

A decorative background graphic on the left side of the page features a dense network of blue and red lines and dots, resembling a data visualization or a complex network diagram. The lines flow from the top left towards the right, where they merge into larger, wavy blue and red shapes that extend towards the top right corner of the page.

Reskilling Imperatives for Enterprises in the Digital Age

Skills Transformation Journey

Conceptualized and Developed: June-2020

The objective of the document is to provide a comprehensive analysis of the elements of Skills Transformation Journey for Modern Organizations

EMERGING RESKILLING PATTERNS

At Draup, we study and track several career paths. The following are the interesting transitions we are observing

Call Center Agent	→	Inside Sales Representative
Call Center Agent	→	Customer Account Executive
Database Administrator	→	Software Engineer
Data Analyst	→	Business Storyteller
Marketing Analyst	→	Digital Marketing Analyst
Financial Analyst	→	Financial Engineer
Organizational Psychologist	→	UI Designer
Program Manager	→	Agile Coach/Scrum Master

Emerging Reskilling Trends – Call Center Agent reskilling to become Inside Sales Representative



Call Center Specialist

Responding to customer inquiries, complaints regarding company records, billings, contract renewals, and supply returns over inbound calls & written inquiries from clients/customers

RESKILLING JOURNEY – 5 to 6 Weeks²

EXISTING SKILLS ¹		ACQUIRED SKILLS ¹		TIMELINE	Inside Sales Representative³ Ben Lee Sales Executive (2016 – 2019) Hoshin Kenzi M Sdn Bhd Yagnesh Bangera Sr. Inside Sales Executive (2017 – Present) Simplilearn Create solutions as per customer requirement, ensure a smooth sales process and find new sales leads through client referrals, directories
CUSTOMER RELATIONSHIP MANAGEMENT	CRM Tools – Salesforce, Zoho CRM, HubSpot Email & Call Management	SALES INTELLIGENCE	Sales Intelligence Tools – LinkedIn, Owler, Clearbit, Sales Cloud, Lead Nurturing Tools – 6sense, LeadIQ Domain Expertise & Product Knowledge, Lead Scoring, Account Management	2 to 3 Weeks	
CUSTOMER SERVICE	Cold Calling, Outbound Calls Handling, Telemarketing, BPO, Product Vision & Domain Expertise				
OPERATIONS & ANALYTICS	Tools – MyOperator, Exotel, SurveyMonkey, n!Gage Workforce Management, Post-Contact Customer Survey, Reporting, Call Center Software Integration, Whisper Coaching	SALES ANALYTICS	Analytics Tools – Salesforce, InsightSquared, Tableau, Clari Sales Forecasting Analysis, Report Building, Pipeline Tracking	3 to 4 Weeks	
CORPORATE PRODUCTIVITY	Collaborative Tools – MS Excel, MS PowerPoint, SharePoint, G-Suite, Slack, MS Teams				
BEHAVIOURAL SKILLS	Effective communication, interpersonal skills, empathy, conflict & people management, attention to detail, adaptability, multi-tasking, patience, organization, composed under pressure				

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Existing skills Acquired skills

NOTE: ¹Existing Skills and Acquired Skills have been identified through the analysis of relevant JDs from a dataset of over 1 Million+ Job Descriptions. ²The reskilling timelines presented above consider 10-12 hours of dedicated learning per week for theoretical knowledge. Hands-on practice hours may vary from person-to-person. ³The profiles showcased are of actual professionals, data extracted from Draup's Rolodex

Emerging Reskilling Trends – Call Center Agent reskilling to become Customer Success Manager



Call Center Specialist

Responding to customer inquiries, complaints regarding company records, billings, contract renewals, and supply returns over inbound calls & written inquiries from clients/customers

RESKILLING JOURNEY – 7 to 8 Weeks

EXISTING SKILLS		ACQUIRED SKILLS		TIMELINE	Customer Success Manager Max Viñolo Usón Customer Success Manager (2019 – 2020) Cooltra Motors Francois Chaumette Customer Success Specialist (2019 – Present) WillScot Develop customer relationships that promote retention and loyalty, and handle/resolve customer requests and complaints, analyse customer data to improve customer experience
CUSTOMER RELATIONSHIP MANAGEMENT	CRM Tools – Salesforce, Zoho CRM, HubSpot Email & Call Management	CUSTOMER SUCCESS	Churn Prediction tools – Adobe Target, MixPanel, InnerTrends Customer Retention Analysis – KISSmetrics, Cohort Analysis Account Development Planning, Customer Churn Management, Customer Retention	2 to 3 Weeks	
CUSTOMER SERVICE	Cold Calling, Outbound Calls Handling, Telemarketing, BPO, Product Vision & Domain Expertise		DATA ANALYTICS & VISUALIZATION	Data Analytics Tools – Salesforce, MS Excel, SQL, Visualization Tools – Tableau, Clari, QlikView Sales Forecasting Analysis, Reporting, KPI Tracking, Presentations	
OPERATIONS & ANALYTICS	Tools – MyOperator, Exotel, SurveyMonkey, n!Gage Workforce Management, Post-Contact Customer Survey, Reporting, Call Center Software Integration, Whisper Coaching	MANAGEMENT SKILLS		Customer/ Stakeholder Relationship Management, Customer Contract Life Cycle Management, Project Management & Strategic Planning, Network Building, Performance Management, Account Management	
CORPORATE PRODUCTIVITY	Collaborative Tools – MS Excel, MS PowerPoint, SharePoint, G-Suite, Slack, MS Teams				
BEHAVIOURAL SKILLS	Effective communication, interpersonal skills, empathy, conflict & people management, attention to detail, adaptability, multi-tasking, patience, organization, composed under pressure				

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Existing skills Acquired skills

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Emerging Reskilling Trends – Database Administrator reskilling to become Software Development Engineer with an intermediate transition to QA Test Automation Engineer



Database Administrator

Database administrators use specialized software to store and organise data. The role may include capacity planning, installation, configuration, database design, migration, performance monitoring, security, troubleshooting, as well as backup and data recovery.

