



# HFS HORIZONS SUMMIT

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HFS

## Employee Experience Imperative: Leveraging Talent in a Hybrid World



**Saurabh Gupta**  
President, Research  
and Advisory Services  
HFS Research



**Phil Fersht**  
CEO and  
Chief Analyst  
HFS Research



**Srikanth Iyengar**  
CEO - Workforce  
Development  
upGrad



**Roger Lvin**  
President and  
Board Member  
Hitachi Vantara



**Irene Sandler**  
VP Global Marketing  
Strategy & Portfolio  
Marketing  
Cognizant



**Andrew Warner**  
Chief Marketing  
Officer  
Brand Pharmacists



**Leslie Willcocks**  
Professor  
London School  
of Economics &  
Political Science

## 2022 was The Great Resignation...



Jaded employee fuelled Great Resignation where many peoples' lifestyles trumped their commitment to their jobs

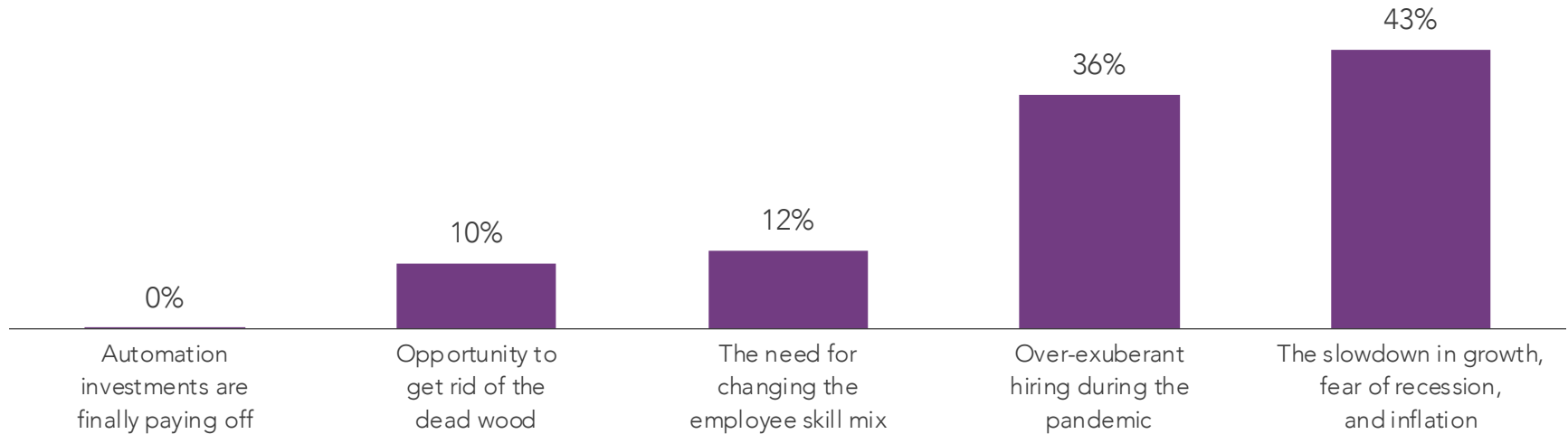
## 2023 is becoming The Great Freakout



Massive tech layoffs, back-to-office mandates, a highly-uncertain economic and political climate, and an epidemic of banks almost collapsing

