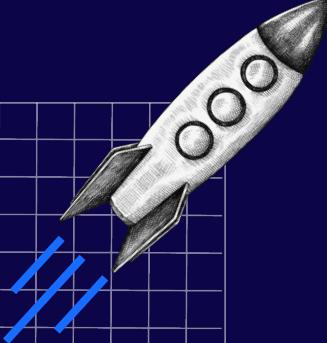


SKILLS OF TOMORROW



2024 Report

Navigating the Evolving World Of
Work And Generative AI

The labour market is rapidly transforming, especially as Generative AI becomes ubiquitous.

Join us as we explore workplace trends and what they may mean for you and your organisation in 2024 and beyond.

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Here is what you get!



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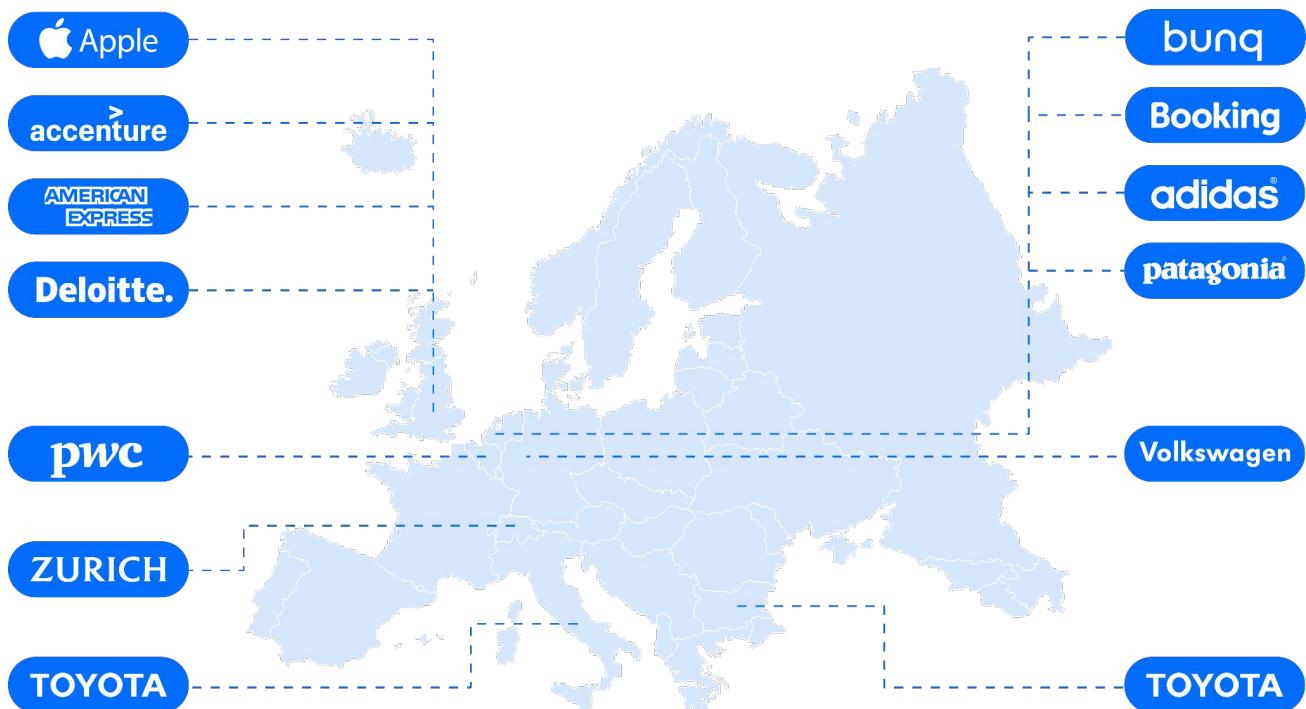
Conclusion

Preface

As we step into 2024, the tech-driven transformation of 2023, led by Generative AI, has left an indelible mark on the workplace, underscoring the pivotal role of skills in navigating the ever-evolving business landscape. This report, tailored for business and tech leaders, distils insights on important skills and the impact of disruptive technologies like Generative AI, guiding strategic investments for future readiness. Thanks to our comprehensive survey across sectors, we offer a pragmatic outlook to empower organisations and professionals in the dynamic journey ahead.

