and marketing solutions. It transformed how people consume news, and the media industry as a whole has taken note on how to better connect employees and customers.

⁷<http://next-generation-communications.tmcnet.com/news/2017/03/09/8509367.htm>

⁸<https://hbr.org/2016/03/the-industries-that-are-being-disrupted-the-most-by-digital>

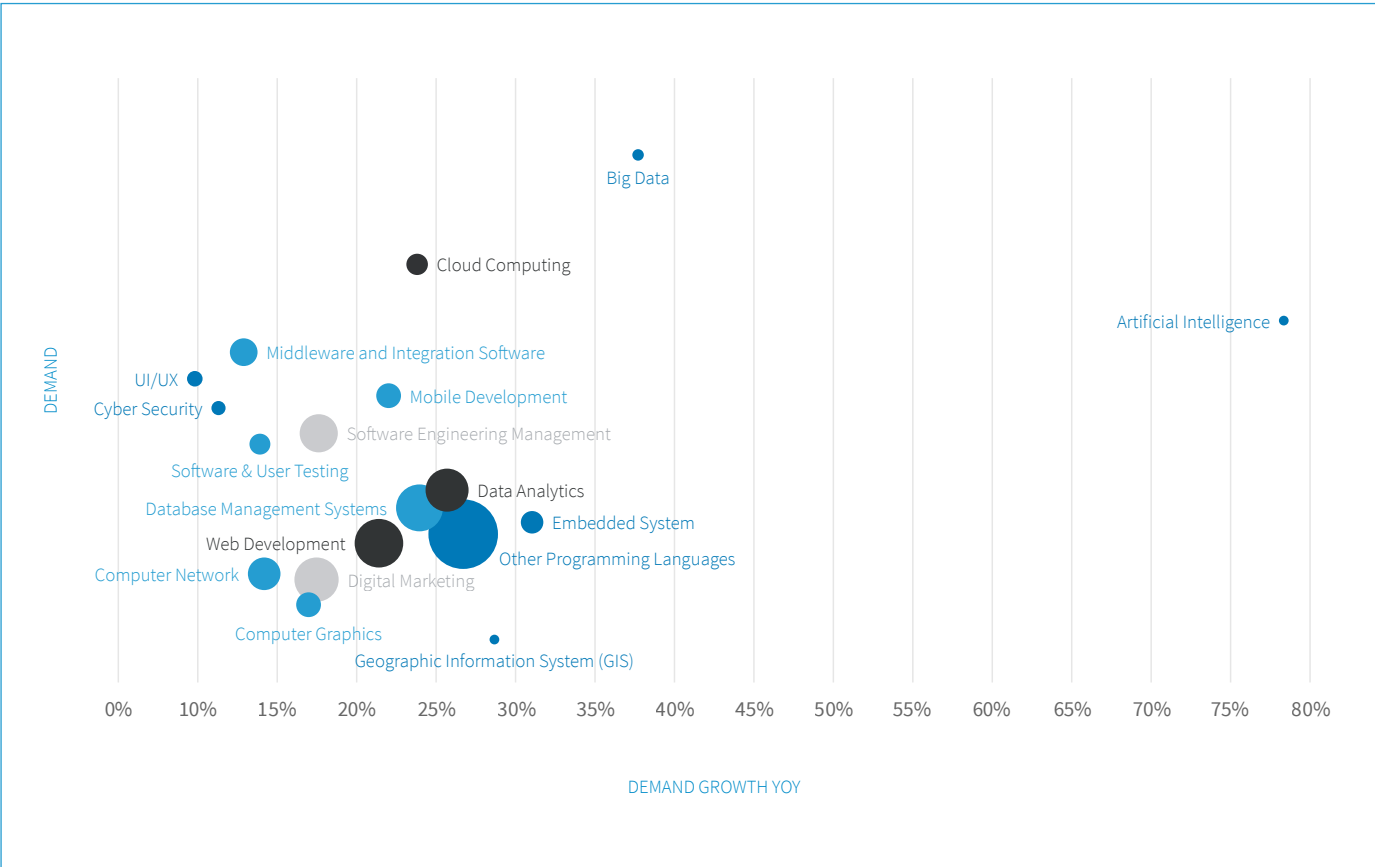
Talent Intelligence:
Asia Pacific's digital
skills landscape



In August 2017, we conducted an in-depth analysis of recruiting activity and digital skills data on LinkedIn. This led to the discovery of the following trends which we hope will enable organisations to start thinking about the opportunities and challenges in building their digital workforce.

1. The ABC of Digital Talent: Artificial Intelligence, Big Data and Cloud Computing

Demand for ABC talent is growing fast, but is comparatively low in supply



Horizontal axis shows YoY growth in demand from Aug'16 to Aug'17. Vertical axis shows demand from Aug'16 to Aug'17. Circle size indicates relative number of LinkedIn members.

	Top in-demand skills	Fastest growing in demand
1	Big Data	Artificial Intelligence
2	Cloud Computing	Big Data
3	Artificial Intelligence	Embedded Systems

Artificial Intelligence

AI is no longer a domain of highly advanced industries or countries – in the last year, companies have been investing in pipelining and hiring AI talent. While we already knew AI is an emerging in-demand skill, what we didn't know was the extent of the demand compared with other digital skills. This competition for talent will only grow fiercer.

Big Data

It is safe to say Big Data is no longer an emerging technology, but rather a veteran fixture of the modern digital economy. Though it may be less imminent than a decade ago, finding suitable talent to build and manage the infrastructure required to safely collect and store massive amounts of data (and then creating value out of them) continues to be crucial for businesses.

Cloud Computing

This goes hand-in-hand with Big Data. Without the Cloud, Big Data would be far costlier and more inaccessible. It is fitting that the second most in demand skill would be Cloud Computing.

Middleware and Integration Software skills are also high in demand, illustrating a need for software that connects various technologies. Following closely behind are UI/UX, Mobile Development and Cyber Security.

With APAC leading the growth in smartphone users, it is no wonder skills in Mobile Development and the closely related UI/UX, are highly sought after by companies in the region. With more and more users entrusting their data to companies and consumer transactions increasingly happening on the web, Cyber Security skills are highly valued as well.