# Polling question and response:

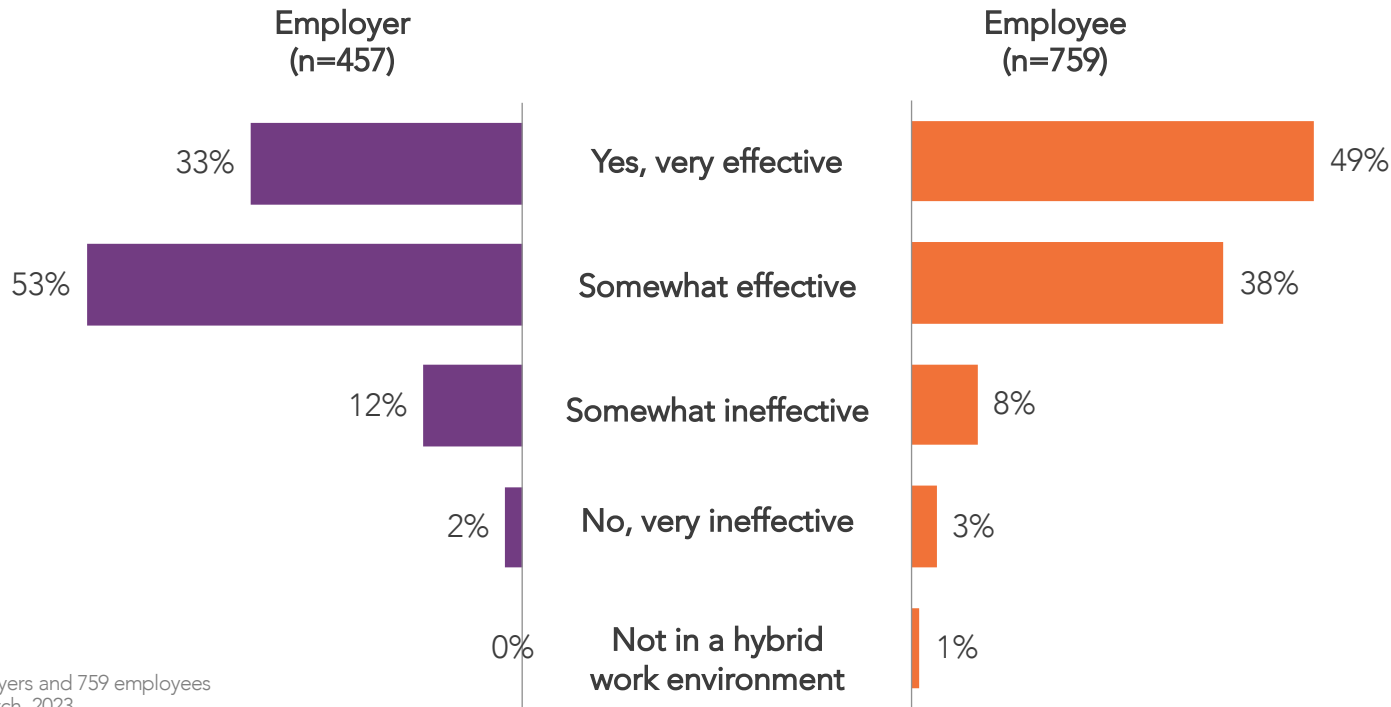
What do you think is the REAL reason behind all the tech layoffs?



Source: HFS Horizons Summit–London, 2023

# The hybrid workforce is here to stay, but we've not figured it out. What is the biggest challenge, and what needs to be done to manage it?

