



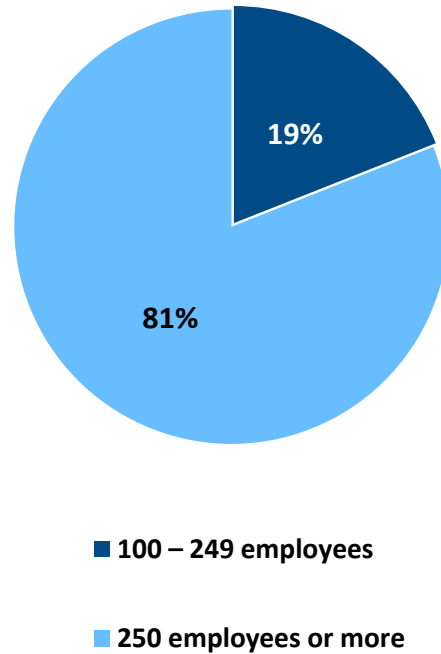
**Future of Work Skills**  
**Research Findings**  
**- TURKEY -**  
*November 2019*

# Executive Summary

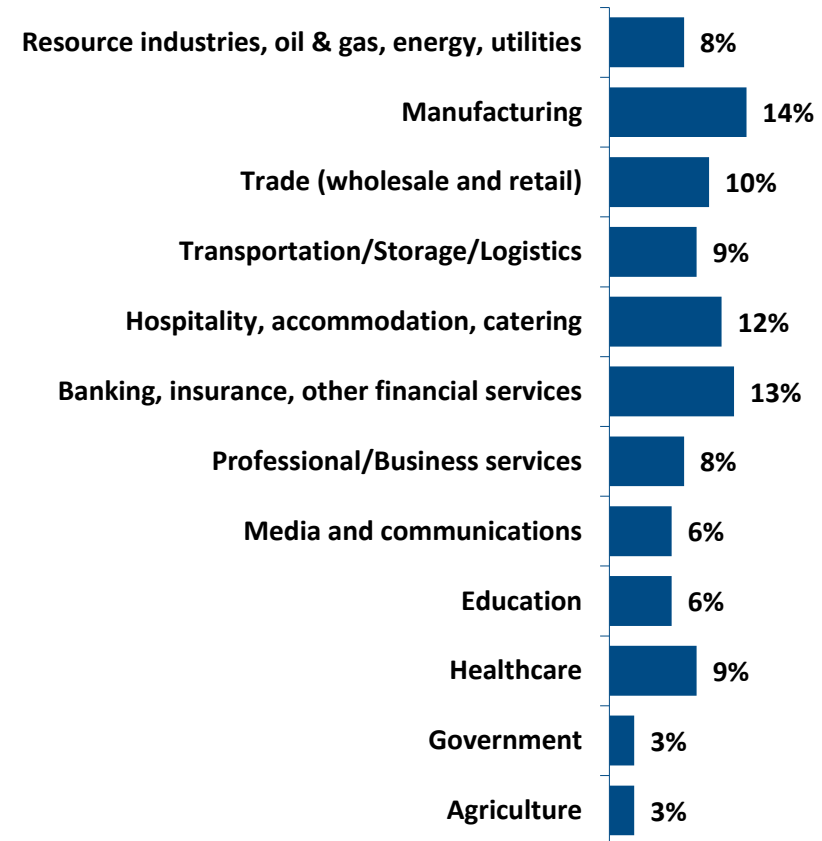


- The importance of digital transformation is well understood among organizations in Turkey and only 4% of respondents have not initiated their DX journey. The majority of organizations in Turkey have already developed a company-wide DX strategy and some 40% of organizations made significant progress in implementation
- Together with internally developed applications, organizations in Turkey are widely using social networks, cloud, mobility and collaboration applications. The technologies of IoT, big data and analytics, artificial intelligence and robotic process automation are also gaining momentum in Turkey
- Skill availability in digital will remain a huge issue. Positions that require extensive use of digital systems and applications for work are in particularly high demand
- More than half of the organizations in Turkey are facing difficulty in recruiting staff with digital skills. Security-related skills are the hardest to find and will remain to be the hardest in the near future. Although not very obvious currently, the skill gap for big data analytics/data science will increase in the near future
- Organizations in Turkey find "hiring experienced people from other organizations within respective industries" as the most effective approach for acquiring digital skills. This approach results in high turnover in digitally skilled employees and an increase in salaries
- The majority of the respondents are expecting an increase in headcount due to digital transformation soon. Respondents are aware that improved digital skills have many benefits for the company. New business opportunities stand out as the main driver of organizations for improving digital skills

### Organization Size



### Verticals



Base (Turkey): 78

# State of Digital Transformation



- The importance of digital transformation is well understood among organizations in Turkey and only 4% of respondents have not initiated their DX journey.
- The majority of organizations in Turkey have already developed a company-wide DX strategy and some 40% of organizations made significant progress in implementation.