RESKILLING JOURNEY – 21 to 26 Weeks

EXISTING SKILLS		ACQUIRED SKILLS		TIMELINE	QA Test Automation Engineer	ACQUIRED SKILLS		TIMELINE	Software Development Engineer
PROGRAMMING	Introductory Programming– Java, R, Python	DEVOPS & CI/CD	Containers – Kubernetes, Docker, fCI/CD – Ansible, Chef, Git Containerization, Version Control, Configuration Management	4 to 5 weeks	Javier Valenzani QA Automation Engineer, (2017 – 2020) MonteVideo COMM	PROGRAMMING LANGUAGES	Programming Languages – Object Oriented Programming in Java, C/C++, Go	8 to 9 Weeks	Javier Valenzani Software Engineer, (2020 – Present) Holberton School
OPERATING SYSTEMS	UNIX, Lynus & Solar Systems, Mac OS					DISTRIBUTED TECHNOLOGIES	Enterprise Service Bus tools (ESB) – Oracle ESB, Mule ESB, RedHat JBoss Fuse Distributed Systems Development, Distributed Computing		
DBMS	Databases-SQL, MongoDB, Postgre SQL, Database Managing, Securing, Trouble Shooting ,Clustering ,Scaling							SOA	
CLOUD SERVICES	AWS, Microsoft Azure.	TESTING	Selenium, Robotium, Telerik, Test Automation	3 to 4 weeks	Juhi Asthana QA Test Analyst, (2018 – 2019) GlobalLogic				Juhi Asthana Software Engineer (2018 – 2019) GlobalLogic
PM	Jira,Slack.Agile				Design test automation scripts and investigating problems in software as a result of testing				Design, build and develop computer systems & software from scratch
DATABASE DESIGN	Server Support, Warehousing ,Data Collection, Disaster Recovery,Profiling.								
BEHAVIOURAL SKILLS	Communication skills, strategic & analytical, problem solving skills								

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Existing skills Acquired skills

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Emerging Reskilling Trends – Data Analyst reskilling to become Business Storyteller



Data Analyst

Interpreting data, analysing results using statistical techniques and developing & implementing data analyses/collection systems and other strategies that optimize statistical efficiency and quality

RESKILLING JOURNEY – 11 to 12 Weeks

EXISTING SKILLS		ACQUIRED SKILLS		TIMELINE	Business Storyteller Kristof Jacobs Data Storyteller (2019 – Present) KBC Bank & Verzekering Jeff Weir Business Storyteller (2019 – Present) Heavy Duty Decisions Create content in form of stories to brand the company to engage audiences and drive them to take a desired action. The role involves product positioning, marketing and communicating about the product.
DATABASE SKILLS	SQL Queries, Databases – MySQL, NoSQL, SQL Servers	STRATEGIC ANALYSIS	Strategic Opportunities Identification, Strategic Planning and Execution, Strategy Validation and Control, through methods including ROI Analysis, Value Chain Analysis, Use Case Modeling, Effectiveness Mapping, Market/Customer Intelligence	3 to 4 Weeks	
DATA WAREHOUSING	ETL tools – Stitch Data, Informatica, Databricks Hadoop – Apache Hive, MapReduce, Druid Data Processing, Data Monitoring, ETL Frameworks		BRANDING	Tools – Google Analytics iSpionage Brand Positioning, Communication Strategy, Product Vision, Visual Design Strategy	
DATA ANALYTICS	Analytics tools – VBAs in Excel, SAS, KNIME, Salesforce, SPSS Statistical Modelling – R Programming, Python, Regression	MARKETING		SEO tools – Google Page Speed Insights, SpyFu Digital Marketing Strategies, SEO, Social Media Advertising, Web Performance Optimization, Media Planning	
DATA VISUALISATION	Visualization tools – Tableau, QlikView, PowerPoint, G-Charts User Stories, Statistics, Reporting, Infographics, Flow Charts		BUSINESS STORYTELLING	Small-S/Big-S Storytelling Techniques, Story Crafting, Narratives Development, Brand Storytelling, Leadership Communication, Change Visualization and others	
PROJECT MANAGEMENT	Project Management – WaterFall/Agile Frameworks, JIRA Collaborative tools – Slack, Outlook, MS Teams				
BEHAVIOURAL SKILLS	Strong communication skills, strategic & analytical, problem solving skills, time management, collaborative, creative, perform under high pressure, articulate, high attention to detail				

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Existing skills Acquired skills

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Emerging Reskilling Trends – Program Manager reskilling to become Scrum Master



Program Manager

Set a vision, enterprise software development and establishing technology operations to provide exceptional user experience

RESKILLING JOURNEY – 6 to 7 Weeks

EXISTING SKILLS		ACQUIRED SKILLS		TIMELINE	Scrum Master Anand Amarnani Scrum Master (2019 – Present) IBM Krishna Sanganeria Project Manager (2015 – Present) Infosys Manage multiple parallel releases through standard Agile processes and to ensure delivery is within budget and quality
SCRUM METHODOLOGY	Waterfall Development – JIRA, Kanban Frameworks	JIRA & AGILE INTRODUCTION	Learn Basic Agile Principles Achieving Agile Transformation with Kanban, Kotter & Lean	3 to 4 Weeks	
SOFTWARE LIFECYCLE MANAGEMENT	User Experience (UX) Design, Risk Identification & Mitigation, KPI Tracking Software Configuration & Testing, Agile Frameworks		AGILE/SCRUM DEVELOPMENT METHODOLOGY		
DATA VISUALIZATION & SOFTWARE DEPLOYMENT	CI/CD tools – Ansible, Chef, Git, Data Visualization – PowerBI, Tableau Infrastructure, Cloud, SaaS Program, CI/CD Workflows				
PROJECT MANAGEMENT	Conception & initiation, planning, execution & monitoring Knowledge of integration and stakeholder management				
BEHAVIOURAL SKILLS	Project risk assessment, people management, leadership skills, collaborative, solve tough problems at scale, strong interpersonal & communication skills, customer desires-first approach				