Survey Participants: Demographics

- 1,018 respondents
- From 966 companies across various sizes, including Booking.com, Bunq, NHS, PwC, Zurich Insurance, Deloitte, Barclays, American Express, Volkswagen, Toyota, Patagonia, Accenture, Apple.
- Spans 25 industries, with a particular focus on Data/IT and Advertising/Marketing.
- Includes 14 functional domains.
- 31 countries, with a spotlight on core regions like the Netherlands, United Kingdom, France, Germany, and Belgium.
- All seniority levels included. With the majority in middle management positions (42%), followed by Individual Contributors (19%), Business Leaders (19%), and Senior/Director/VP roles (17%).



About Growth Tribe

We're a digital learning partner specialising in the most in-demand digital skills such as **AI & Data, Growth and Digital Marketing, and Business and Innovation**.

We help our learners and partners acquire future-proof digital capabilities through actionable, hands-on and engaging learning programs, all on-demand and blended.

Growth Tribe in numbers

35.000+

Global Alumni

1000+

Companies Trained

Holon IQ

Top 100 EdTech
Company 2023

9/10

Satisfaction score
for our corporate
programs

Companies that trust us



adyen

temper



★ Heineken®

HelloPrint™



Rabobank

Schneider
Electric



AMNESTY
INTERNATIONAL

bynder



OneFit



tomtom

LAB FRESH

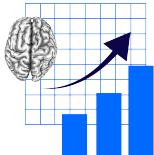


Executive Summary

Priority skills in 2024

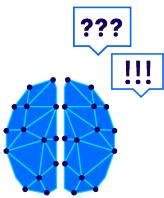


Executive Summary



Evolving Skill Demands:

Our data highlights a significant trend - job roles persist, but the skills required for these roles are changing rapidly. This necessitates a proactive approach to workforce development.



Paradigm Shift and AI Dominance:

Generative AI has surpassed Growth Marketing as the top skill for 2024, highlighting a shift towards AI's transformative impact on business growth and innovation. Meanwhile, Growth Marketing remains vital, moving towards more holistic digital strategies. Data Analytics and Visualisation also remain crucial for informed decision-making in a digital-first world.



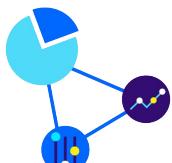
Generative AI's Impact:

Generative AI is reshaping job markets and necessitates familiarity with AI tools for workplace relevance, as **80% of professionals are using it for work purposes.**



Technological Transformation & Productivity Enhancement:

AI and Generative AI lead as disruptive technologies, enhancing productivity and efficiency across industries, alongside priorities in automation and big data.



Preparedness for Disruption:

More than **1/4 of organisations lack a clear digital transformation strategy**, highlighting the need for strategic planning. With **only 43% of organisations feeling prepared to navigate disruptions**.

Executive Summary



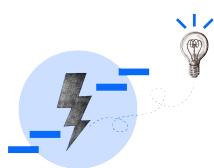
Strategic Communication:

Leaders must not only prioritise formulating digital transformation strategies, but also effectively communicate these strategies. Strategy is only as good as its understanding and execution.



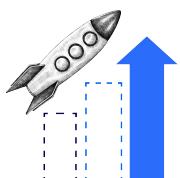
Investment in Training:

A substantial **19%** of respondents identified the **lack of investment in training as a major obstacle to successful digital transformation**. Coupled with a skills shortage (16%), this underscores the need for investment in people and skills development.



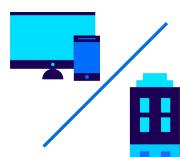
Training Gap:

The data reveals that **two-thirds of organisations do not emphasize training on new technologies sufficiently**. Bridging this training gap is imperative, especially familiarity and upskilling in Generative AI tools is crucial to remain relevant.



Skills Challenge:

The report addresses the dual nature of the skills challenge - the need for upskilling and retraining, while acknowledging the difficulty in hiring talent with future skills.



Hybrid Work:

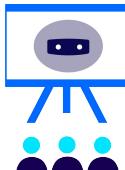
Hybrid work arrangements are set to become the norm with an anticipated 81% adoption rate, blending in-person collaboration with remote autonomy.

Executive Summary



Future Predictions:

A shift in generative AI usage towards data analysis, alongside broader integration into business processes, enhanced human-AI collaboration, widespread adoption across departments, evolving job roles, and the imperative of addressing regulatory and reliance concerns.