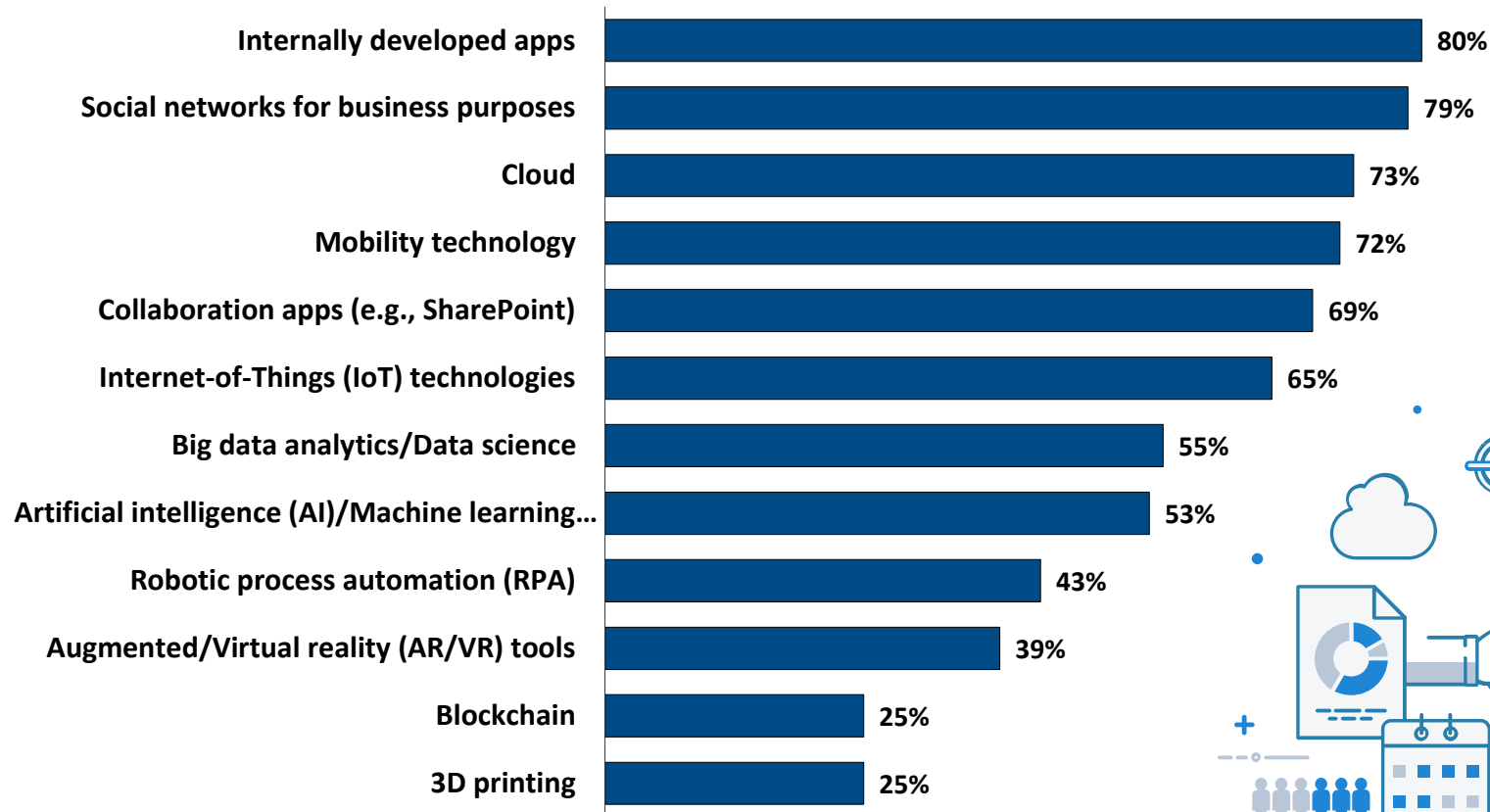
- **Company-wide DX strategy in place; good progress in implementing it**
- **Company-wide DX strategy in place, but at an early stage of implementing it**
- **Do not have a company-wide DX strategy, but have several DX initiatives at the department level (functions)**
- **DX not a high priority for us, but have had some limited DX initiatives**
- **Digitization is not relevant for us, and have not conducted any DX initiatives**



Base (Turkey): 78

# Technologies/Solutions Deployed

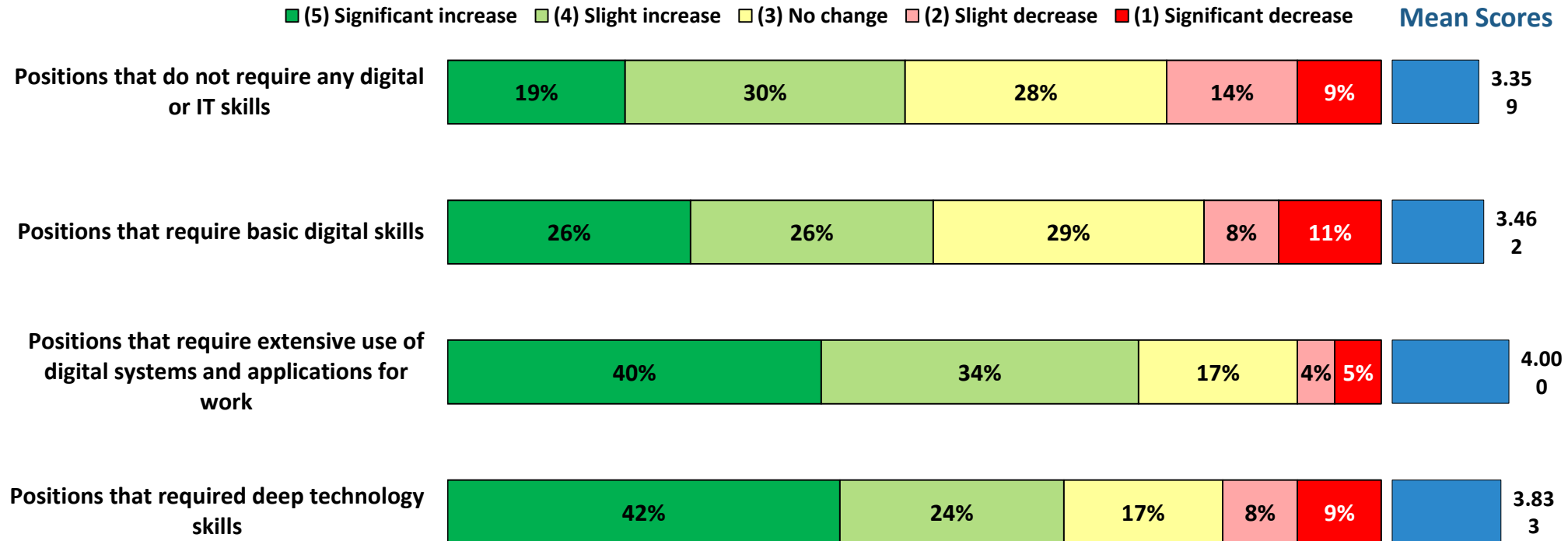
- Together with internally developed applications, organizations in Turkey are widely using social networks, cloud, mobility and collaboration applications.
- The technologies of IoT, big data and analytics, artificial intelligence and robotic process automation are also gaining momentum in Turkey.
- Blockchain and 3D printing are nascent with limited deployment among organizations in Turkey.