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Existing skills Acquired skills

NOTE: ¹Existing Skills and Acquired Skills have been identified through the analysis of relevant JDs from a dataset of over 1 Million+ Job Descriptions. ²The reskilling timelines presented above consider 10-12 hours of dedicated learning per week for theoretical knowledge. Hands-on practice hours may vary from person-to-person. ³The profiles showcased are of actual professionals, data extracted from Draup's Rolodex

Emerging Reskilling Trends – Cognitive Psychologist reskilling to become UI/UX Designer



Cognitive Psychologist

Cognitive psychologists specialize in human thought processes, such as how people learn or how they perceive information.

RESKILLING JOURNEY – 11 to 12 Weeks

EXISTING SKILLS		ACQUIRED SKILLS		TIMELINE	UI/UX Designer Christian Valla UI /UX Researcher/ Designer(2013 – 2014) Barnes and Noble and later Twitter Arnau Ortiz Amenós UI /UX Researcher (2014 – 2016) Wallopop Design & develop user interfaces in software or computerized devices with a focus on looks or style such that users will find it easy to use
PSYCHOLOGY & BEHAVIOURAL SCIENCES	Knowledge of psychological theory and practice Masters or Doctorate degree in the field of psychological study	PROGRAMMING	Programming Languages – HTML, Java Script, Java/Python	4 to 5 Weeks	
THERAPY AND TREATMENT	Primary Care Provision to patients with mental and behavioral issues Experience in conducting Therapy sessions and Psychological Evaluation	DESIGN OPERATIONS	Customer Research, Rapid Prototyping (Adobe XD, Sketch) Commercial Drivers & SLA Stipulations, KPI Dashboards & Reporting, Customer Journey & ROI Mapping	2 to 3 Weeks	
TEACHINGS AND RESEARCH	Training in psychology/mental health related matters Investigative ability to Identifying problems and find solutions		DEVELOPMENT FRAMEWORKS	Front-End Development – AJAX, Angular Js, React Js	
BEHAVIOURAL SKILLS	Strong communication and team working skills Ability to relate to and empathize people Sensitive listening and questioning skills Ability to cope with emotionally demanding situations	PRODUCT DESIGN	UX Design tools – Sketch, CSS, Illustrator, Photoshop, UserZoom or Validately Interaction/User Experience (UX) design	3 to 4 Weeks	

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Existing skills

Acquired skills

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Draup's analysis shows reskilling internal workforce can improve hiring metrics; Internal professionals are aligned to the 9 critical hiring components compared to external professionals



External Hiring v/s Reskilling Analysis

Component	Description	Hiring	Reskilling
Stakeholder Management	Managing internal and external stakeholders is an essential component of an organisation's process. Understanding specific nuances can be difficult for new hires. A reskilling component here can save organisations a lot of time and money.	-	✓
Technical Writing & Communication	Technical skills which can be acquired through accessibility of multiple online learning platforms and digital tools, are very hard to acquire. Most of these skills take a significant amount of time, experience and expertise to acquire.	-	✓
Culture Fit	Internal employees often hold an advantage over external hires as the cultural fit is already proven and established. These employees have already spent time in and understand the internal dynamics and complexities of a given organization.	x	✓
Understanding of Company Proprietary Systems	Understanding of company proprietary systems are typically acquired by the resource through the company-specific experience. Such individuals provide very valuable pool of reskillable candidates in any organization. Such employees only require to be trained on a few technical skills and can begin working on required tasks within a few months.	x	✓
Inclusivity	Every organisation is unique in the way it creates inclusivity among its workforce. Existing employees are accustomed to organisational best practices in this regard and find it significantly easier to adapt to organisational norms than new hires.	x	✓
Internal Resource Network	Internal employees of an organisation have greater experience with leveraging internal resources for higher productivity. New hires, on the other hand, take significantly more time to understand internal organisational processes.	x	✓
Digital Skills	Knowledge and working experience with a variety of different digital tools, technologies and operational workflows is another key skill for a modern-day employee. An individual with multifaceted digital skillset not only helps companies save time, effort and cost but also enable the internal teams as well as the company to evolve in time with the current and future technological changes.	✓	✓
Understanding of Relevant Business Domains & Metrics	Domain skills provide an employee with appropriate knowledge of the various business rules and protocols within an industry. This is a difficult to learn and our research shows job roles such as engineers often take 6 months to 9 months to acquire this skill. According to Draup Research, over 68% of the Job Descriptions of Data Scientist role shared by Fortune 500 companies put an emphasis on this skill the preferred requirement of having an experience with the application of core skills in the retail functional domain.	x	✓
Soft Skills	Soft skills are general intelligence, characteristic and interpersonal traits that form a critical part of any individual. These are personal attributes that affect a person's ability to perform the required tasks as well as communicate and interact with others. Improving employees' soft skills have become a top priority for organizations due to observed benefits in terms of increased productivity, improved retention rates, and higher employee satisfaction .	✓	✓

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NOTE: ¹The parameters are rated and compared according to their relative feasibility & value additions in Internal Workforce Reskilling over External Hiring technique. ²The parameters left blank (-) represent similar outcomes with no relative difference in both the hiring models