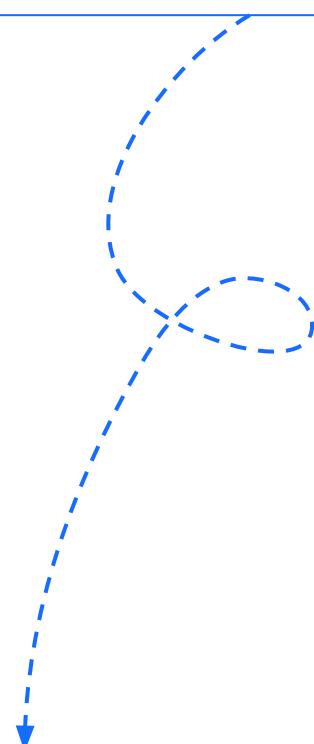
Pragmatic Approach in 2024:

Organisations should prioritise AI and Generative AI technology, invest in AI-related training, and adapt to these new tools for success.



Essential Skills for Marketing and Data/IT Professionals:

Marketers are focusing on analytics, growth, and digital strategies, blending creativity with strategic insight. Data/IT professionals are enhancing their technical expertise in AI, programming, and agile project management, crucial for driving technological advancement and safeguarding information.



[Read on to find out the essential Marketing & Data skills](#)

Essential Skills for Marketing and Data Professionals

Rank	Priority Marketing Skills in 2024	Priority Data Skills in 2024
1	 Marketing Analytics	 AI and Generative AI Development
2	 AI and Automation	 Programming and Software Development
3	 Growth Marketing	 Data Analysis and Visualisation
4	 Customer Experience	 Agile Project Management
5	 Content Marketing	 Communication and Managerial Skills
6	 SEO and Semantic Search	 Digital Transformation/Change Management
7	 Digital Communications	 Critical Thinking
8	 Experimentation and A/B Testing	 Data Engineering & ML Ops
9	 Ethical Marketing	 Data Security and Cloud Computing
10	 Omnichannel Marketing Strategy	 Continuous Learning & Adaptability

Chapter 01

Navigating the Dynamic World of Work in 2024

As 2024 unfolds, we're balancing optimism with caution, spurred by the transformative power of Generative AI. Despite economic ups and downs, 2023's resilient job market gives us hope.

The digital, yet deeply human future of work is here, pushing us beyond pandemic lessons to a broader view encompassing tech, economic, and geopolitical shifts.

Navigating the Dynamic World of Work in 2024

This report highlights key workplace trends like remote work, Gen Z's rise, and Generative AI's growing impact, whilst exploring drivers of digital transformation and the skills' evolution, guiding you through these changes. In an ever-changing labour market, **those who can identify trends and respond to them quickly will be the ones who thrive.**

Workplace Trends



Generative AI

At the heart of this report is the omnipresent force of Generative AI. Beyond reshaping job markets, career trajectories, and workplace dynamics, its influence extends to a projected **85 million jobs left unfilled due to a talent gap by 2030.**

The **21 times** surge in mentions of AI tools like ChatGPT and the increasing adoption of AI strategies in 2024 paint a clear picture. **Familiarising yourself with Generative AI tools is no longer a choice but a necessity.**



Generational Shifts

The transition from Baby Boomers to Gen Z in full-time employment signifies a seismic shift in talent acquisition and retention strategies in 2024. Gen Z's priorities demand a cultural shift, emphasising skills over traditional credentials. The challenge for organisations lies in fostering a workplace culture aligned with the values of this **digital-native** generation, including being purpose-driven, sustainable and inclusive.



Hybrid Work

While the debate on remote versus in-office work lingers, 2024 introduces a new paradigm: Hybrid Work. Anticipated to be adopted by **81%**, with Gen Z leading the way, this model strikes a balance between in-person collaboration and remote autonomy, catering to the new needs of both organisations and employees.



Agility in the Digital Economy

In this ever-evolving digital landscape, agility is non-negotiable. It transcends technology adoption to encompass cultivating a workforce capable of thriving in constant change.

Chapter 02

Drivers of Transformation

Our findings unequivocally show
the primary driver of
transformation in the digital age:
Tech Disruption

Drivers of Transformation

Remaining competitive in today's business landscape requires an unwavering commitment to agility, with transformative endeavours becoming not just desirable but imperative for survival.