Base (Organizations that have DX initiatives in place): 75

# Demand for Positions in Near Future

- Skill availability in digital will remain a huge issue. Positions that require extensive use of digital systems and applications for work are in particularly high demand.
- In the following years, as organizations will progress in their DX journey, basic digital skills will not be enough to address the changing requirements of work.

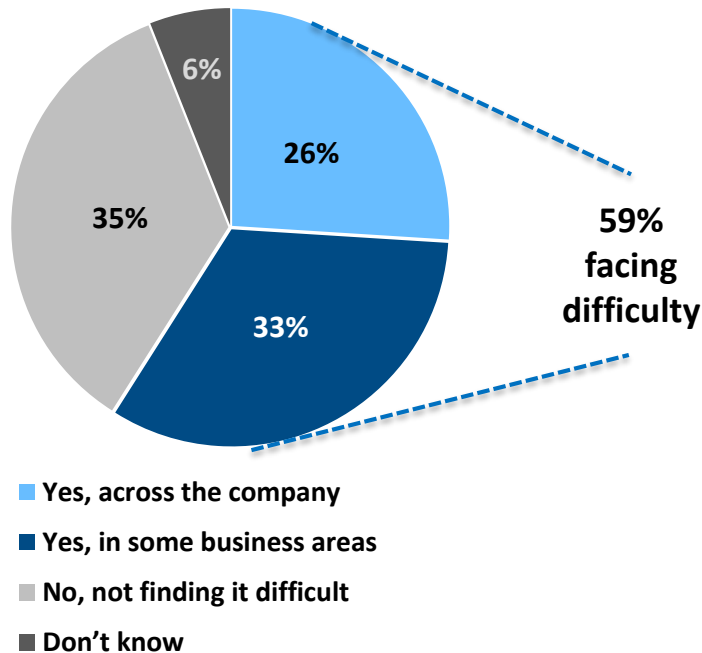


Base (Turkey): 78

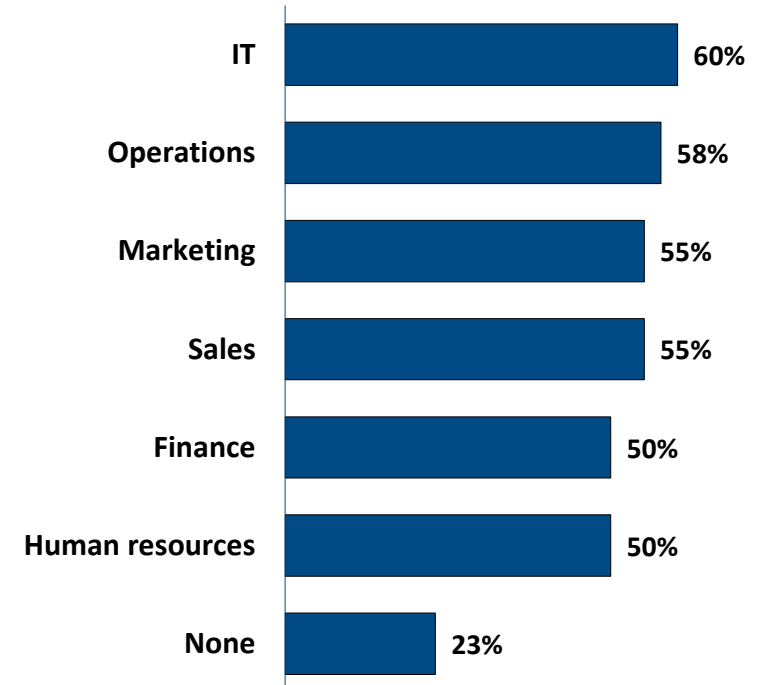
# Difficulties and Growing Departmental Challenges

- More than half of the organizations in Turkey are facing difficulty in recruiting staff with digital skills.
- IT leading the first place, but all the departments from operations to human resources are facing growing challenges due to the lack of digital skills among employees.