Draup's cost benefits model estimates reskilling internal workforce can help save organizations save up to 22% in costs



COST EQUATION

$$\text{Cost comparison between hiring and reskilling} = \frac{(\text{Cost of Hiring} - \text{Cost of Reskilling})}{(\text{Cost of Hiring})}$$

- Cost of Hiring = (Salary Cost of Hiring) + (Productivity Cost of Hiring) + (Hiring Operational Costs)
- Cost of Reskilling = (Salary Cost of Reskilling) + (Productivity Cost of Reskilling) + (Training Operational Costs)

MONTH		1	2	3	4	5	6	7	8	9	10	11	12	SUM
HIRE	PRODUCTIVITY BENEFIT	-	-	-	0.25P	0.40P	0.55P	0.70P	0.85P	P	P	P	P	6.75P
	COST (SALARY)	-	-	-	D	D	D	D	D	D	D	D	D	9D
RESKILL	PRODUCTIVITY BENEFIT	P/9	2P/9	3P/9	4P/9	5P/9	6P/9	7P/9	8P/9	P	P	P	P	8P
	COST (SALARY)	D'	D'	D'	D'	D'	D'	D'	D'	D'	D'	D'	D	11D'+D

20%+
Higher productivity is observed from an employee undergoing internal reskilling over hiring externally with lesser costs

ASSUMPTIONS

- (Salary Cost of Hiring) and (Salary Cost of Reskilling) have been derived using the above graphs, where **D'** has been derived assuming an annual salary cost of **\$100,000** and **D** has been derived as **35%** higher than **D'**
- For (Productivity Cost of Hiring) and (Productivity Cost of Reskilling), Productivity Cost Factors have been derived from (12P – Productivity Benefit). Next, productivity – compensation factor has been used to calculate Productivity Cost
- Training Operational Costs have been assumed to be **\$3,900** per employee. This has been derived from an estimate that companies spend **\$1,340** per employee on a training program which lasts **34.1 hours**. For a **Data Scientist** reskilling program, a duration of **100 hours** has been assumed
- Position is filled, and fresh hire starts working **3 months** after a job posting is made
- The fresh hire starts working with **25%** productivity and attains **100%** productivity in the **6th** month of the job
- An existing employee undergoing reskilling will take **9 months** of on-the-job reskilling to attain **100%** productivity
- The existing employee undergoes a salary correction **3 months** after the end of the reskilling program

Source:
The Cost of Employee Turnover by William G. Bliss
Draup's cost benefit analysis

MECHANICS OF RESKILLING

Reskilling Propensity Dashboard: Draup analyses 5+ factors and creates custom Reskill Propensity Index Dashboards for all possible Job roles critical for any company



Roles leading to SCRUM MASTER

Draup's ML model provides a reskilling propensity index based on the skill and role inputs provided by the user.

Reskilling Propensity Index

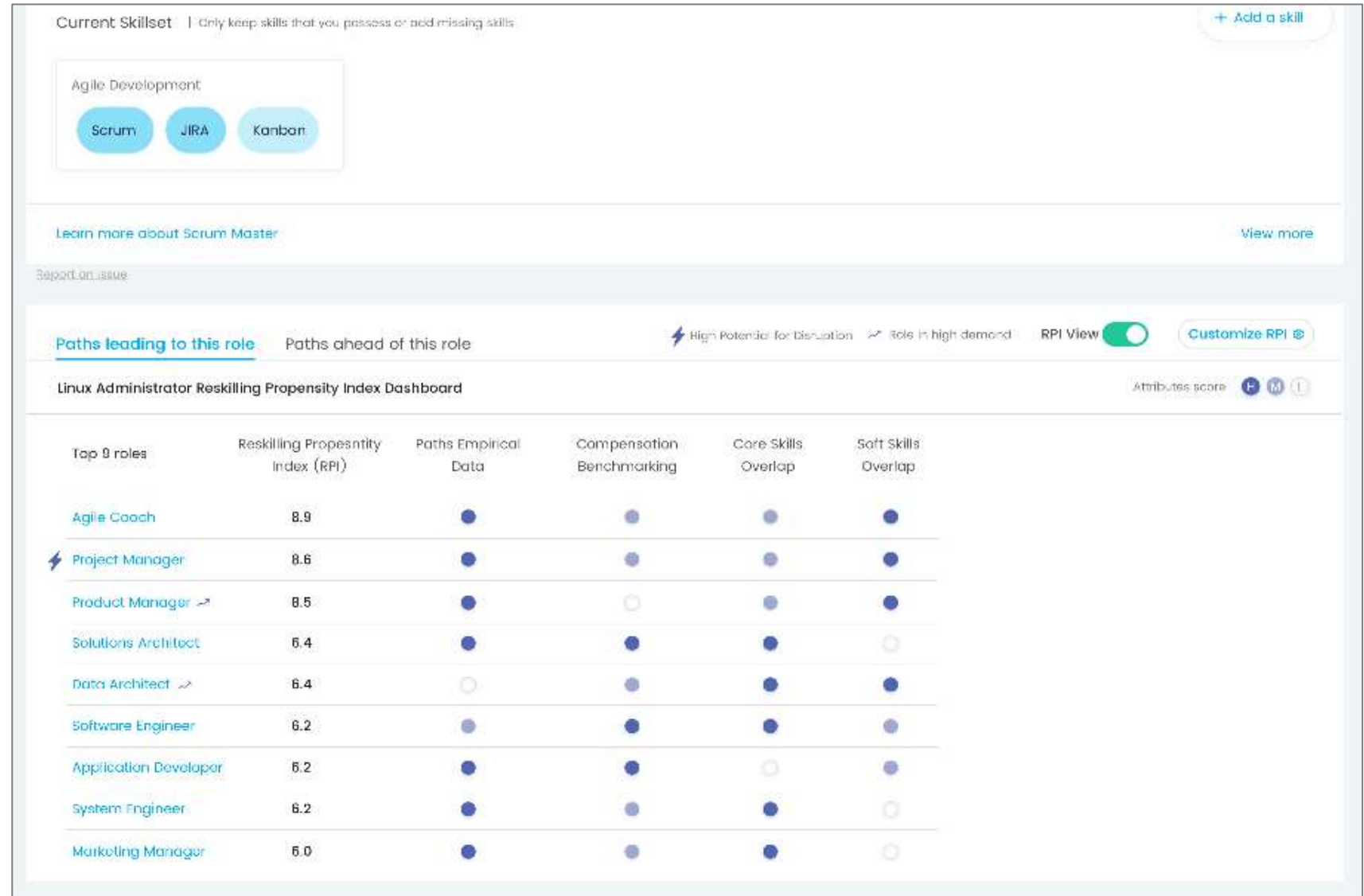
Users can select a set of skills which the Draup platform takes as input. An option to understand the role in detail is added for a through analysis.

