



Succinct highlights of AI strategy & transformation trends and topical themes

Volume 2, Issue 1, January 2021

In this Newsletter....

1. AI Masterclass Series: AI Strategy for Leaders & Senior Executives [Page 2](#)
2. AIQRATE CXO Specials: Reimagine the Future of Talent & Workforce: Strategic Approaches – [Page 4](#)
3. CXO Insights: Best Practices to Accelerate & Transform Analytics Adoption in the Cloud– [Page 9](#)

AI Masterclass Series: AI Strategy for Leaders & Senior Executives

Business Transformation, Innovation & Disruption requires that AI strategy be regarded as core to the business model that differentiates a company and defines how it creates value, as well as to its operating model—the systems, processes, and capabilities that deliver value. The Algorithms needs to demonstrate agility in the decision making prowess of the enterprise thru insights, intelligence & recommendations. Artificial Intelligence Strategies for Leaders & Senior Executives Masterclass Series helps harness the power of AI to create customer value and competitive advantage.

This AI Masterclass Series is a set of 5 curated sessions involving more than 50 industry case studies and with 15+ AI frameworks.

Masterclass Anchor: [Sameer Dhanrajani](#), CEO at [AIQRATE](#) Advisory & Consulting



The graphic is a promotional banner for the AI Masterclass Series. It features a blue background with a large orange circle on the right side. The text is in white and yellow. The AIQRATE logo is in the top right corner. The main title is 'AI STRATEGY FOR LEADERS & SENIOR EXECUTIVES' in yellow. Below it, it says '5 DISTINCT & CURATED SESSIONS'. A list of five topics is provided. The dates and time are '5 SATURDAYS | 11AM - 1PM IST' and '23rd & 30th January | 6th, 13th & 20th February 2021'. A circular portrait of Sameer Dhanrajani is shown. To the right of the portrait, it says 'MASTERCLASS SERIES ANCHOR' and 'Sameer Dhanrajani Chief Executive Officer AIQRATE Advisory & Consulting'. Below that, it says 'IN TOP 10 OF YOURSTORY PRESENTS 100 DIGITAL INFLUENCERS'. At the bottom, a yellow bar contains the text '5 Curated Sessions | 50 + AI Industry use cases | 15+ AI Frameworks | 20 + Pre & Post reading material'.

AI MASTERCLASS SERIES

AI STRATEGY FOR LEADERS & SENIOR EXECUTIVES
5 DISTINCT & CURATED SESSIONS

1. Global AI Market Landscape, Trends, Adoption & Application areas
2. Playbook for Problem Solving @scale with AI
3. AI Center of Excellence (CoE) Construct & Framework
4. Building Blocks of AI Powered Enterprise Strategy
5. Trifecta of AI capabilities: Customer Experience | Risk & Fraud | Operations

5 SATURDAYS | 11AM - 1PM IST
23rd & 30th January | 6th, 13th & 20th February 2021

AIQRATE
A Bespoke AI Advisory & Consulting Firm

MASTERCLASS SERIES ANCHOR

Sameer Dhanrajani
Chief Executive Officer
AIQRATE Advisory & Consulting

IN TOP 10 OF
YOURSTORY PRESENTS
100
DIGITAL INFLUENCERS

5 Curated Sessions | 50 + AI Industry use cases | 15+ AI Frameworks | 20 + Pre & Post reading material

First two sessions of the AI Masterclass Series were held in January 2021.

1. **23-Jan-2021: Global AI Market landscape, trends, adoption & application areas:**

Discussed in detail on global AI market size, consumption patterns by industries, adoption levels by business functions and novel application areas in computer vision, NLP, image classification, speech recognition across industry segments exclusively curated by AIQRATE's inhouse research and analysis cell.

2. 30-Jan-2021: Playbook for problem solving @ scale with AI

This session was for exploring to unleash the true power of AI being leveraged to solve problem @scale across the entire business functions and value chain. Participants learnt to curate AI strategy for transforming the business & operating models through three pronged framework approach.

AI Masterclass Series sessions scheduled in February 2021.