### Whether Facing Difficulty in Recruiting Staff with Digital Skills



### Challenges Faced in Departments Due to Lack of Digital Skills

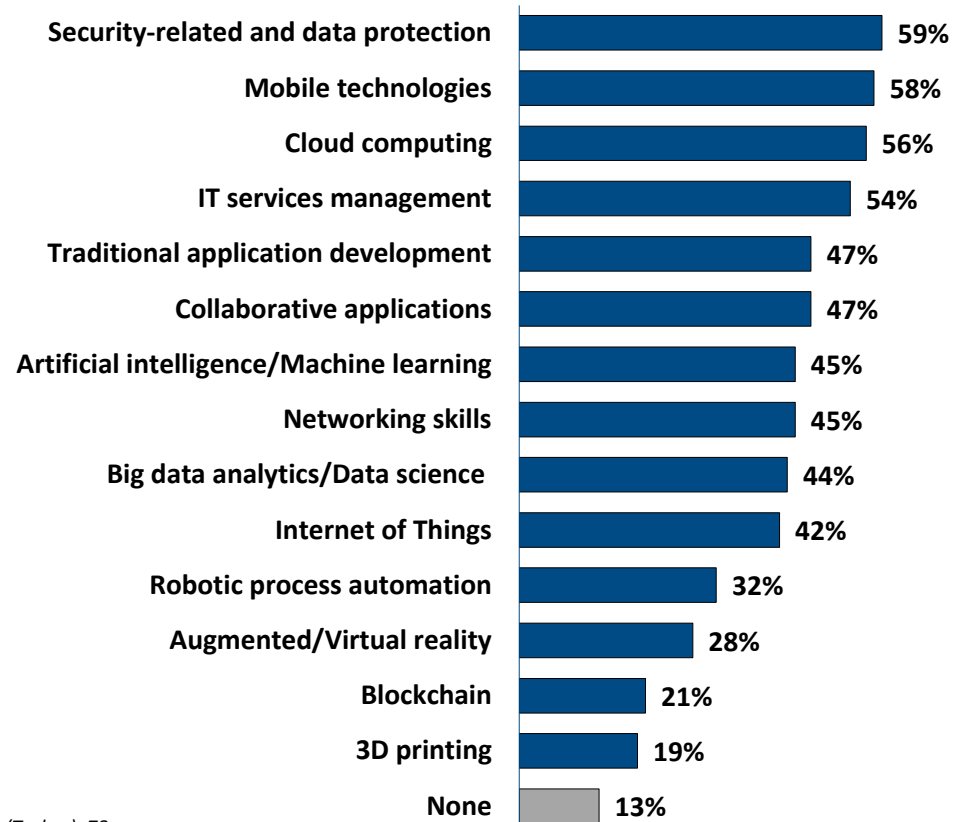


Base (Turkey): 78

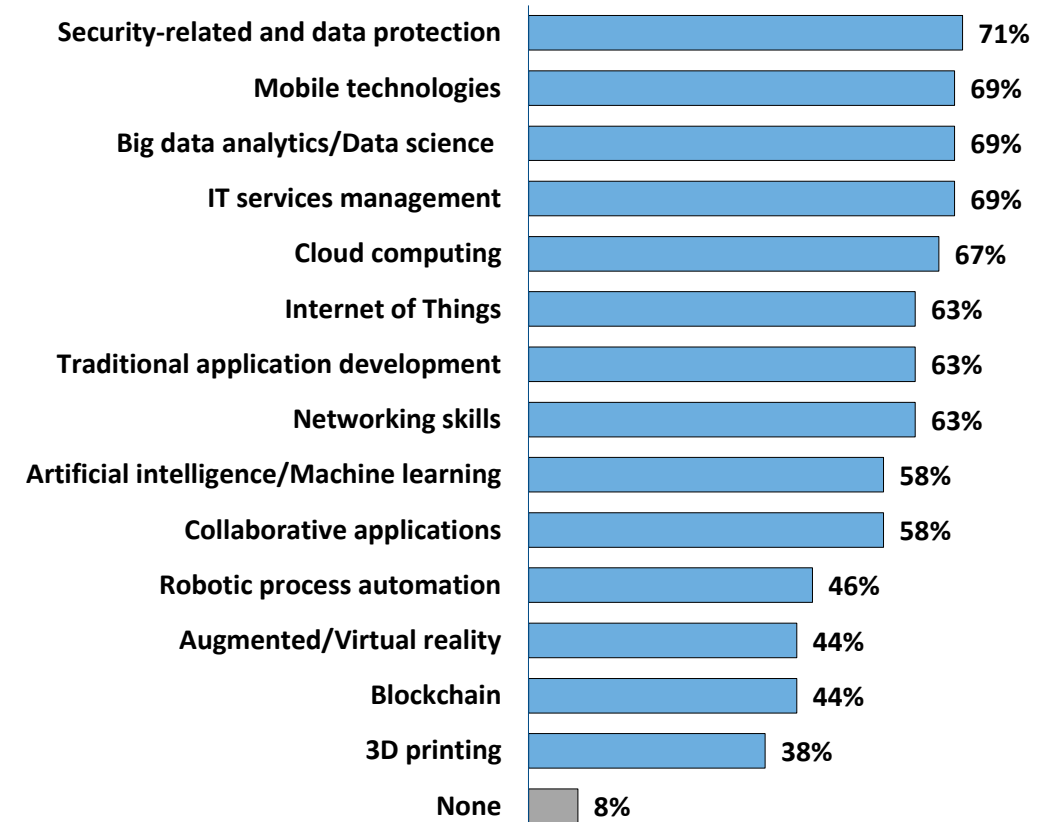
# Currently Lacking and Future Skills Needed

- Security-related skills are the hardest to find and will remain to be the hardest in the near future.
- Although not very obvious currently, the skill gap for big data analytics/data science will increase in the near future.