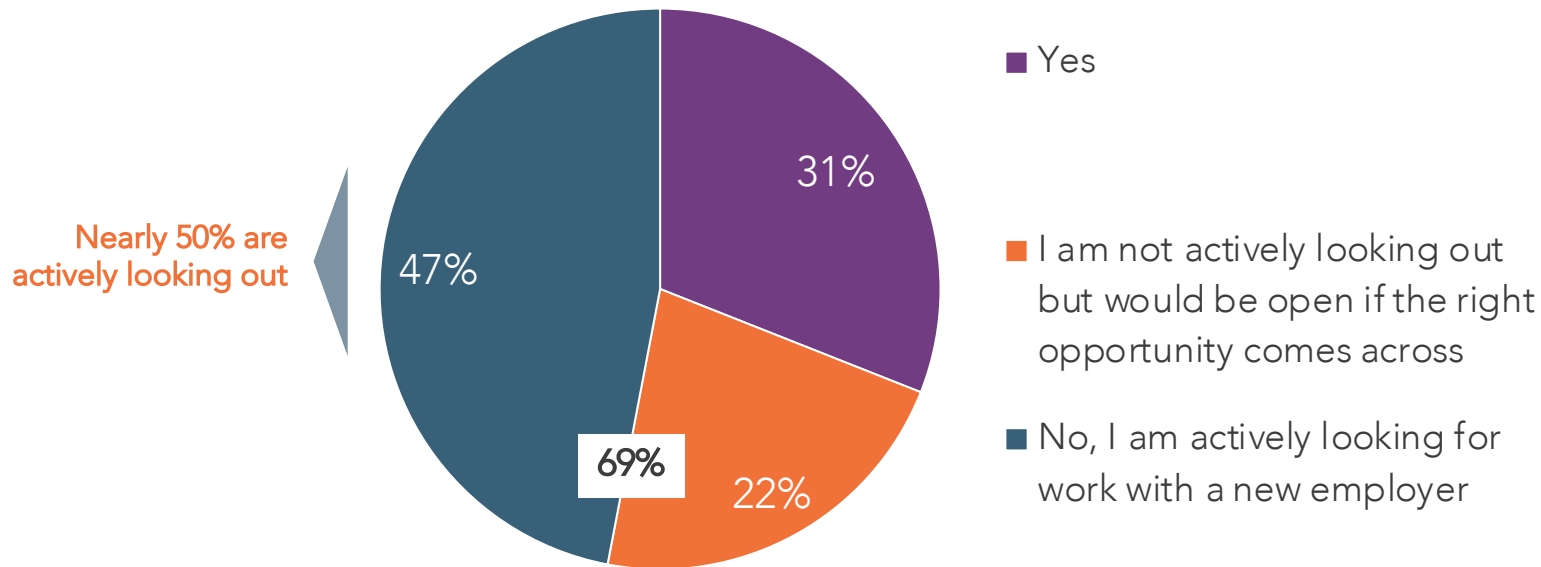
Employees are much more confident in hybrid work compared to employers.



Sample: 457 employers and 759 employees  
Source: HFS Research, 2023

# Despite all the “talk,” Employee Experience (EX) for the IT and business services industry is poor. Why is that?

Do you intend to be with your CURRENT EMPLOYER for the next 12 months?