The platform enables analysis of key parameters such as **Paths Empirical Data, Compensation Benchmarking, Core and Soft skill overlap** to calculate reskilling propensity. Each job role is scored under each of the above-mentioned parameters.

Customization of Dashboard

A customised reskilling dashboard facilitates prioritizing of reskilling to target roles. The user has option to explore reskilling paths ahead of the target role.

The platform highlights roles that are at **the risk of disruption** and roles that are in **high demand** to enable user to handpick internal roles for reskilling



NOTE: Draup uses company specific Job Descriptions to generate these data points. This is a custom index created for some of our clients. The values and rankings are likely to change depending on specific organization requirements. The parameters identified above are the critical ones as identified by Draup. Other parameters can also be included as per company-specific requirements

SOURCE: Draup Platform's Reskilling Module

RPI Customization: Reskill Propensity Index customization to generate targeted reskilling recommendations; user preferences are local to the scenario



RPI Customization:

Draup takes inputs on reskilling attributes from the platform user to understand their reskilling priority. These inputs are utilized to create a customized reskilling plan

RPI Attributes

Draup analyses different attributes to understand the feasibility of reskilling. These parameters include-

- Path Empirical Data
- Compensation Benchmarking
- Core Skill Overlap
- Soft Skill Overlap
- Average Experience

Draup provides a default view based on its market intelligence. User has the flexibility to change the scores as per their preference. These preferences are local to the scenario in question, and do not impact the preferences for other existing scenarios.

Customize Reskilling Propensity Index (RPI) as per your needs
Tell us how much these attributes matter to you

Attributes	Not at All	Somewhat Important	Important	Very Important	Critical
Path Empirical Data	1	2	3	4	5
Compensation Benchmarking	1	2	3	4	5
Core Skills Overlap	1	2	3	4	5
Soft Skills Overlap	1	2	3	4	5
Average Experience	1	2	3	4	5

FAQs ▾ Why should I customize Reskilling Propensity Index? What do these attributes mean?

Draup's Proprietary Reskilling Propensity Index Model evaluates which roles can transition into high demand and medium demand priorities