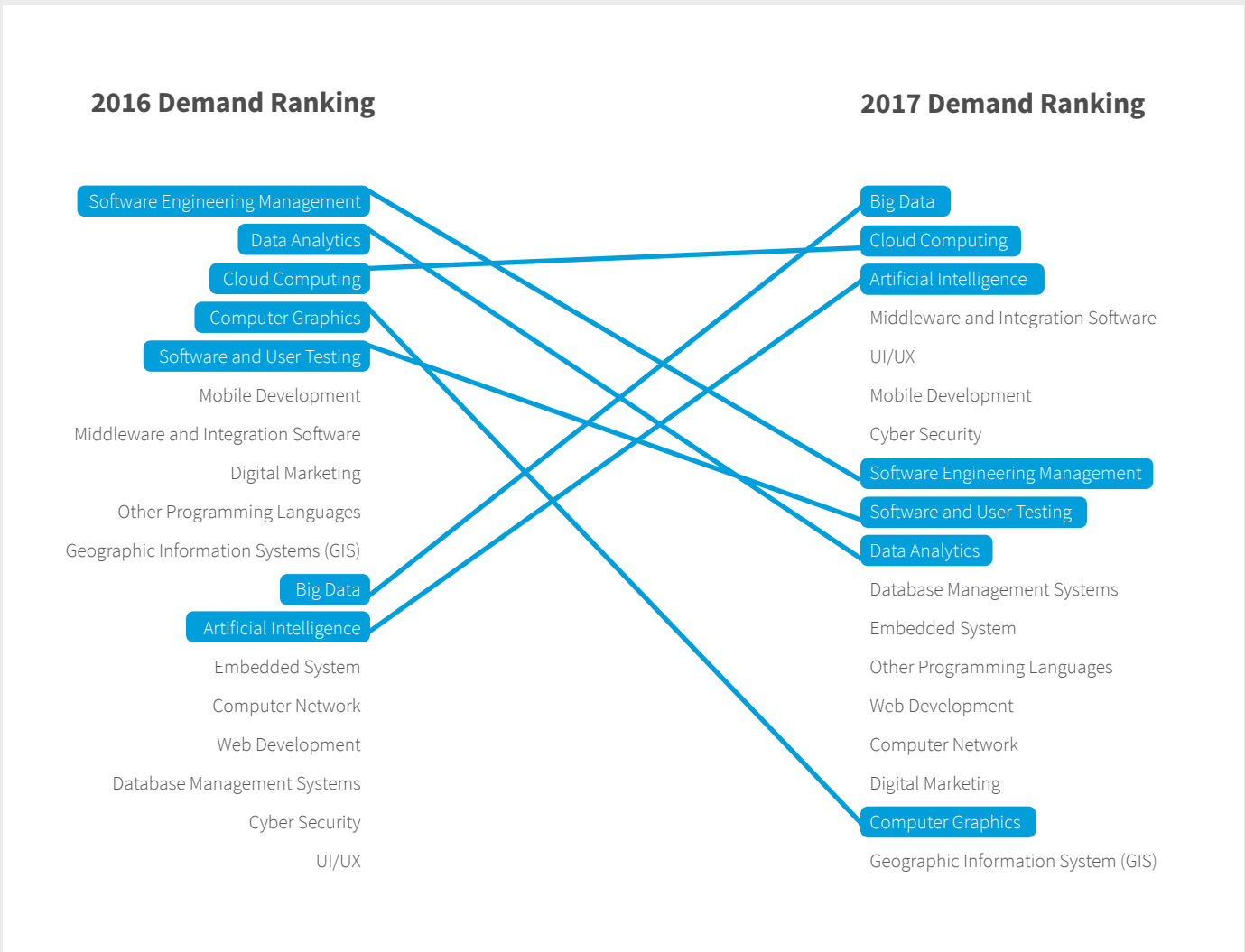
We are observing changing priorities among digital skills

Looking at the relative standing of digital skills by demand year-on-year, we can observe a shift in talent acquisition priorities of companies in APAC.

Top hiring focus in the last year was on ABC skills

A greater hiring focus was placed on talent with Big Data, Cloud Computing and Artificial Intelligence skills respectively than the year before. While Big Data has risen from 11th place to first, other notable skills were UI/UX, which jumped from last place to

fifth, and Cyber Security, which jumped 10 places from 17th to the seventh. Mainstay tech skills such as Software Engineering Management and Software and User Testing skills have fallen in the rankings.





ABC talent are in high demand in almost all APAC countries, with Big Data topping the list

ABC

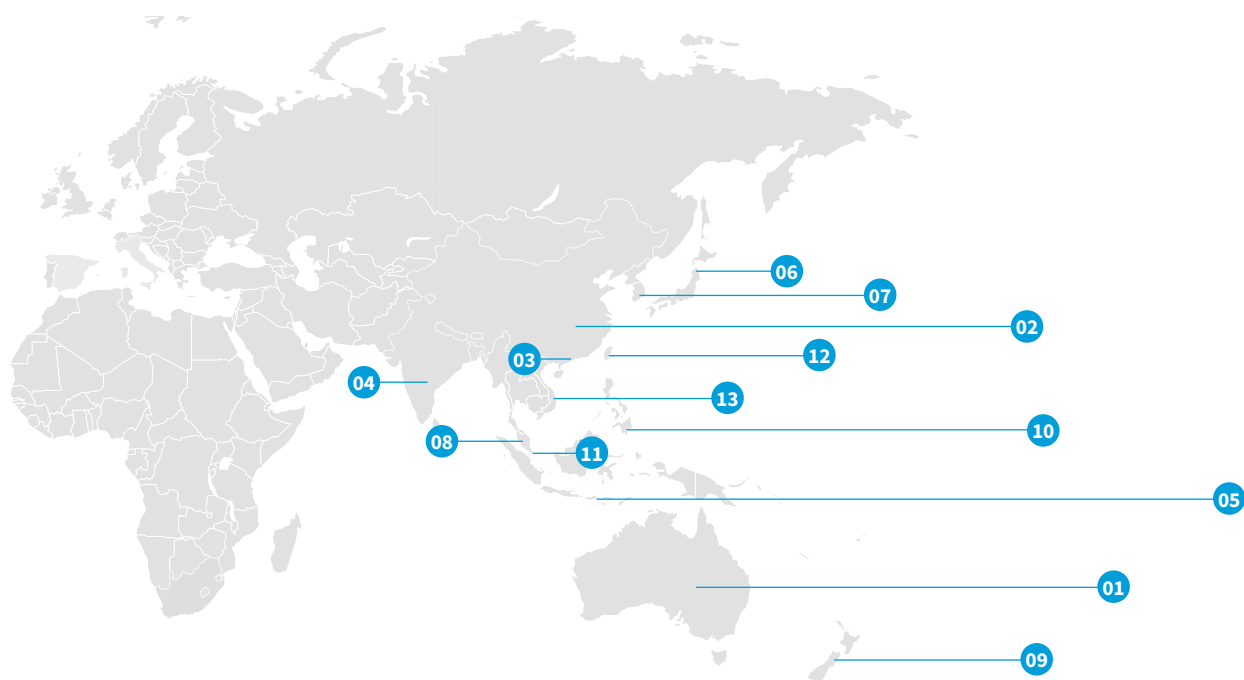
Most Asia Pacific countries are seeing ABC skills taking out the top 5 most in-demand skills overall – with Big Data featuring as the most in-demand across all countries featured in our data⁹. It is no surprise that India and China, known to produce highly skilled tech talent, feature ABC skills in the top 3 most in-demand skills.