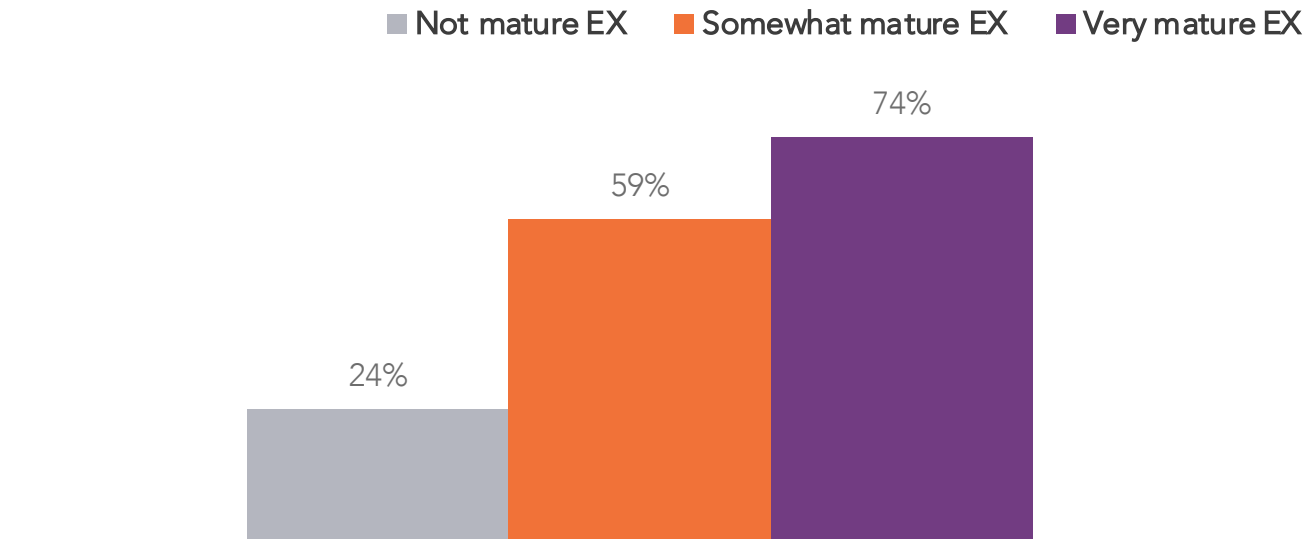


Sample: 1,800 employees across leading IT/business service providers  
Source: HFS Research, 2022

# What EX related investments are required to make hybrid work effective in this emerging digital workplace era?

**Are your employees more or less engaged with their jobs than six months ago?**

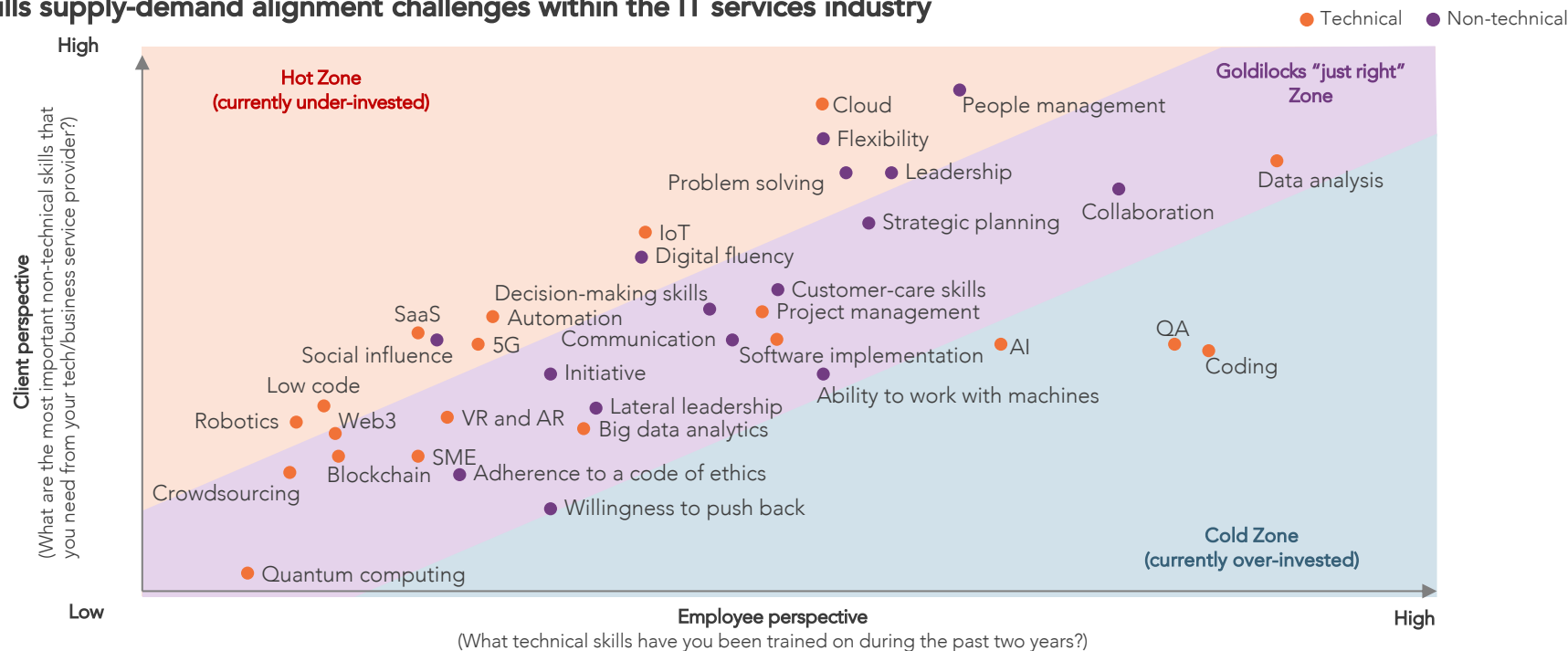
% more engaged



Sample: 668 employers  
Source: HFS Research, 2023

# The balance between the supply and demand of skills is precarious and fragile. How do we build a future-ready talent ecosystem?