1. 06-Feb-2021: AI Center of Excellence (CoE) construct & framework
2. 13-Feb-2021: Building blocks of AI powered enterprise strategy
3. 20-Feb-2021: Trifecta of AI capability for business transformation:
Customer Experience | Risk & Fraud | Operations

AIQRATE CXO Specials:

Reimagine the Future of Talent & Workforce: Strategic Approaches

Vijay Sivaram, CEO – IT Search & Recruitment, Head – APAC, Qness Corp in discussion with Sameer Dhanrajani, CEO & Co-founder, AIQRATE Advisory & Consulting

AIQRATE WEBINAR SPECIALS: CXO SERIES

Reimagine the Future
of Talent & Workforce:
Strategic Approaches



Speaker

VIJAY SIVARAM

CEO-IT Search &
Recruitment, Head-APAC

Qness Corp

Transformations & Innovations in talent and workforce will define how our next generations shape up and succeed in the workplace. It is critical that we understand the value of building solid talent pipeline within the enterprises from an early age so that our next generation can achieve their full potential and value in the workforce. New Age Technology proliferation and changing socio-economic factors are ushering tumultuous change in the old paradigm of work. Today, with the anvil of 'gig-economy' – a collective talent marketplace of independent workforce working on recurring short-term assignments; we are now at the definitive cusp of a new reality of the workforce – working professionals will not only change jobs but will take multiple career switches while being expected to continuously unlearn and relearn new skills along the way.

The future of work is here. It is time to shape the future of talent & workforce. With the advent of digital & AI led transformation, The Impact on talent mix and capabilities is profound, challenging the viability and relevance of existing hiring models and practices. Only a revolution that will change the art, science and practice of talent & workforce will

prepare us for the future of work. Let's cogitate on the way forward strategic considerations

Future of Work and Future of Talent:

There is perceptible change in the future of work or future of talent today. Talent models are being disrupted today by facets like surfeit of exponential technologies like AI, Blockchain, IoT, etc., and the flux of gig workers, startups & deep-tech firms. These are causing the model shift in the talent space today.

The structure of employment is changing. Generations back a Govt. job was preferred. Next came the privilege of having a job in large private corporates. Then came the rise of contractual workforce which is very significant even today. The new wave of change is towards Gig workers. So, fluidity of the employment is now a choice for the organizations to work on. Concept of human as a resource is being variabaliized in its own way. Workforce is no more looked at as fixed cost.

Employment type is being decided based on the type of work, what job to be done and the duration of the job. These parameters are influencing the decision towards whether the hiring should be of a permanent employee or a contractual employee or gig workers. So, the talent model shift today is the definition of how core is the job to be done and how long. This shift also is eliminating the geography barrier where now a gig worker can work from a different country all together. For example, a cybersecurity expert can take up gig engagement sitting in London for companies in different countries at the same time.

How the organizations in India are addressing the challenges of talent model shift?

Going digital and adoption of new age exponential technologies by the clients is posing huge challenges in front of the Indian IT organizations. These organizations are traditionally built by hiring people to support billability. Now it's the time to create reskilling and upskilling options for these legacy workforce. Being on bench is a taboo today. Legacy workforce are understanding the fact that, they need to reskill or upskill to stay in the game. Digital skills are the talk of the hour now. But, the digital talent availability is smaller while the legacy workforce is getting heavier. Hence the rise in lay-offs, reskilling and upskilling.

Knowing doesn't matter anymore. It is the learnability and adaptability of picking up new skills is important now. This applies to workforce in business functions too. For example, Sales team members are expected to learn Sales analytics. HR personnel are expected to know how the financial model of their function work. Fundamentals are core. But skill is important as organizations are building skill based employment models.

In addition, companies are doing different things to stay relevant today. "Abandon the valley concept" is being adopted especially to lower the resource cost and to leverage the huge choice of talent. Indian companies are going to tier-2 and tier-3 cities.

Battle of the bulge in IT workforce:

In the IT companies the middle layer is getting redundant due to above mentioned factors. So, companies are bringing in fresh talent from the institutions to manage the pyramid. Will this model sustain?

This model will continue for some more time. Because only 20-25% of the companies are pushing the digital agenda now while the rest are living with legacy. So, legacy workforce requirement will continue to exist for some more time. Most in this workforce are getting complacent and comfortable as they know the client, applications and so are key to the company now. But this will not last long. In the long run, the vanilla skills will get replaced by automation. Some in such workforce will grow into leadership roles especially with their domain or function knowledge. Others will become redundant.

Future of gig workforce: is it a fad or it will stay?