## Currently Needed Lacking Skills



## Skills Likely to be Needed in Near Future

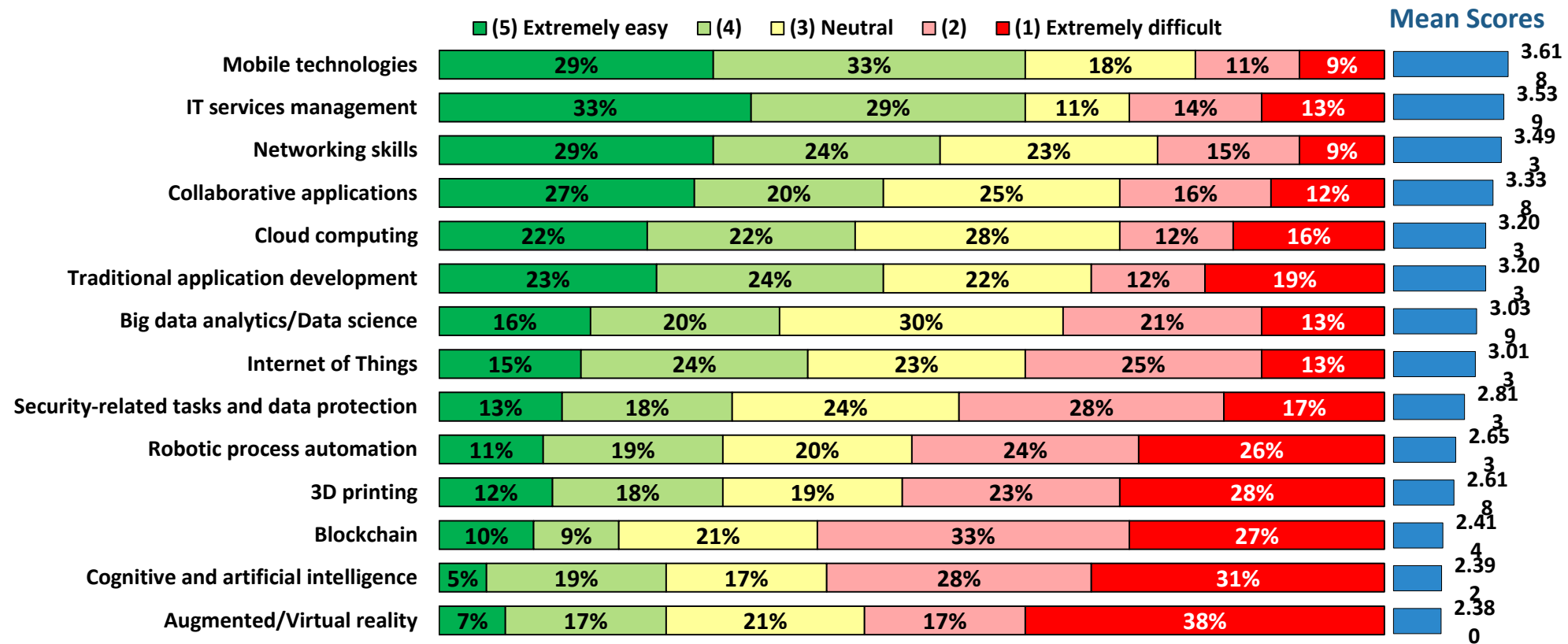


Base (Turkey): 78



# Ease of Acquiring Digital Skills

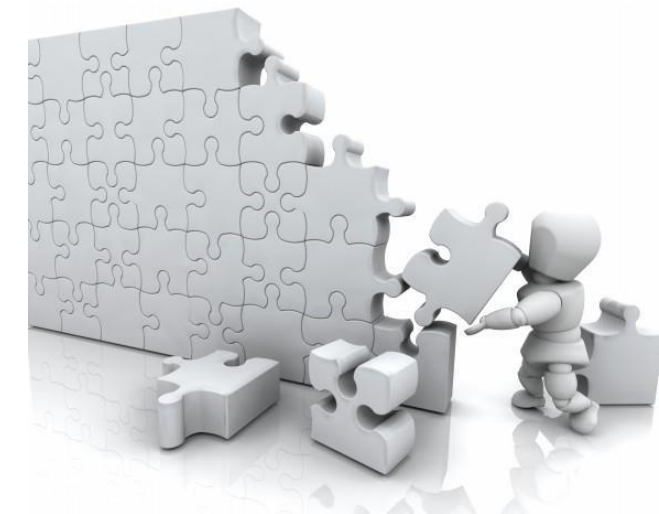
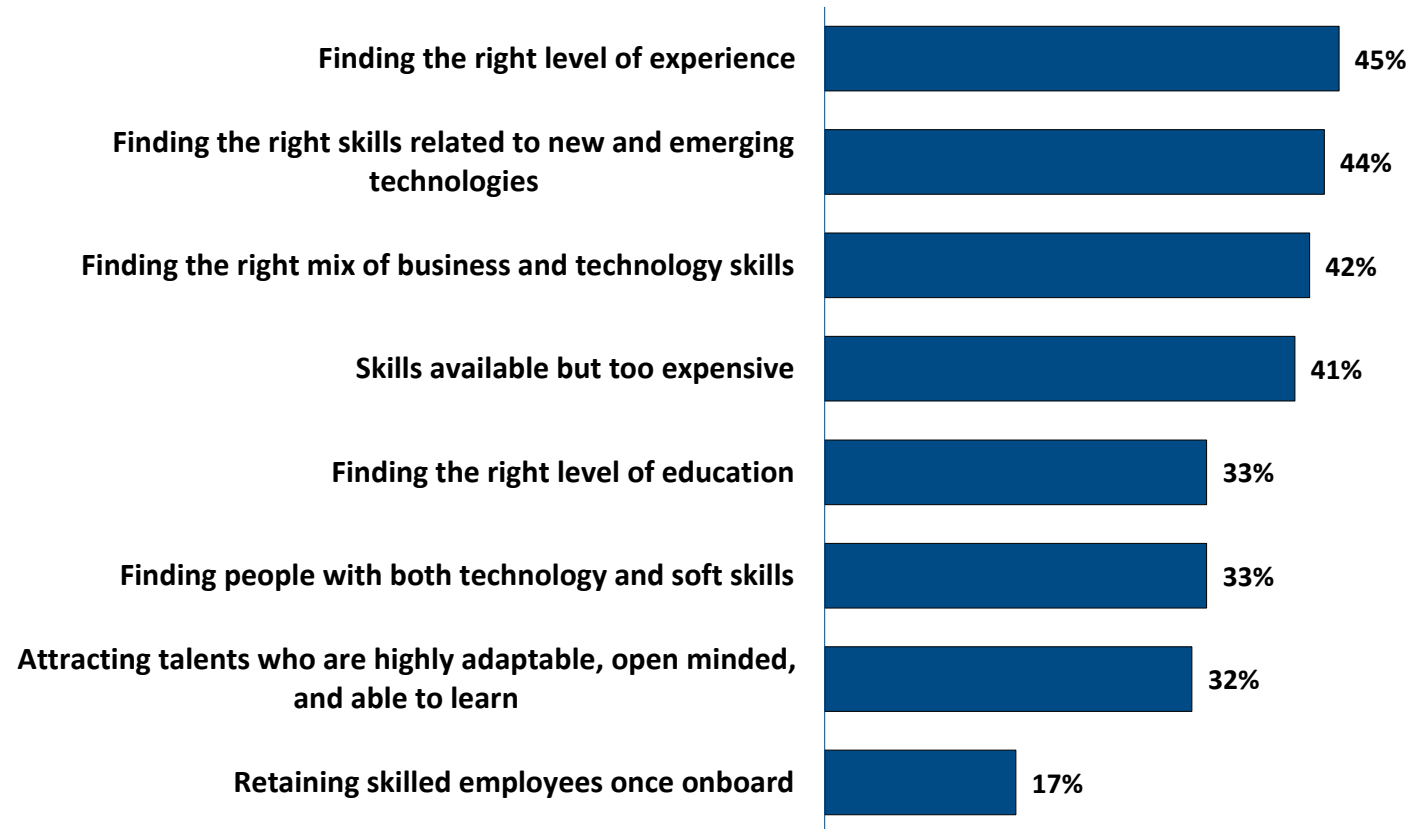
- Mobile technologies have always been at the top of CIO investment priorities for the last 5 years in Turkey. The projects deployed on mobile technologies have created a certain maturity and knowledge in the market. Therefore, it is much easier to find mobile technology experts than in other fields.
- The ranking here also shows us the order in which technology enters our lives. As companies invest in these technologies, either existing resources will be trained, or companies will engage in the recruitment of experts with this knowledge, who have done similar work in another company.