Other countries that featured ABC in their top 3 list were Singapore, with its government pushing for digital innovation under the “Smart Nation” initiative, and South Korea, which is progressing fast in the race for digital growth.¹⁰

⁹A minimum threshold of talent supply was applied in selecting countries to feature in this analysis.

¹⁰<https://www.bloomberg.com/news/articles/2017-07-13/small-nations-and-islands-are-winning-the-digital-revolution-race>

Demand for digital skills across countries



01 Australia

- 01 Big Data
- 02 Mobile Development
- 03 UI/UX
- 04 Cloud Computing
- 05 Software and User Testing

02 China

- 01 Big Data
- 02 Artificial Intelligence
- 03 Cloud Computing
- 04 Software Engineering Management
- 05 Mobile Development

03 Hong Kong

- 01 Big Data
- 02 Software and User Testing
- 03 Mobile Development
- 04 Cloud Computing
- 05 Database Management Systems

04 India

- 01 Big Data
- 02 Artificial Intelligence
- 03 Cloud Computing
- 04 Middleware and Integration Software
- 05 UI/UX

05 Indonesia

- 01 Big Data
- 02 Cloud Computing
- 03 Software and User Testing
- 04 Middleware and Integration Software
- 05 Mobile Development

06 Japan

- 01 Big Data
- 02 Cloud Computing
- 03 Software and User Testing
- 04 Cyber Security
- 05 Database Management Systems

07 Korea

- 01 Big Data
- 02 Artificial Intelligence
- 03 Cloud Computing
- 04 Software and User Testing
- 05 Mobile Development

08 Malaysia

- 01 Big Data
- 02 Software and User Testing
- 03 Mobile Development
- 04 Cloud Computing
- 05 Software Engineering Management

09 New Zealand

- 01 Big Data
- 02 Mobile Development
- 03 Software and User Testing
- 04 Other Programming Languages
- 05 Software Engineering Management

10 Philippines

- 01 Big Data
- 02 Cloud Computing
- 03 Mobile Development
- 04 Artificial Intelligence
- 05 Middleware and Integration Software

11 Singapore

- 01 Big Data
- 02 Artificial Intelligence
- 03 Cloud Computing
- 04 Mobile Development
- 05 Cyber Security

12 Taiwan

- 01 Big Data
- 02 Software and User Testing
- 03 Artificial Intelligence
- 04 Mobile Development
- 05 Cloud Computing

13 Vietnam

- 01 Big Data
- 02 Cloud Computing
- 03 Software and User Testing
- 04 Software Engineering Management
- 05 Mobile Development

Supply of ABC skills

India, China and Australia are the three countries with the highest supply of ABC talent. While India and China are established tech hubs, Australia stands out as an emerging player in producing ABC talent, despite being a less populous country.

China

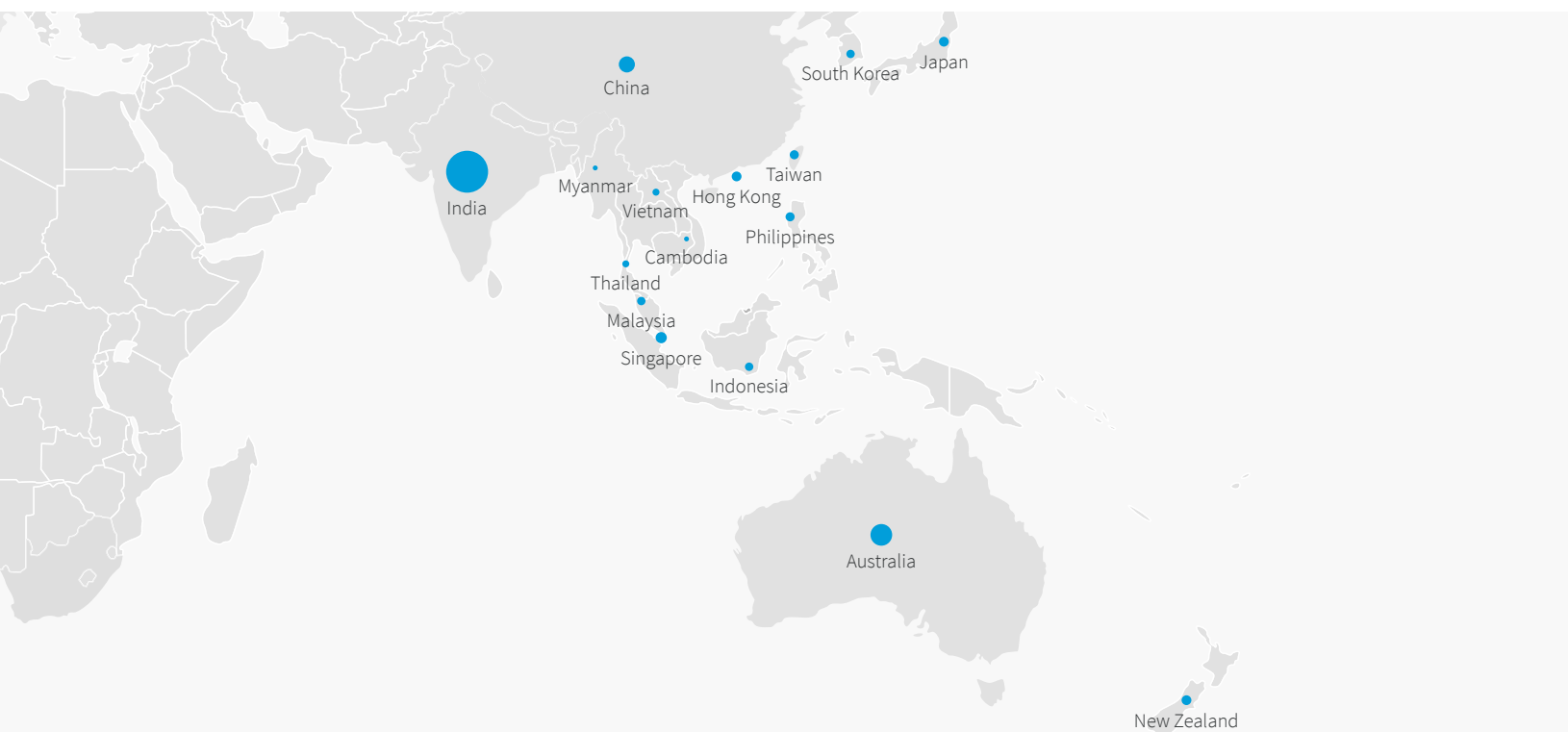
Gone are the days of the United States singularly leading technical innovation. Three of China's largest internet companies – Baidu, Tencent and Alibaba – have fully embraced deep learning, and technology is driving much of their products and services¹¹. From search engines to ad targeting and even robotics, AI is not confined to innovation laboratories.