Gig workforce is here to stay. In addition to the factors discussed above, there are changes to the employment requirements itself. For example, even the definition of 9-to-6 model is changing as per the consumers need especially in retail, travel and hospitality industries.

While gig workforce is the future, there are multiple challenges to be addressed soon. Legal structure is not yet equipped enough to handle the fluidity of gig employment. Gig model inherently comes with security issues as the same workforce may work for competitors in parallel. The evolution is slow, but organizations are adopting themselves to the gig model. Companies know that, the Outcome is the core purpose of a gig worker while the organizations have to deal with growth and commitment aspects with full-time employee.

Crowdsourcing platforms for gig workforce will mature in the coming years and will bring definite structure and legal aspects. Talent models in organizations also will go through changes for efficient management of gig talent.

Recent changes in talent hiring trends:

In IT, demand for talent is seen shifting towards digital skills in Core IT functions like Security and Infrastructure. But the cautious hiring is being done post pandemic as the businesses are still settling down to changed landscape. Pharma, Healthcare and Life Sciences industries are hiring rampantly on both R&D and Devices spaces.

More GCCs are coming up in India resulting in rise of demand for talent. Ecommerce, Fintech and EdTech industries are hiring heavily. But this may not be a long term trend and may settle down soon.

When you look at demand for talent in business functions, interestingly there is spike in the demand for financial professionals. Similar trend is seen with digital marketing and marketing analytics skills. Though there is no increase in demand for HR professionals, talent management space is seeing the higher demand. In sales, demand for foot soldiers has fallen. L&D has seen massive uptick in the engagement but, surprisingly not in hiring.

Changes in talent sourcing:

Recruitment will continue to have significant human interventions in candidate validation and screening. Human interventions are much higher in case of recruitment for senior leadership roles.

Automation in hiring is being adopted at increased pace especially in gathering profiles, interview scheduling, onboarding, etc. Entire recruitment processes for vanilla skills and junior level hiring are being automated. But automation in leadership hiring will see minimal adoption for some more time.

Adoption of AI:

AI adoption in talent acquisition is still nascent. AI tools are being used to stack rank the profiles using the built-in algorithms, previous successful hiring data and given parameters. Face monitoring systems are being tried out to monitor online tests and interviews. AI will change the talent sourcing world heavily during next 3 years.

Shift in demand for Deep Generalist:

As the era of specializations is fading gradually, there is an increasing demand for Deep Generalists. Now-a-days knowledge across is preferred over deep knowledge in one area. Having an alternative skill is very relevant today. Finance personnel should now the pricing mix and how the company sells.

Btw, the demand deep specialists will continue to exist. But, as they grow towards leadership, they need to know different facets of business. For them, it is important to be conscious of complexities of running a business. There are always elements of risk in every leader's decisions. As leaders acquire more skills, better predictability sets in their decisions which reduces the elements of risk.

Is recent migrant workforce crisis a wakeup call?

Governments and corporates have realized the important role of migrant workforce and the inherent risks. As the migrant workforce will continue to exist, hyper localization of markets will place a check on its growth as the supplier states are starting to see increase in workforce demand internally. But recent crisis is surely a wakeup call where Governments & corporates are taking multiple measures to address the risks and issues.

Overall, there is a perceptible shift in the talent, skills and the way jobs are being created and fulfilled. Organizations should be conscious of this chaos and adopt well to be successful.

CXO Insights: Best Practices to Accelerate & Transform Analytics Adoption in the Cloud

Reimagining analytics in the cloud enables enterprises to achieve greater agility, increase scalability and optimize costs. But organizations take different paths to achieving their goals. The best way to proceed will depend on data environment and business objectives. There are two best practices to maximize analytics adoption in the cloud:



- Cloud Data Warehouse, Data Lake, and Lakehouse Transformation: Strategically moving data warehouse and data lake to the cloud over time and adopting a modern, end-to-end data infrastructure for AI, and machine learning projects.
- New Cloud Data Warehouse and Data Lake: Start small and fast and grow as needed by spinning up a new cloud data warehouse or cloud data lake. The same guidance applies whether implementing new data warehouses and data lakes in the cloud for the first time, or doing so for an individual department or line of business.