Base (Turkey): 78

# Challenges in Acquiring Digital Skills

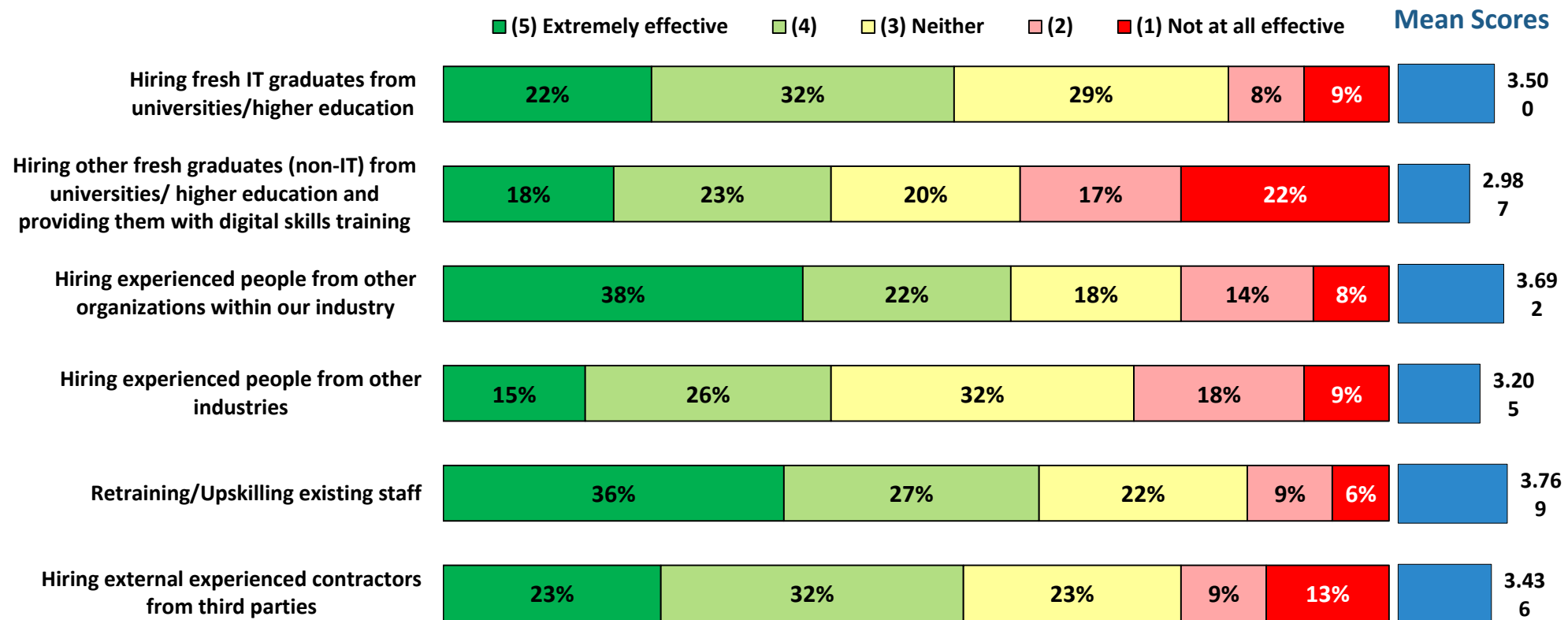
- Finding the right level of experience, the right skills related to new and emerging technologies and the right business mix of business and technology skills keep being the main challenges in acquiring the digital skills necessary to execute digital transformation.
- Especially in new technologies, it is difficult to determine the level of experience required for the project and to find the source in that experience.



Base (Turkey): 78

# Effective Approaches to Acquire Digital Skills

- Organizations in Turkey find "hiring experienced people from other organizations within respective industries" as the most effective approach for acquiring digital skills. This approach results in high turnover in digitally skilled employees and an increase in salaries.
- Training is also found as an effective method for equipping employees with digital skills.

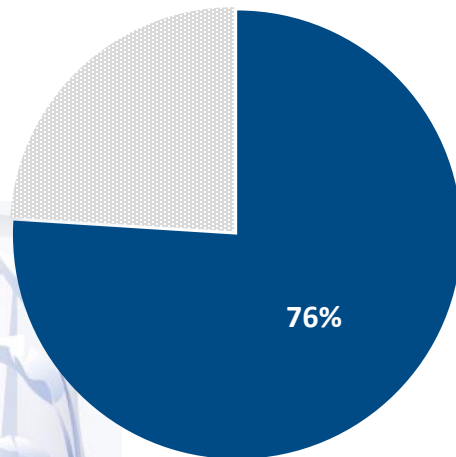


Base (Turkey): 78

# Effective Approaches to Acquire Digital Skills

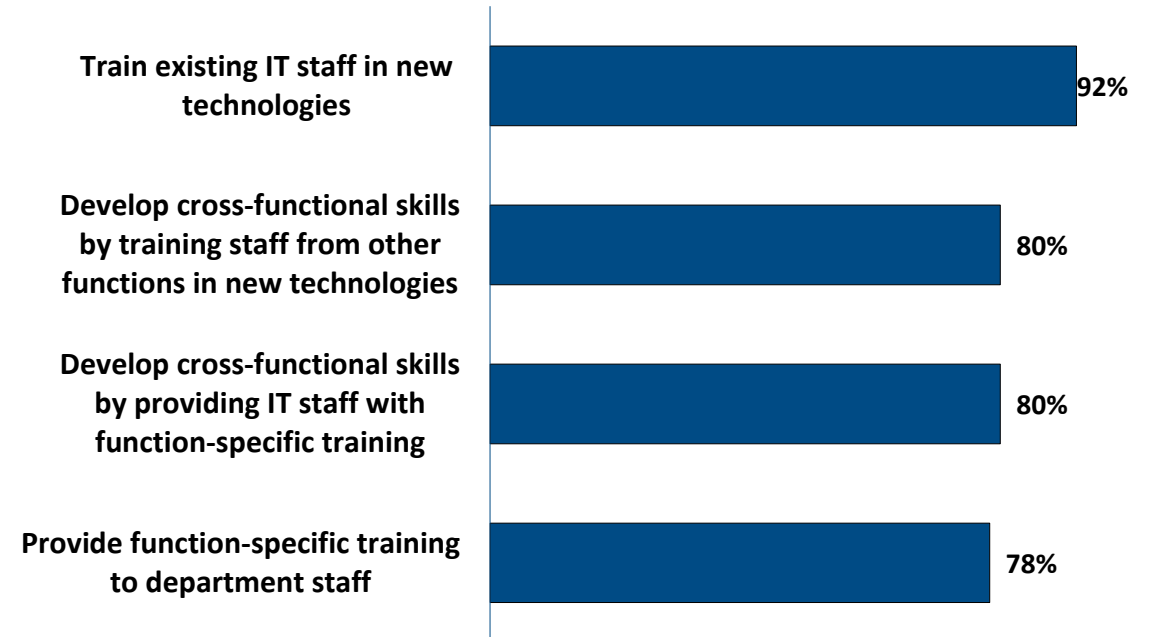
- 3 out of 4 organizations in Turkey have retraining/reskilling programs.
- Training existing IT staff in new technologies stand out as the main method of reskilling existing employees.
- According to survey results, organizations consider more than one method for retraining existing employees. The culture of the organizations determines the combination of these retraining methods.