Australia

Often overlooked as being on the bleeding edge of AI, Australia is a formidable player both in terms of producing digital talent and innovating on applications of deep learning. From extinction prevention of a marine animal on the coast of Perth, to predicting epileptic seizures, the country is moving forward in AI.

India

In addition to being a tech hub to many businesses globally, India is a testing ground for some of the most exciting applications of AI. From predicting crop yields in the agriculture sector, to preventing blindness by detecting diabetes-related eye diseases in health care, the future of AI has arrived in India¹².



¹¹<https://www.wired.com/2017/06/ai-revolution-bigger-google-facebook-microsoft/>

¹²<https://www.wired.com/2017/06/googles-ai-eye-doctor-gets-ready-go-work-india/>

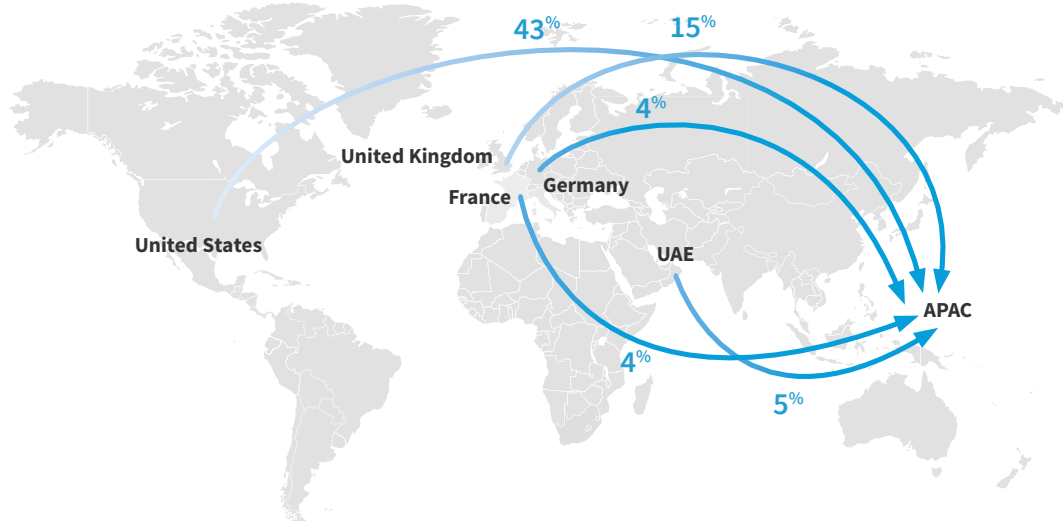
APAC is losing ABC talent

The modern workforce is highly mobile – and because of this, talent are open to moving companies, industries, markets and countries more than past generations. In fact, we are seeing a net loss of digital talent from APAC versus the number of skilled talent moving into the region.

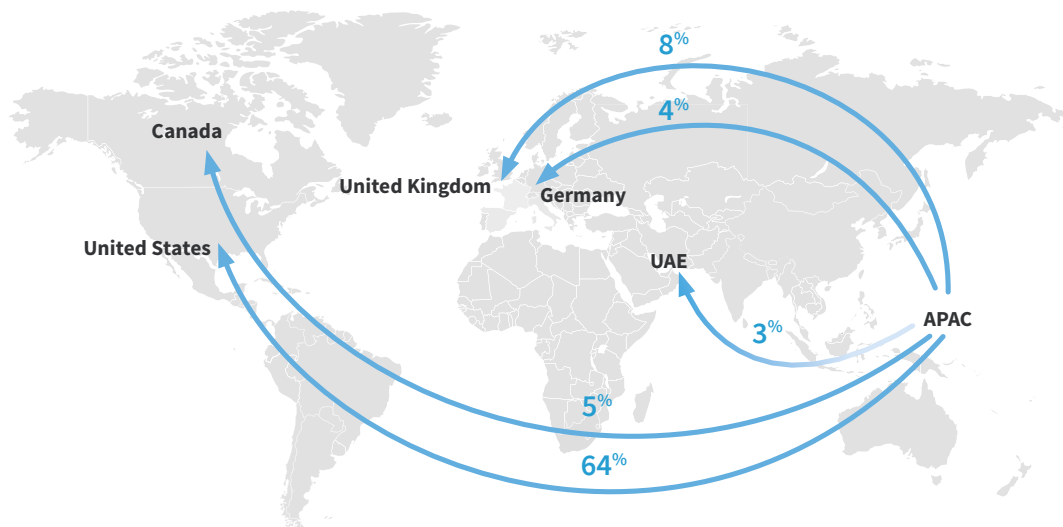
While Asia Pacific gains talent from outside the region, top input countries include the United States, United Kingdom and the United Arab Emirates – **yet the region loses nearly twice as much talent.** This is a major threat to organisations aiming to build digital capabilities.

Australia and New Zealand are the only APAC markets with a higher inflow of talent versus outflow. India is the biggest contributor to ABC talent that flows into Australia and New Zealand.