Y Axis DEPARTURE ROLE X Axis DESTINATION ROLE	Project Manager	Business Analyst	Operations Manager	Business Development Manager	Sales Manager	Product Manager	Marketing Manager	Account Manager	Software Development Engineer	Applications Developer/Engineer	Data Analyst	Human Resources Manager	Account Executive	Communications Manager	Supply Chain Manager	Quality Manager	Financial Analyst	Production Manager	Business Development Executive	System Engineer	IT Project Manager	Quality Assurance Manager	Planning Analyst	Customer Service Manager	Product Specialist	Project Coordinator	Finance Manager	Systems Administrator	Procurement Manager	Administrative Assistant
Administrative Assistant	0.81	0.80	0.82	0.74	0.79	0.67	0.76	0.83	0.68	0.68	0.80	0.81	0.83	0.70	0.69	0.67	0.81	0.77	0.77	0.65	0.51	0.60	0.81	0.83	0.74	0.87	0.70	0.79	0.59	
Account Manager	0.83	0.82	0.86	0.88	0.84	0.80	0.82		0.69	0.71	0.73	0.80	0.81	0.81	0.78	0.72	0.78	0.80	0.84	0.73	0.72	0.68	0.76	0.80	0.82	0.77	0.78	0.70	0.72	0.70
Operations Manager	0.86	0.85		0.86	0.84	0.78	0.78	0.76	0.72	0.72	0.71	0.84	0.77	0.74	0.88	0.85	0.78	0.85	0.74	0.75	0.74	0.81	0.73	0.72	0.73	0.68	0.80	0.75	0.80	0.66
Customer Service Manager	0.83	0.82	0.87	0.83	0.81	0.78	0.80	0.87	0.69	0.69	0.71	0.84	0.82	0.75	0.82	0.82	0.77	0.85	0.77	0.69	0.68	0.77	0.80		0.78	0.82	0.71	0.74	0.70	0.77
Process Analyst	0.86	0.90	0.86	0.79	0.75	0.80	0.68	0.77	0.77	0.78	0.86	0.70	0.77	0.58	0.77	0.80	0.86	0.74	0.75	0.79	0.80	0.73	0.85	0.68	0.85	0.76	0.75	0.76	0.65	0.66
Customer Service Specialist	0.80	0.81	0.81	0.77	0.80	0.73	0.74	0.85	0.71	0.71	0.78	0.71	0.83	0.56	0.70	0.62	0.76	0.68	0.81	0.69	0.53	0.57	0.80	0.87	0.81	0.83	0.60	0.78	0.43	0.86
Business Analyst	0.87		0.80	0.85	0.82	0.83	0.81	0.72	0.80	0.80	0.75	0.79	0.69	0.71	0.85	0.74	0.76	0.67	0.68	0.81	0.84	0.80	0.74	0.63	0.76	0.69	0.84	0.76	0.69	0.62
Data Analyst	0.83	0.87	0.82	0.78	0.78	0.79	0.78	0.76	0.80	0.80		0.65	0.81	0.57	0.67	0.63	0.87	0.71	0.77	0.81	0.73	0.65	0.80	0.61	0.88	0.73	0.71	0.81	0.52	0.68
Project Coordinator	0.85	0.84	0.84	0.81	0.79	0.78	0.79	0.86	0.75	0.74	0.79	0.80	0.82	0.78	0.76	0.77	0.82	0.84	0.79	0.74	0.80	0.67	0.84	0.83	0.79		0.71	0.76	0.72	0.79
Talent Acquisition Specialist	0.80	0.80	0.82	0.83	0.82	0.71	0.77	0.86	0.69	0.71	0.76	0.84	0.85	0.69	0.68	0.64	0.77	0.73	0.85	0.64	0.59	0.43	0.77	0.80	0.73	0.81	0.71	0.65	0.60	0.75
Marketing Associate	0.83	0.82	0.83	0.84	0.84	0.80	0.84	0.86	0.71	0.70	0.78	0.75	0.87	0.83	0.70	0.65	0.78	0.77	0.87	0.72	0.57	0.59	0.75	0.78	0.82	0.80	0.69	0.72	0.69	0.76
Market Research Analyst	0.82	0.85	0.82	0.82	0.81	0.79	0.81	0.81	0.76	0.75	0.88	0.72	0.86	0.75	0.62	0.62	0.87	0.70	0.85	0.77	0.58	0.53	0.82	0.65	0.82	0.75	0.72	0.70	0.46	0.71
Account Executive	0.83	0.81	0.85	0.88	0.87	0.79	0.82	0.83	0.69	0.70	0.79	0.75		0.81	0.74	0.65	0.83	0.81	0.87	0.69	0.58	0.60	0.80	0.73	0.83	0.74	0.77	0.69	0.60	0.69
Planning Analyst	0.85	0.88	0.85	0.78	0.79	0.78	0.78	0.78	0.70	0.70	0.81	0.69	0.81	0.65	0.88	0.76	0.85	0.86	0.68	0.68	0.61	0.63		0.74	0.76	0.77	0.74	0.70	0.77	0.70
Business Development Executive	0.82	0.84	0.85	0.88	0.87	0.78	0.81	0.83	0.73	0.73	0.81	0.79	0.88	0.74	0.73	0.58	0.81	0.75		0.74	0.67	0.57	0.73	0.72	0.82	0.74	0.70	0.73	0.69	0.67
Pricing Analyst	0.84	0.86	0.86	0.81	0.77	0.80	0.78	0.85	0.65	0.64	0.84	0.65	0.82	0.53	0.73	0.44	0.85	0.50	0.71	0.50	0.40	0.32	0.85	0.75	0.85	0.71	0.77	0.59	0.49	0.69
Accounting Analyst	0.80	0.83	0.81	0.64	0.74	0.60	0.70	0.85	0.65	0.64	0.81	0.75	0.82	0.39	0.67	0.46	0.86	0.63	0.62	0.58	0.43	0.43	0.81	0.77	0.72	0.82	0.81	0.54	0.40	0.80
Event Manager	0.83	0.78	0.85	0.83	0.81	0.76	0.84	0.87	0.70	0.71	0.70	0.79	0.82	0.84	0.75	0.65	0.73	0.83	0.79	0.65	0.60	0.60	0.72	0.75	0.75	0.79	0.67	0.65	0.60	0.72
Administrative Manager	0.83	0.82	0.88	0.81	0.82	0.72	0.79	0.79	0.67	0.68	0.74	0.86	0.82	0.72	0.82	0.77	0.84	0.82	0.78	0.62	0.63	0.71	0.79	0.77	0.66	0.76	0.81	0.72	0.78	0.72
Human Resources Specialist	0.81	0.83	0.82	0.77	0.78	0.73	0.76	0.83	0.65	0.65	0.80	0.89	0.82	0.68	0.67	0.57	0.82	0.67	0.76	0.51	0.62	0.38	0.79	0.78	0.69	0.77	0.61	0.67	0.55	0.74

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NOTE: This dashboard is updated on a weekly, monthly and quarterly basis to real-time model the needs. We also capture and remove any outliers which may influence the macro point of view. The parameters include labor market trends, skill overlap, average experience level gaps, availability of digital courses for transition and others.

Learning Path & Cognitive Outputs: For any given transition, Draup creates a custom learning path covering skill sequencing and courses to undertake



Custom Learning Path, Course Recommendations and Cognitive Outputs

Learning Path Creation

The platform divides the complete skill gap into skill clusters and creates a custom sequence of skill acquisition based on parameters such as **the current skillset, the difficulty of new skill acquisition as well as skill prerequisites**. Duration of each skill acquisition course is provided to give a micro reskilling view

The user has the flexibility to hand-pick courses and certifications from the list. User can select courses or certifications or both for reskilling. Platform also provides a list of top recommended courses based on the course reviews, course duration and course enrolment data

Cognitive Outputs

The platform also provides an ideal list of practical tasks that the candidate can undergo after completion of each set of courses (there may be multiple courses for each skill cluster)

The screenshot displays a 'Paths leading to this role' interface. It shows a transition from 'Applications Developer/Engineer' (AD) to 'Data Scientist' (DS). The path is divided into four skill clusters: 'Programming Languages and Algorithms', 'Machine Learning & Data Science', 'Data Engineering And Analytics', and 'Statistical Modelling'. Each cluster contains specific skills and their durations. Below the path, there are course recommendations for each cluster, including 'Python and Statistics for Financial Analysis', 'Learning Path: Go: The Complete Developer's Guide to Go', and 'Learning Path: Scala: Scala Programmer - Beginner to Expert!'. A 'Cognitive Output' section lists practical tasks to be completed after the courses.