## Skills supply-demand alignment challenges within the IT services industry



Sample: 300 enterprises and 600 Indian employees across leading IT/business service providers  
Source: HFS Research, 2023

# What is the significance of diversity, equity, and inclusion in a hybrid world?

## The technology and business services industry is far from reaching gender equality

33%

WOMEN



67%

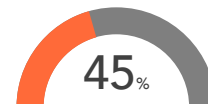
MEN



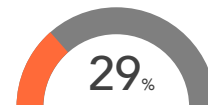
 WOMEN



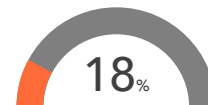
Entry level



Mid level



Senior level



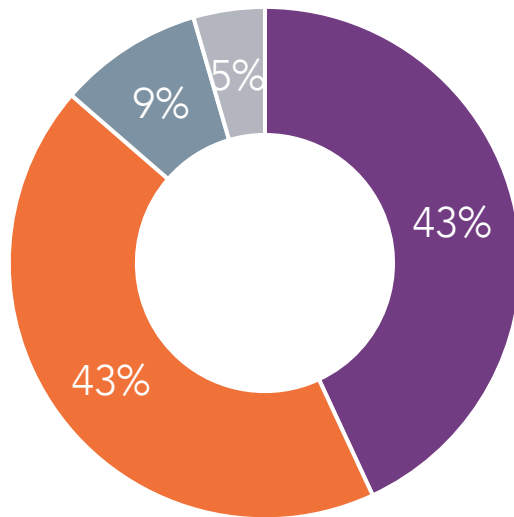
Sample set: Over 2 million employees across leading service providers including Accenture, Capgemini, EXL, Genpact, HCL, Infosys, TCS, Wipro, and WNS  
Source: HFS Research, 2021



# How will we resolve the talent crunch without finding a hidden continent under the ocean!!!

**If you are changing your delivery strategy, what is the primary reasons for the change?**

% respondents



- Remote/ hybrid work has opened up new opportunities
- We need greater access to talent but the labor pools in traditional delivery locations are drying up
- We are seeking different outcomes within our sourcing engagements
- We are not changing our delivery strategy

Sample: 602 executives across Global 2000 enterprises  
Source: HFS Research, 2022

# Ambitious enterprises are rethinking hierarchies and leadership roles to impact experiences of customers, partners and employees

## Chief Executive Officer

Long-term infinite mindset  
Strategy to drive profit with a purpose  
Forcing the change that is needed  
Balancing the desires of the stakeholder mix  
Collaborative innovative culture  
ESG mandate

### **Chief Partner Experience Officer**

Supply chain partners  
Industry partners  
Cross-industry partners  
Technology & Business Service  
Partners  
Hyperscaler Partners

### **Chief Transformation Officer**

IT and Business Operations  
End-to-end process ownership  
Data & decisions  
Cybersecurity  
Enabling technologies  
(automation, AI, blockchain,  
5G, and others)

### **Chief Customer Experience Officer**

Anticipate customer needs  
CX Design and Delivery  
Digital + Physical engagement  
Mindshare growth (marketing)  
Wallet-share growth (sales)

### **Chief Employee Experience Officer**

OneOffice skills  
Digitally Fluent Workforce  
Drive organizational values  
Organizational change  
management  
Alternative talent models  
Internal stakeholder alignment

# Do we need to rethink the talent leadership role? How would you define success?

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