Inflow of ABC talent to APAC



Outflow of ABC talent from APAC



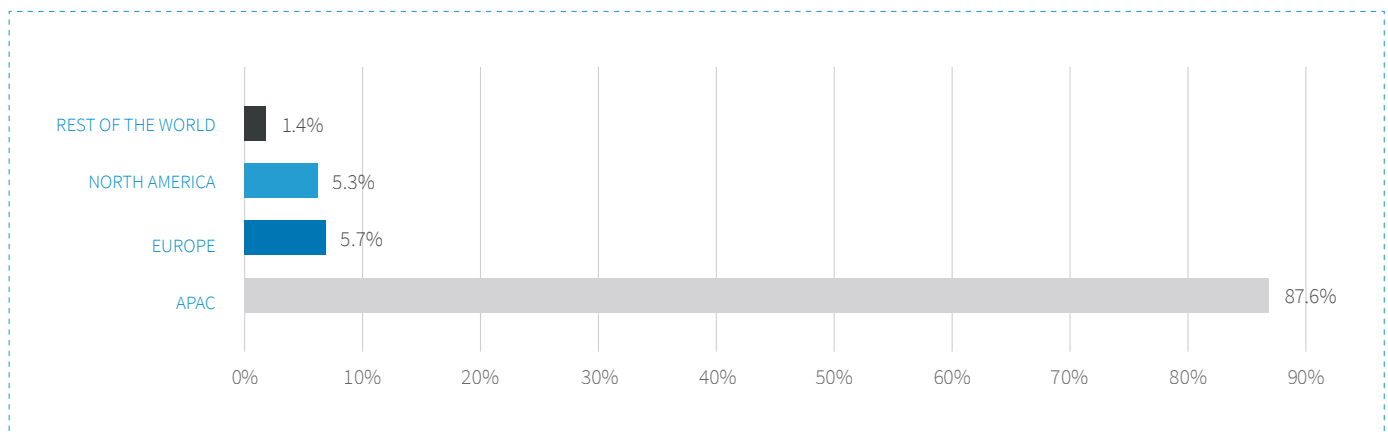


The majority of ABC talent is homegrown

Despite the unsettling discovery that Asia Pacific is losing more digital talent than it is gaining, it's reassuring to discover the region is doing a good job of nurturing and developing digital talent.

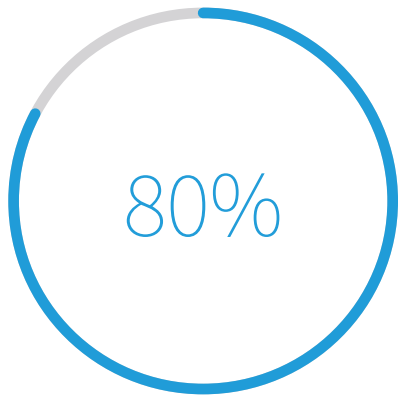
However, the net loss of talent should still fire up talent teams to train and upskill existing talent with necessary digital skills – as well as attract back local talent who have ventured abroad.

Most ABC talent in APAC is homegrown



2. Growing demand for digital talent in traditional industries

A majority of industries have increased their proportion of digital talent out of the total amount of talent they hire. This signifies a greater emphasis being placed on equipping the workforce with digital skills.



80% of industries saw growth in the proportion of digital skilled hires made

5x

Traditional industries are growing 5 times faster than tech (in % of digital hires out of the total)

Agriculture

This is the fastest growing industry (in % of digital hires out of the total)

Why John Deere Acquired an AI Company

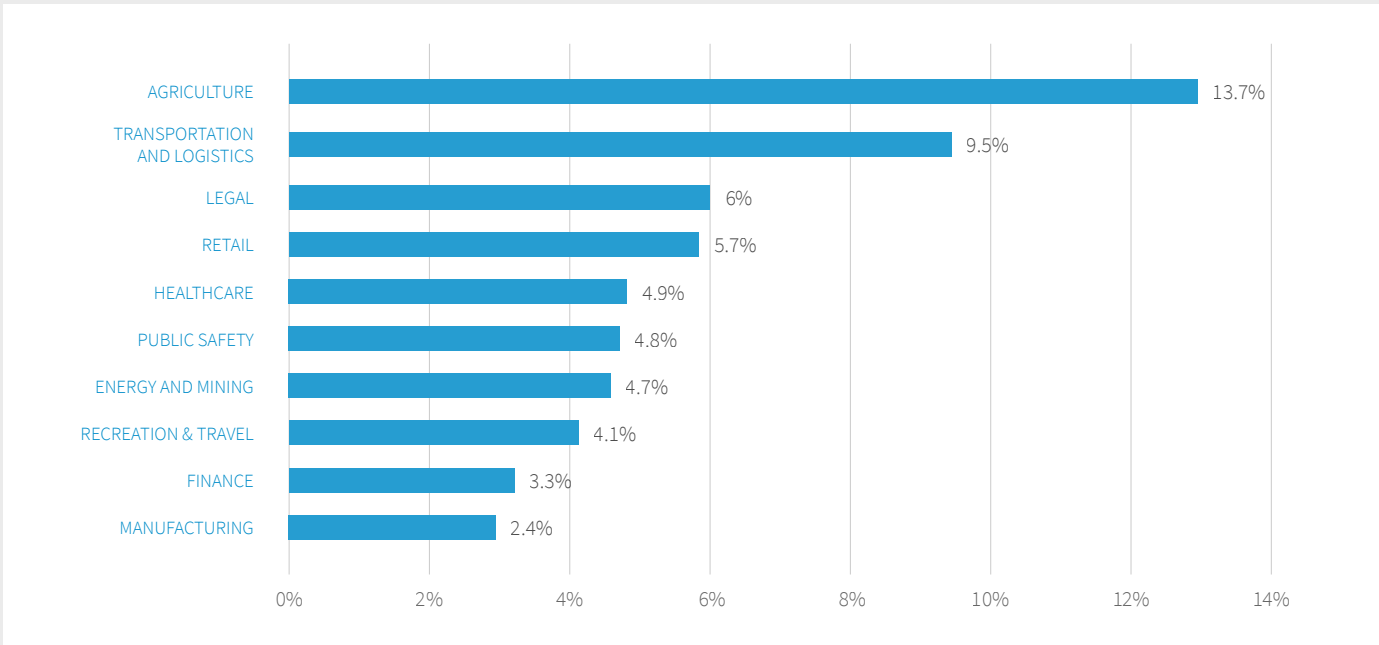
Traditional industries are ramping up their artificial intelligence capabilities quickly

If you weren't convinced that traditional companies were increasing their tech and digital capabilities quicker than ever, just take a look at Deere & Company.¹³ The John Deere owner recently acquired Blue River Technology, proving that even the farming industry is placing a greater focus on machine learning and AI.