### Organizations that Have Retraining/Reskilling Programs



Base (Turkey): 78

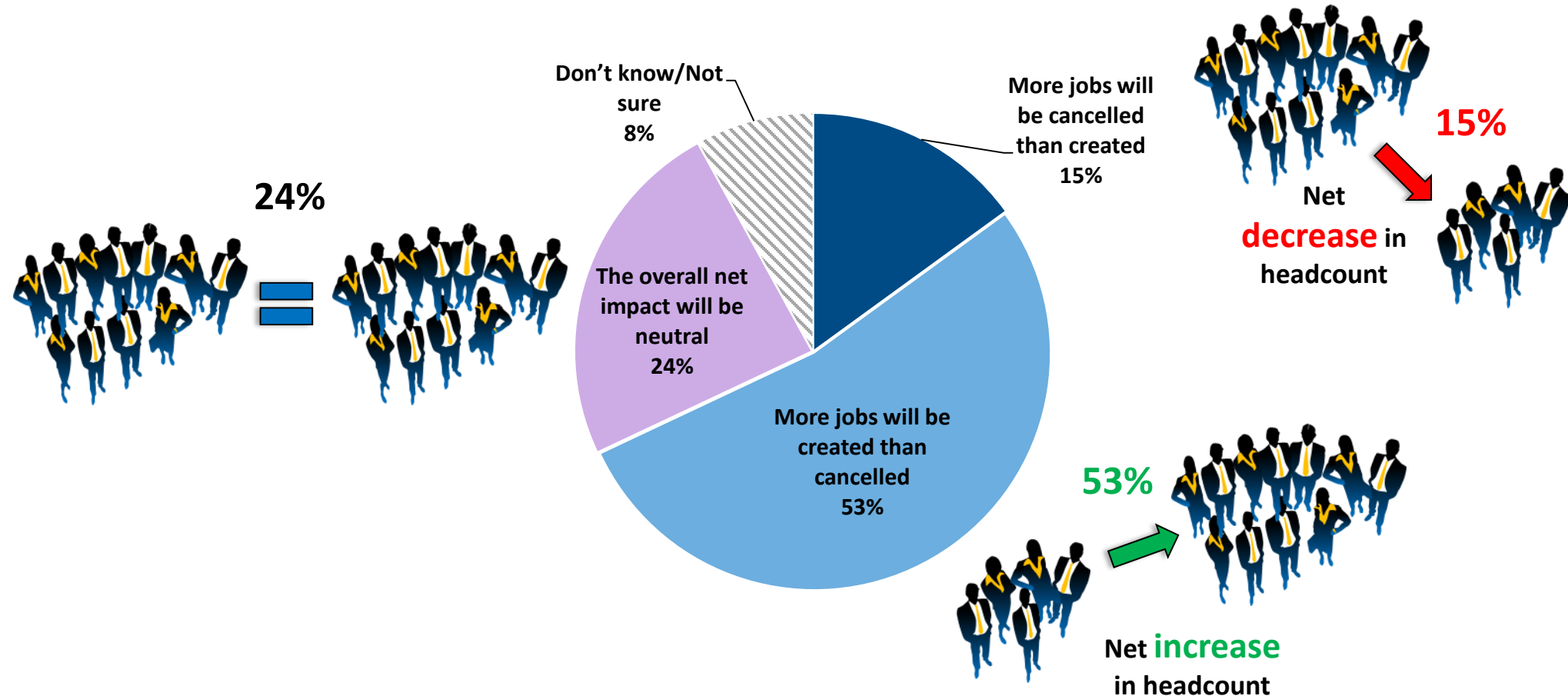
### Methods of Retraining/Reskilling Existing Employees