NOTE: Draup uses company specific Job Descriptions to generate these data points. This is a custom path created for some of our clients. The skills and requirements are likely to change depending on specific organization needs. Other parameters can also be included as per company-specific requirements

SOURCE: Draup Platform's Reskilling Module

ORGANIZATIONAL PROCESSES

Organizational Buy-In: Organizations need to set up an Executive Leadership committee and Working group committee that can operationalize the reskilling strategy as well as track KPIs



SETTING UP AN EXECUTIVE TEAM

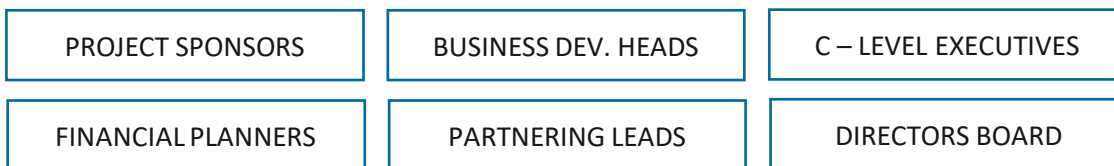
Assembling a team of strategic decision makers to evaluate, acquire & materialize reskilling models on an enterprise level

AMBITIONS

- Recognize the value addition of reskilling models from a financial perspective
- Identify the potential enhancements and augmentation of core competencies achieved through reskilling
- Developing systematic execution frameworks on an enterprise level along with organizing committee
- Deriving hiring strategies to maintain diversity metrics from a business standpoint

TEAM STRUCTURE

Building a team involving various business development leads, from across domains –



NOTE: The team structures are variable and subject to the organizational preferences & specific project interests. The aim is to evaluate, oversee and validate the developments of reskilling projects

SETTING UP A WORKING GROUP COMMITTEE

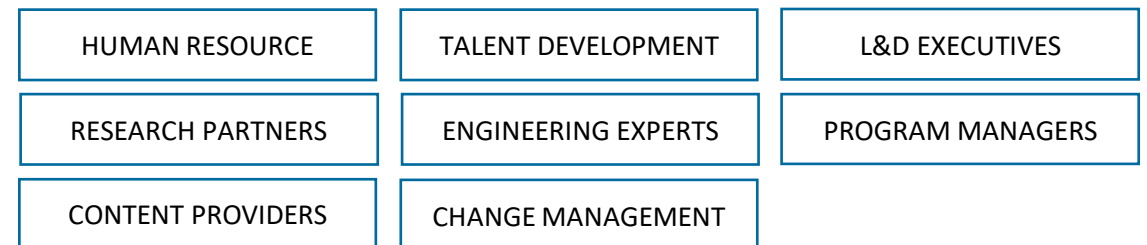
Assembling a team of operational planners to execute and administer reskilling plans on a resource level

AMBITIONS

- Organize and perform timely reviews with research partners following-up on the project progress
- Employing engineering experts to consistently validate skilling journeys and learning blocks from the research partners
- Develop stringent project timelines and weekly cadence to align with the next steps and strategies in execution
- Prioritize modules from the reskilling journeys for implementation along with internal talent review programs

TEAM STRUCTURE

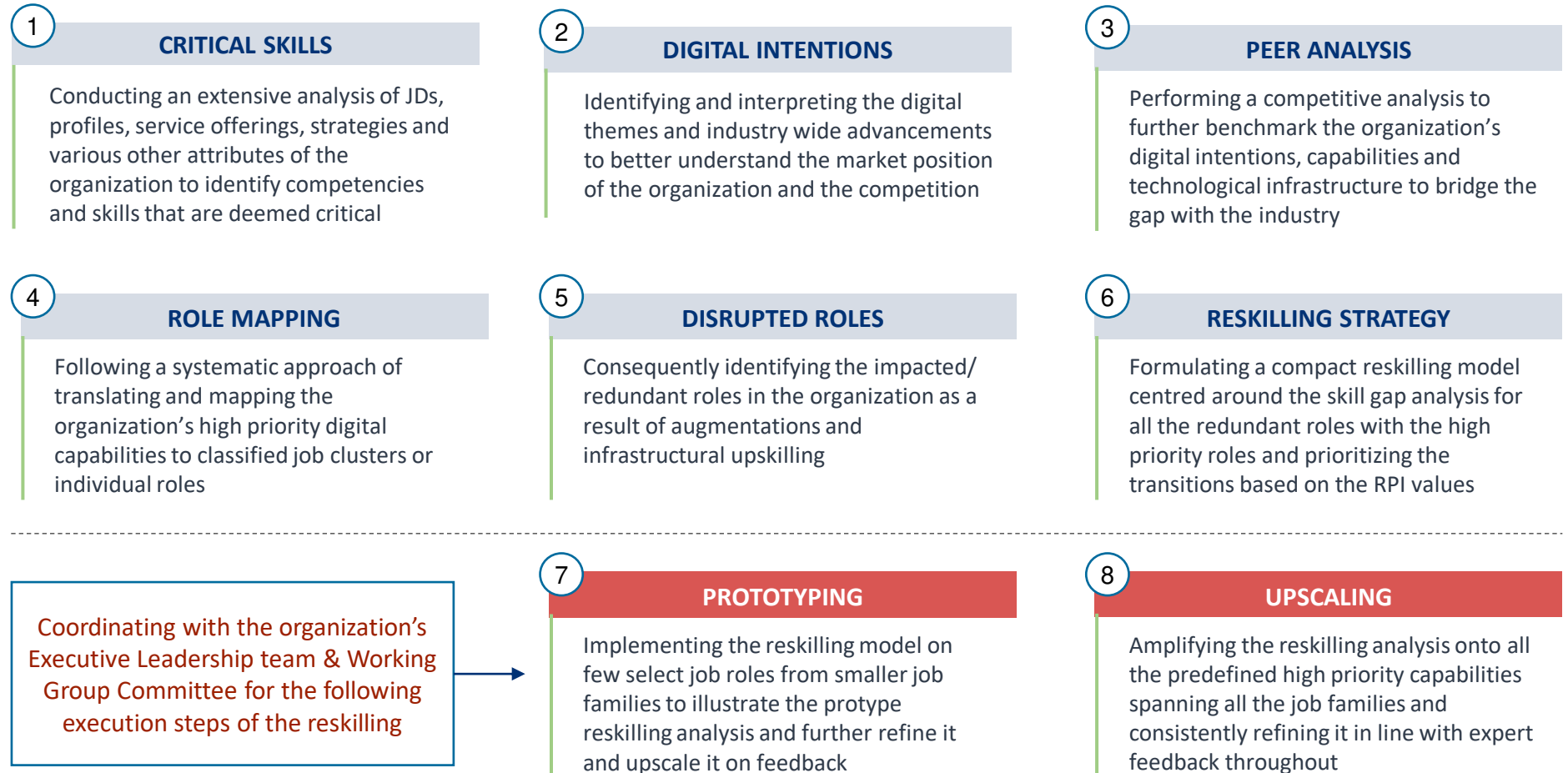
Building a team involving various project and process management leads from across domains –