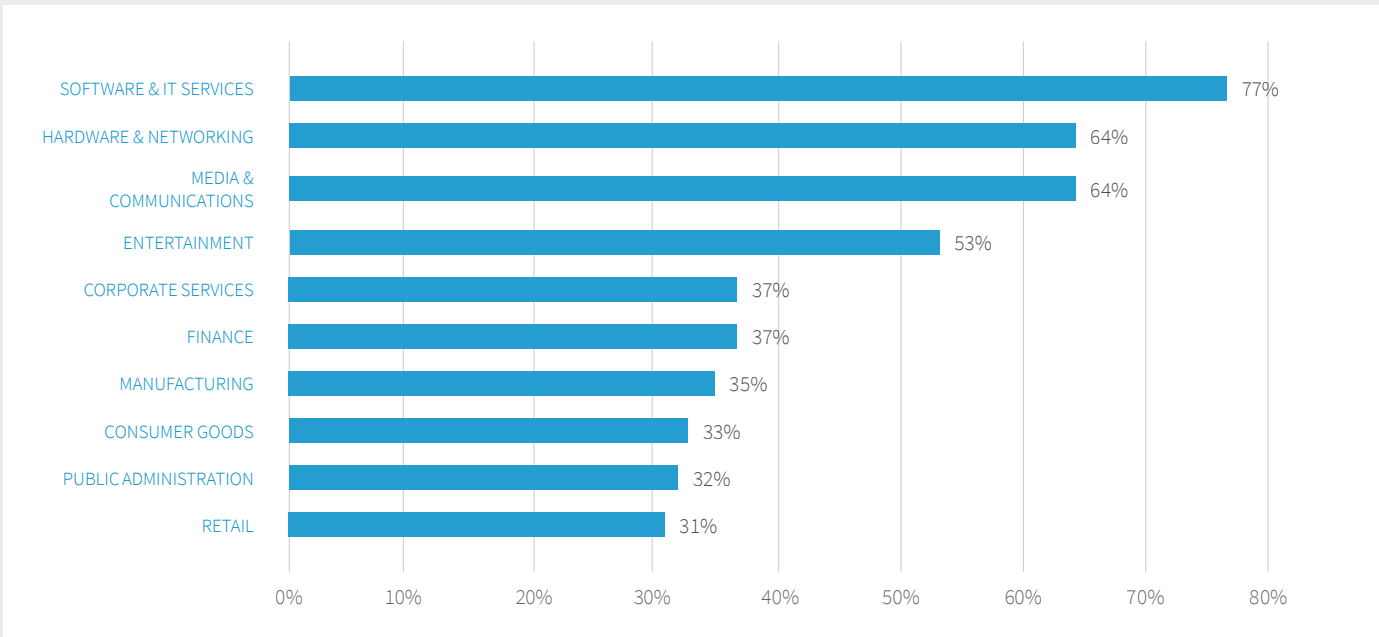
This new technology uses computer vision to target herbicide spraying only at weed-infested sections of a farm field - a revolution for farmers. This aims to minimise waste and the time spend on spraying (a very time intense process) to save money. While the \$305 million investment is impressive, it's part of a wider strategy that embraces machine learning as part of the company's future-proofing plans. Farming is one of the most likely industries to fall prey to automation, and this investment will likely help the company stay ahead of its competition.

¹³<https://www.engadget.com/2017/09/06/john-deere-bought-an-ai-company/>

Annual growth of digital talent hires as a % of overall hires



These are the top industries hiring the greatest proportion of digital talent in APAC



Traditional industries are showing a faster growth in hiring a bigger slice of digital talent, compared with their overall hiring. Agriculture, transportation and legal are leading the pack in this arena, building digital capabilities to ensure they are ready for any threats to their business through digital disruption.

We need not look further than online news and Netflix to understand how pervasive digital disruption has been in the industries of media & communications and entertainment.

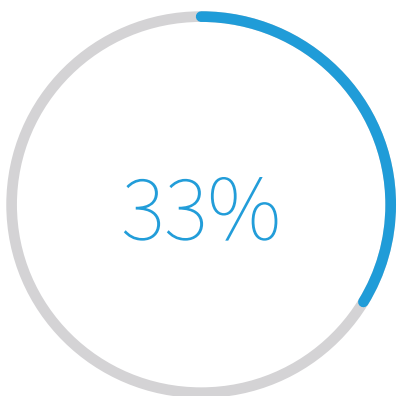
Also not to be overlooked are innovations in Fintech, online retailers such as the likes of Amazon, and ‘Smart Nations’ such as Singapore, which helps us to understand why we’re seeing a shift in finance, retail and public administration industries.

For employers, this means the competition will become much tougher as all industries vie for the attention of the same in-demand talent pool.

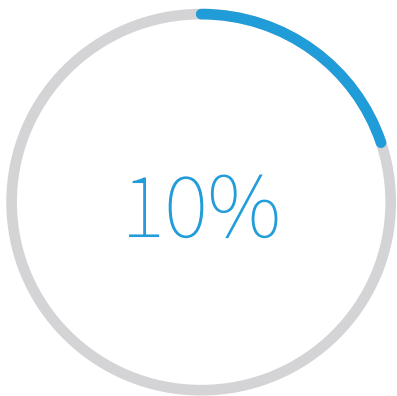
3. Hybrid job roles are growing in demand

Gone are the days when being a specialist in one skill was enough. Candidates today have realised the shelf life of their skills is limited - a skill stays relevant for only 5 to 6 years.¹⁴

The reality of the skills gap means organisations are looking for talent with a hybrid set of complementary skills. A hybrid skill set also indicates to an employer that this kind of talent will be open to learning, reskilling and upskilling as per the constantly changing directions of the business.



of APAC LinkedIn members possess skills across at least 3 digital disciplines



growth in demand for these types of professionals

For certain combinations of skills, we are seeing even greater demand



Big Data



Data analytics



Web development



¹⁴<https://www2.deloitte.com/global/en/pages/human-capital/topics/future-of-work.html>



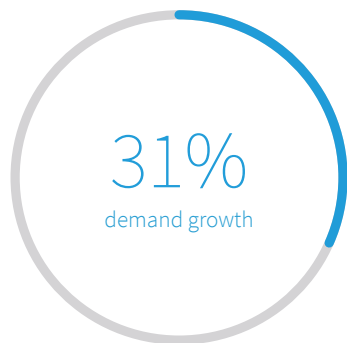
This hybrid skills trend is increasingly leading to new roles and titles:



DevOps

Development + Operations

Can automate and monitor software integration, testing, deployment and infrastructure changes



Full Stack Developer

Front-end + Middleware + Back-end

Possess specialised knowledge of all stages of software development

The future of human
and machine



With demand for artificial intelligence being the fastest growing skill, we spoke to **Adelyn Zhou, CMO at TOPBOTS**, and a leading expert on marketing, bots and Artificial Intelligence. This is her view on what leaders are going to be dealing with in the face of automation and digital disruption.

How will AI change the way we work in the next 10 years?

Technology is going to become an even more integral part of our daily lives. Even today, we're already part cyborg – for many people, the first and last thing they do each day is look at their smart phones. At work, intelligent tools make us more productive and are part of our lives.

Fast forward a decade, AI powered technologies will become even more integral to how we work. On a micro level, it will schedule our meetings, take notes and action items, and pre-populate smart email responses, automating the more mundane parts of office work. Reporting, data pulls and analytics will be automated, but for the average worker, there will be a seamless collaboration of work between human and machine. At a higher level, many parts of executives' roles will also be "machine-sourced" to an intelligent agent, leaving the more strategic, higher-level responsibilities to the manager. They will need to focus more time on the EQ and human aspects of their jobs, as well as managing the AI to continuously train it to become more intelligent.