As cloud adoption grows, most organizations will eventually want to modernize their enterprise analytics infrastructure entirely in the cloud. With the transformation pathway, rebuild everything to take advantage of the most modern cloud-based enterprise data warehouse, data lake, and lake house technology to end up in the strongest position long term. But migrate data and workloads from existing on-premises enterprise data warehouse and data lake to the cloud incrementally, over time. This approach allows enterprises to be strategic while minimizing disruption. Enterprises can take the time to carefully evaluate data and bring over only what is needed, which makes this a less risky approach. It also enables more complex analysis of data, using artificial intelligence, machine learning. The combination of a cloud data warehouse and data lake allows to manage the data necessary for analytics by providing economical scalability across compute and storage that is not possible with an on-premises

infrastructure. And it enables to incorporate new types of data, from IoT sensors, social media, text, and more, into your analysis to gain new insights.

For this pathway, enterprises need an intelligent, automated data platform that delivers a number of critical capabilities. It should handle new data sources, accommodate AI and machine learning projects, support new processing engines, deliver performance at a massive scale, and offer serverless scale up/scale down capabilities. As with a brand-new cloud data warehouse or data lake, enterprises need cloud-native, best-of-breed data integration, data quality, and metadata management to ensure maximizing the value of cloud analytics. Once the data is in the cloud, organization can provide users with self-service access to this data so they can more easily and seamlessly create reports or take swift decision. Subsequently, this transformation pathway gives organizations an end-to-end modern infrastructure for next-generation cloud analytics.

Lines of business increasingly rely on analytics to improve processes and business impact. For example, sales and marketing no longer ask, "How many leads did we generate?" They want to know how many sales-ready leads we gathered from Global 500 accounts as evidenced by user time spent consuming content on the web. But individual lines of business may not have the time or resources to create and maintain an on-premises data warehouse to answer these questions. With a new cloud data warehouse and data lake, departments can get analytics projects off the ground quickly and cost effectively. Departments simply spin up their own cloud data warehouses, populate them with data, and make sure they're connected to analytics and BI tools. For data science projects, a team may want to quickly add a cloud data lake. In some cases, this approach enables the team to respond to requests for sophisticated analysis faster than centralized teams can normally handle. Whatever the purpose of new cloud data warehouse and data lake, enterprises need intelligent, automated cloud data management with best of-breed, cloud-native data integration, data quality, and metadata management all built on a cloud-native platform in order to deliver value and drive ROI. And note that while this approach allows enterprises to start small and scale as needed, the downside is that data warehouse and data lake may only benefit a particular department inside the enterprise.

Some organizations with significant investments in on-premises enterprise data warehouses and data lakes are looking to simply replicate their existing systems to the cloud. By lifting and shifting their data warehouse or data lake "as is" to the cloud, they seek to improve flexibility, increase scalability, and lower data center costs while migrating quickly to minimize disruption. Lifting and shifting an on-premises system to the cloud may seem fast and safe. But in reality, it's an inefficient approach, one that's

like throwing everything you own into a moving van instead of packing strategically for a plane trip. In the long run, reducing baggage and traveling by air delivers greater agility and faster results because you are not weighed down by unnecessary clutter. Some organizations may need to do a lift and shift, but most will find it's not the best course of action because it simply persists outdated or inefficient legacy systems and offers little in the way of innovation.

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AIQRATE, A bespoke global AI advisory and consulting firm. A first in its genre, AIQRATE provides strategic AI advisory services and consulting offerings across multiple business segments to enable clients navigate their AI powered transformation, innovation & revival journey and accentuate their decision making and business performance.

AIQRATE works closely with Boards, CXOs and Senior leaders advising them on their Analytics to AI journey construct with the art of possible AI roadmap blended with a jumpstart approach to AI driven transformation with AI@scale centric strategy; AIQRATE also consults on embedding AI as core to business strategy within business processes & functions and augmenting the overall decision-making capabilities. Our bespoke AI advisory services focus on curating & designing building blocks of AI strategy, embed AI@scale interventions and create AI powered organizations.

AIQRATE's path breaking 50+ AI consulting frameworks, methodologies, primers, toolkits and playbooks crafted by seasoned and proven AI strategy advisors enable Indian & global enterprises, GCCs, Startups, SMBs, VC/PE firms, and Academic Institutions enhance business performance & ROI and accelerate decision making capability. AIQRATE also provide advisory support to Technology companies, business consulting firms, GCCs, AI pure play outfits on curating discerning AI capabilities, solutions along with differentiated GTM and market development strategies.

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