Base (Companies that have retraining/reskilling programs): 59

# Perceived Effect of Digital Transformation on Headcount

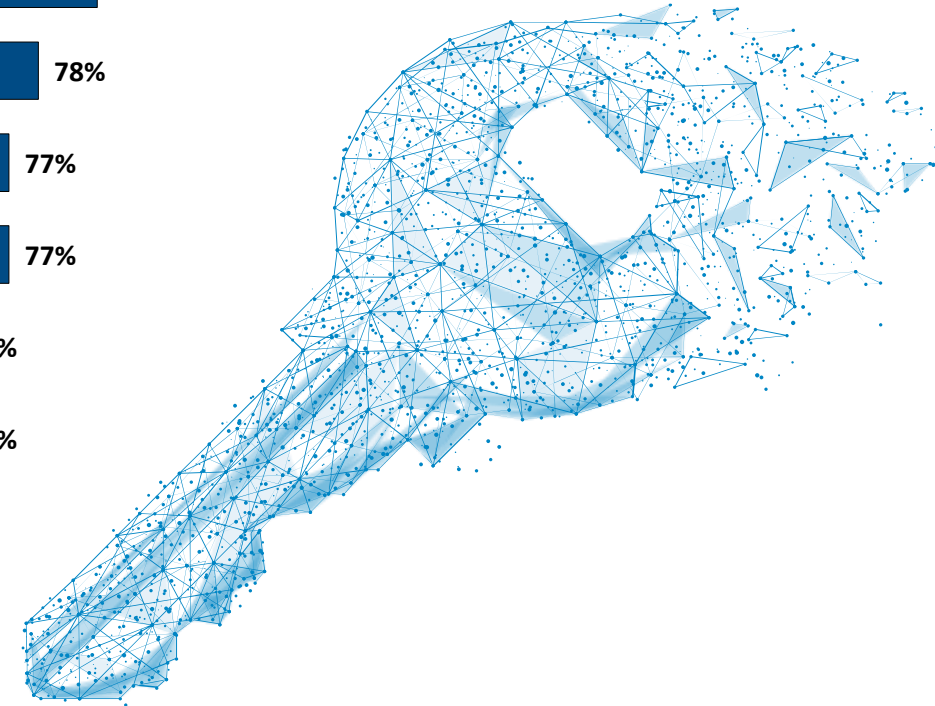
- The majority of the respondents are expecting an increase in headcount due to digital transformation soon.
- A limited number of organizations expect a decrease in headcount.
- As new technologies enter our lives rapidly, it takes a long time to replace traditional technologies with emerging technologies. Therefore, it will take time to retrain employees who are engaged in traditional technologies. This will lead to an increase in new headcounts.



Base (Turkey): 78

# Benefits From Improved Digital Skills

- Respondents are aware that improved digital skills have many benefits for the company. New business opportunities stand out as the main driver of organizations for improving digital skills.
- Improved customer experience ranked as second mainly due to the need for decreasing customer churn and increasing customer satisfaction.
- Profitability is the most common issue for organizations in Turkey. Improved digital skills are expected to create new business opportunities and lead to an increase in profitability.



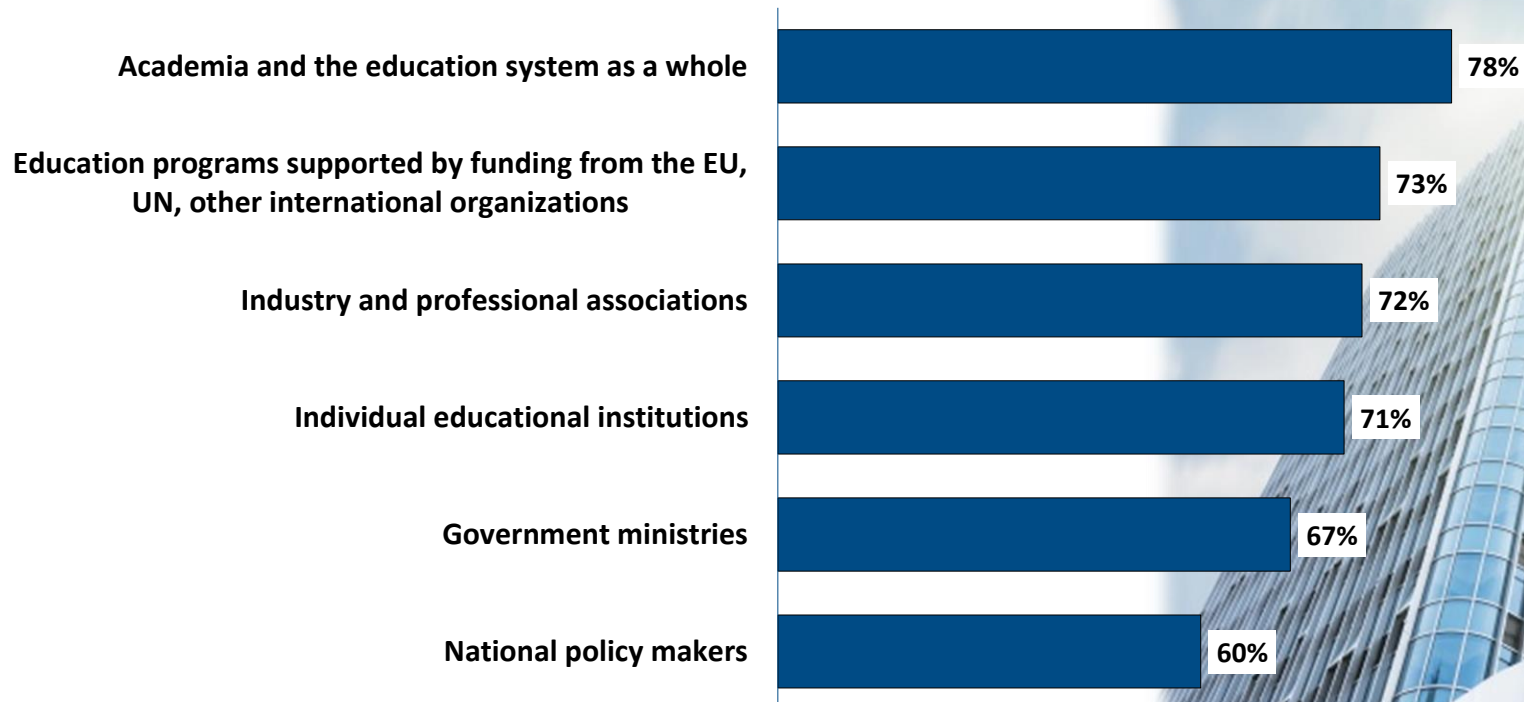
Base (Turkey): 78

Q14. How do you think your company could benefit from the improved digital skills of your employees?

# Organizations That Can Support with Digital Skills



- Academia and the education system stand out as the first choice of organizations to overcome these challenges in recruiting digitally skilled employees.
- A significant number of surveyed executives see education programs supported by funding from international organizations and industry and professional associations as other options that they can leverage to overcome the lack of digital skills challenges.
- Surveyed organizations also stated that they have expectations from government ministries and national policymakers for increasing the number of digitally skilled employees.



Base (Turkey): 78

Q15. Which of these organizations do you think should primarily work with companies to help them overcome their difficulties in recruiting digitally skilled employees?