Which skills and jobs will become obsolete, and which will grow in demand?

The most basic white collar skills will be the first to be automated. Tasks that take less than a second to do and are traditionally done by outsourced workers are ripe for automation. Tasks that require a higher level of thinking will take longer to automate. New jobs will fall into a few major categories:

Humanising roles – jobs more focused on EQ and interpersonal relationships will become more valuable. Even in the role of a recruiter, the EQ part of the job will

separate an average and a great recruiter even more.

Data science / engineering / machine learning jobs – there will be an increase in the number of jobs to build and train these intelligent machines.

Human AI trainers – a simple type of role where a human is training the AI. This includes helping write language for communication purposes, trainers who correct the AI when there is an issue, and tagging of data into systematised ways that a machine can input.

Which industries will see the biggest impact of AI?

AI will touch virtually every industry. The ones that hold most promise are healthcare, transportation, and all the traditional business functions. There are huge life saving impacts of coupling AI to aid doctors in their medical diagnoses. A combination of AI and human doctors has already proven to be better at identifying lung cancer, heart disease, and other ailments than an AI or a human doctor alone.

The transportation industry is seeing huge strides with autonomous vehicles, ranging from cars and trucks to airplanes and ships. There is also hope to use more advanced machine learning to improve city planning and transportation routing. Finally, there is no end to the applications

of AI in the enterprise business – across customer recommendations, back office processing, customer service automation, legal and regulatory review, among others.

In light of this fast pace of change, what are the top 3 things HR leaders and organisations need to consider?

1. They need to understand how to manage human talent in this automated world. There needs to be a focus on retraining and building out talent that is AI forward-thinking – many top tech companies, for example, are re-training engineers to become machine learning engineers. Non-technical companies can remain flexible by training employees to understand how to use the tools and APIs created by the tech companies.
2. It's vital for HR to also ensure the executive team understands AI. They must be educated on AI and learn how to create a robust business strategy in an AI-shaped world. This can be through leadership workshops, or bringing external thought leaders into the company.
3. HR leaders need to understand how AI technologies can make them more efficient as a department. Automation systems could streamline new employee onboarding systems, better predict when someone is likely to leave a company, or learn how to identify talent and promote them better.



Adelyn Zhou

Adelyn Zhou is a technology and marketing leader who is regularly recognised as one of the top 10 people in marketing, bots and Artificial Intelligence by publications such as Inc, Entrepreneur, Forbes, and teams at IBM Watson. Adelyn is currently the CMO at TOPBOTS, a leading research and strategy firm focused on educating and advising Fortune 500 companies on AI technologies.

Building the
ecosystem for a digitally
accelerated future



Creating a digitally sound future workplace isn't something that happens in siloes. There are three fundamental prongs to envisioning, building and executing strategies that will allow companies across multiple industries to tackle a digital future – government initiatives, organisational change and educational support.

Below are some examples of how different countries and industries are taking charge of their digital future.

1. Government

India: Digital India

Digital India¹⁵ was launched in July 2015 by the Government of India to improve online infrastructure and increase internet connectivity. The overall aim is to transform the entire ecosystem of public services through IT, moving the nation forward to become a digitally empowered society and knowledge economy.

There are 3 main pillars and key visions established by Digital India:

1. Digital infrastructure as a core utility to every Indian citizen
2. Governance and services on demand
3. The digital empowerment of citizens

As with any transformational government initiative, there is the need for a strategic management structure spanning multiple entities. For Digital India this includes a Monitoring Committee headed by the Prime Minister, a Digital India Advisory Group chaired by the Minister of Communications and IT, and an Apex Committee chaired by the cabinet secretary. This structure is highly important for appropriate monitoring, technical support and decentralisation of power and responsibility to effectively execute this vision.

Singapore: Smart Nation

If you think digitally up-skilling your employees is difficult (which it is), try doing it with an entire country – that's exactly what Singapore is doing with its Smart Nation initiative. Like many countries, Singapore is focusing on staying ahead of the many digital disruptions happening globally.

Smart Nation involves digitally up-skilling talent, combined with Government policy and business initiatives to co-create Singapore's future and use technology to overcome impending mega-trends such as ageing populations and urban density.

"As interactions between the virtual and physical worlds increase, and cyber-physical systems grow in their presence and capabilities, we already experience the transformative effects that digital technologies have in every sector across our economies, reshaping business models and disrupting traditional value chains.

To remain relevant to the constant needs of the global market for better products and services, provide greater value for less, we need to embrace the positive and/or unexpected changes that digital technologies bring.

Over the years, we have put in place different reviews of our economic strategy, with a recurring theme of the use of technology as an important multiplier and enabler. Our vision is to create a dynamic Digital Economy driven by an exceptional infocomm and media (ICM) ecosystem, to ensure Singapore remains at the forefront of technological and business innovation.

To harness the full spectrum of benefits from the Digital Economy, we work to ensure that ICM brings about dynamic and sustainable growth – where every business, worker and citizen can be transformed, empowered and connected by technology. Our initiatives focus on building digital capabilities, developing human capital and strategic partnerships and more."



Hock Yun Khoong

Chief Digital Evangelist
Info-communications Media Development
Authority of Singapore (IMDA)

Mr Khoong is the Chief Digital Evangelist of the IMDA, a statutory board under the Ministry of Communications and Information in Singapore. As CDE, he promotes Singapore's international thought leadership as a Digital Hub. He has more than 30 years of experience in both industry and government, and held various senior management positions in the technology sector. He has strong cross-cultural management experience, having managed global operations in Singapore, Europe and USA.

Internationally, Mr Khoong is a Member of Wireless Broadband Alliance (WBA)'s Global Connected Cities Council, and a jury member of Intelligent Community Forum (ICF). A Harvard Business School alumnus, Mr Khoong has Masters' degrees in both Engineering and Business Administration.

¹⁵<http://digitalindia.gov.in/>



2. Industry

Singapore: DBS Bank¹⁶

In 2017, DBS Bank announced it is investing \$20 million over the next five years in a programme to upskill 10,000 local employees in digital banking and emerging technologies. The bank is doing this off the back of the government's Smart Nation initiative. The digital adoption of all bank employees will include programmes on:

- AI-powered e-learning – via a new cloud-based learning management system, bolstered by a new digital curriculum to help staff learn about digital disruption and transformation.
- Experiential learning – including paid sabbaticals to work on prototypes and start their own businesses, encouraging them to think like digital natives.
- Grants and scholarships – DBS SkillsFlex programme offers staff an additional \$500 in credits to learn new skills in line with their aspirations and interests.
- Innovative learning spaces – The DBS Academy conducts over 10,000 training sessions in its 40,000 square foot location, while DBS Asia X is its newest innovation hub – a purpose-built facility for employees to collaborate with startups and the fintech community.