Short Term Reskilling Roadmap – A systematic reskilling strategy to identify high demand competencies and their reskilling journeys shall be prototyped and then scaled

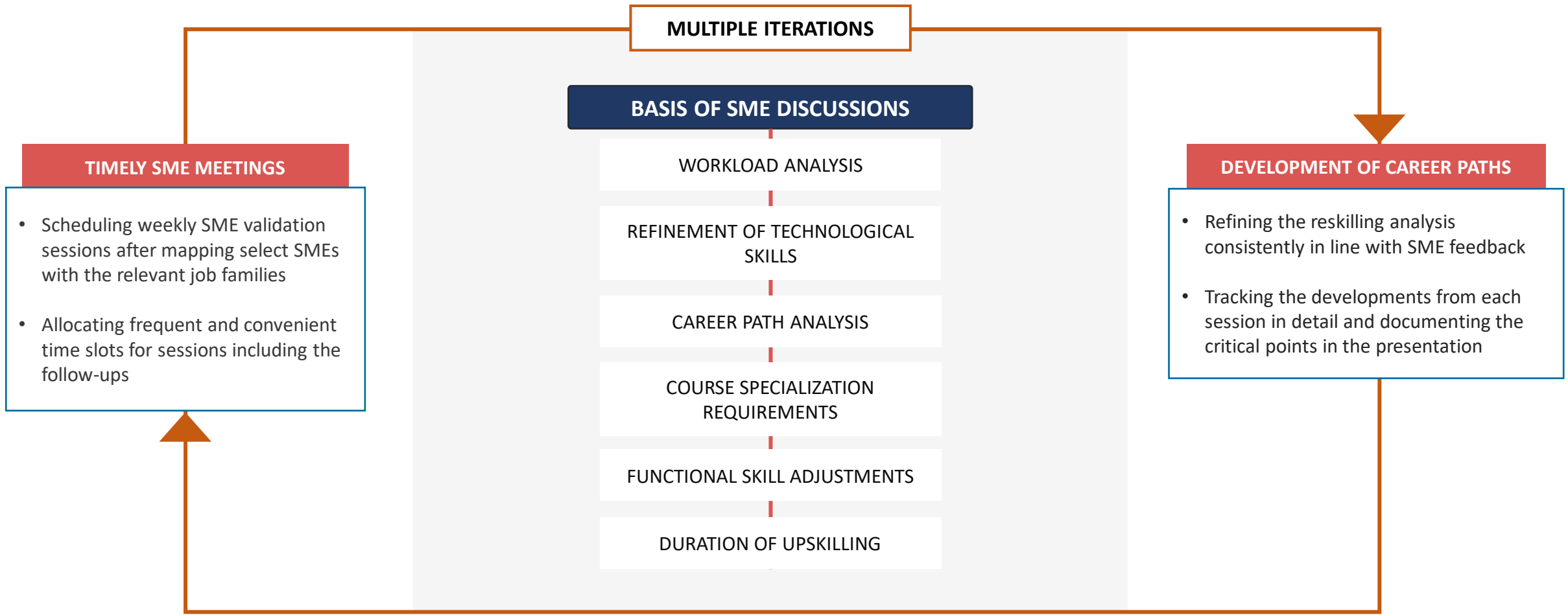


RESKILLING ROADMAP & OPERATIONALIZING STRATEGY



NOTE: The methodology steps listed are not exhaustive. The roadmap briefly depicts the entire reskilling procedures starting from the research and analysis to its resource level implementation

SME Validation Cycle: SME iterations have to be performed while developing reskilling journeys; SMEs being in in depth insights into organizations internal platforms and working models



NOTE: ¹Exhaustive lists of SMEs to be mapped to relevant job clusters by the organisation's HR team and schedule coordinated meetings with the research partners in regular periods. ²Final set of career transition for chosen job families and skill clusters will be analysed and presented at the final phase of the project



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