India: SAP India

As more companies across India turn to online platforms to upskill their current staff¹⁷, SAP India has also committed to the country's Digital India initiative with plans to “skill, reskill and upskill” 1.5 million consultants with digital capabilities over the next three years¹⁸.

The upskilling is part of the country's goal to close the digital skills gap, and SAP India is implementing this strong strategy to help its overall objective of “growing together”. The various courses and initiatives the company has launched includes:

- Accelerating ‘Bharat ERP’ program training via technology centers
- The expansion of SAP Authorized Training Centres in tier 2 and 3 cities
- Providing ‘Digital Learning Kits’ with a focus on upskilling and reskilling
- Integrating new-age technology curriculum across universities and education institutions

The company is providing this on top of its current digital programmes, which include a ‘Center of Excellence’ in numerous educational institutions, and training aggregation using its cloud-based SAP application. To date, under its SAP university alliance programme, more than 320 local universities and tertiary educational institutes have shared SAP technologies with more than 3 million students.

¹⁶https://www.dbs.com/newsroom/DBS_to_invest_SGD20_million_over_five_years_to_transform_employees_into_digital_workforce_in_support_of_Singapores_aim_to_be_smart_financial_centre

¹⁷<http://economictimes.indiatimes.com/jobs/companies-turn-to-online-platforms-to-upskill-staff/articleshow/58117708.cms>

¹⁸<http://www.cio.in/media-releases/sap-india-build-15-million-digitally-skilled-workforce-2020>

3. Academia

We are in the midst of a skills revolution, and a large part of ensuring a country or industry is churning out the right digital talent lies with schools and educational institutions. Beyond equipping young talent with the right skills to enter a digital workforce, tertiary institutions and schools are also under increasing pressure to help students cope with the lifecycle of change.

At the pace of this digital revolution, what talent learns at school might only be relevant for a number of years – what candidates truly need is the ability to learn, think and upskill themselves. As 65% of the jobs Generation Z will perform do not exist yet, this ability to learn is key to tackling digital transformation head on.

Colleges must embrace change

The move to more digital-savvy campuses globally has been driven by the demands of the technology generation. Mobile-first, information-rich young talent expect employability-focused education programmes – in fact, students expect the same amount of digital literacy on websites, apps and programs offered in school as they do in their personal lives¹⁹. On top of this, 70% of students actually suggest that their university should change their digital strategy²⁰.

Companies evolve, students evolve, and education must evolve. While the campus must direct itself to a more digital future, online learning platforms can also adapt lecture and classroom experiences to allow future talent to better connect with each other, and the programmes they will need to forge their careers.

¹⁹<https://www.ecampusnews.com/featured/featured-on-ecampus-news/college-digital-5-years-now/>

²⁰<http://www.unit4.com/us/about/news/2016/05/73-of-students-recommend-university-improve-digital-strategy-copy-2>



How HR leaders
can prepare for
this future





As digital transformation drives quick and significant change across all industries – especially more traditional ones in APAC – companies must be able to align this transition with overall business objectives. HR and talent leaders need to be part of this conversation, too. From a human perspective, you need to understand how this digital transformation will change your company, its blueprint, and its future.

1. Build talent intelligence capabilities

Organisations need to be first aware of the skills gaps they are facing, what functions and departments they are in, and how this could alter their future goals. They also need to build a vision around the kind of talent that they need to fill these gaps.

Using the power of talent intelligence in the form of data and insights can enable the identification of skills gaps and how it compares to the industry and competition. If an organisation is looking to fill gaps through hiring, then understanding demand supply dynamics and geographical availability of talent are few insights that can enable hiring plans.

2. Talent for digital disruption needs to be a boardroom conversation

Buy-in from top management is key in APAC (and globally) to allow digital transformation to succeed. According to a Harvard Business Review report²¹, leadership from the top makes the CIOs job simpler and also more challenging – simpler because management understands the importance of transformation, and challenging due to the pressure of big expectations.

“Transformation involves how the company is organised as much as what it does,” the report states, meaning the transformation is not just about the technology, but the leadership. The implementation is typically by trial and error, yet in Asia this experimentation can be difficult to sell to the board – especially in family-run and more traditional businesses. HR teams must ensure they are part of the ongoing conversations at the top level, and are included in building a strategy for how technology is adopted.

²¹<https://hbr.org/resources/pdfs/comm/dell/All.About.The.Customers.pdf>



3. Your employer brand must take on a unique positioning for your new future

More than ever, there needs to be a strong business focus on employer branding to get ahead of the competition and attract qualified, skilled digital talent. Reputation remains important, but the ability to showcase your culture, day-to-day work life, growth strategy and corporate vision is more important than it has ever been.

Social recruitment is no longer a ‘nice to have’ – it’s a necessary part of your overall recruitment strategy to find digital talent where they are and show both active and passive candidates key aspects of your brand. [Find out more about boosting your employer brand and building your social recruitment roadmap.](#)

91% of digital talent are open to hearing a new opportunity. This means continuous engagement and pipelining is extremely important to counter attrition risks.

4. Build a continuous learning plan

Beyond the data outlined in this report, talent leaders must recognise human capital’s role in changing the tools and processes to allow and encourage transformation. Embracing digitalisation isn’t about demanding key staff to upskill, but acknowledging where their gaps are and planning ahead. What are their shortfalls? Where are they digitally illiterate in their roles and responsibilities? What path could they potentially find themselves on if trained appropriately in certain aspects of digital?

This is not merely just implementing ad hoc training, but building an always-on learning platform to enable employees to continuously learn and upskill.

Yet realistically, there needs to be some expectation of resistance. While HR teams must work with leadership to start transformational processes now, dealing with change is not something that happens quickly. Being too comfortable with the current condition is common (for employees and some senior management) so there needs to be strong communication in your plan to embark on digital transformation.

About This Report

Digital skills highlighted in this report are selected based on LinkedIn's member data. Demand is essentially defined as Demand Index, and is calculated using InMails sent by recruiters divided by the total number of LinkedIn members with the skill in question. Only members currently residing in the Asia Pacific region were included in this analysis. Data as at August 2017.

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LinkedIn Talent Solutions offers a full range of recruiting solutions to help organisations of all sizes find, engage, and attract the best talent.

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With over 500 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network.