This section explores the key drivers of digital transformation identified through our survey, shedding light on the multifaceted landscape that organisations must navigate to stay ahead in the digital age.

Tech Disruption: A Dominant Force

The success of organisations hinges on their ability to master disruptive technologies. This is because these technologies redefine market dynamics, introduce new business models, and change the way companies operate and deliver value to customers.



The table below indicates a clear trend: the prioritisation of certain technology has shifted year over year, with more disruption expected in 2024 than in 2023. Notably, Artificial Intelligence (AI) and Generative AI continue to dominate as the most prioritised tech, seeing an increase from 48% to 57%.

- **Automation and Big Data technologies are other key priorities.** These technologies are closely linked to Generative AI, collectively representing a **strategic shift towards advanced tools that drive innovation and improve overall organisational performance in the digital age.**

In contrast, Cloud Computing related technology has seen a significant decrease in priority, suggesting a possible maturation or integration of these skills into broader digital competencies.

There is also an interesting rise in the prioritisation of the Internet of Things (IoT), Quantum Computing, AR/VR, and Edge Computing. While these increases are modest, they signal emerging areas that companies are beginning to focus on.

On the other hand, areas such as Blockchain and 5G have not seen a change, possibly indicating a stabilisation in their perceived impact or a plateau in their immediate application in the business context.

Overall, the shifts in these priorities underscore the dynamic nature of tech disruption, with AI and Generative AI leading the charge as catalysts for transformation across industries.

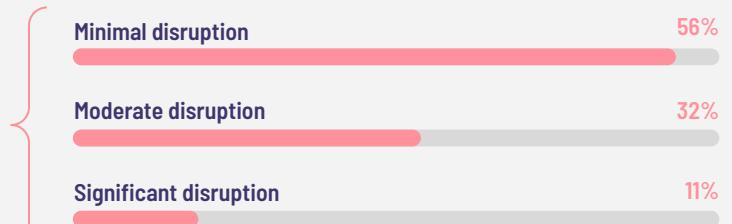
Disruptive Technologies Prioritised in 2023 versus 2024

Technology	Prioritised in 2023	Prioritised in 2024	YoY Change
Artificial Intelligence (AI) and Generative AI	48%	57%	↑
None - No significant disruption	13%	10%	↓
Software development technology	10%	8%	↓
Automation	9%	7%	↓
Big Data	4%	5%	↑
Cloud Computing	6%	2%	↓
Internet of Things (IoT)	1%	2%	↑
Climate technologies	3%	2%	↓
Martech	2%	1%	↓
Robotics	2%	1%	↓
5G	1%	1%	→
Quantum Computing	0%	1%	↑
AR/VR	0%	1%	↑
Edge computing	0%	1%	↑
Biotechnology	0%	1%	↑
Blockchain	0%	0%	→

Impact of Tech Disruption on Job Displacement and Workforce Skills

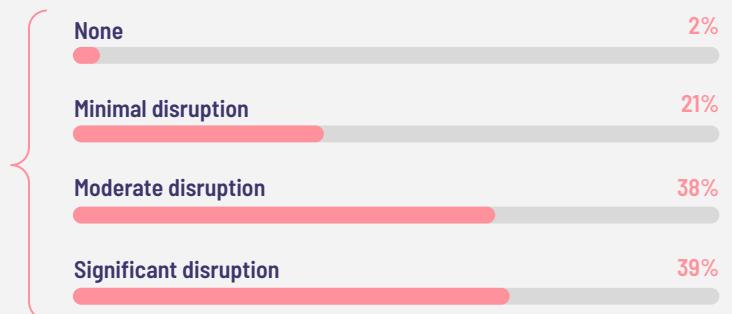
Our research counters the widespread fear of job losses due to technology, particularly AI. 56% of participants report that technology has had minimal impact on job displacement, suggesting that AI is reshaping rather than eliminating roles.

To what extent has technology adoption contributed to job displacement in your organisation?



Despite the minimal impact on job displacement, there's a notable shift in the skills landscape. As highlighted in the graph below, 77% of respondents anticipate moderate to significant changes to the skills required in their workforce due to technological advancements in 2024. This highlights the necessity for organisations to evolve their workforce capabilities proactively to keep pace with tech-driven changes.

How much disruption do you anticipate in your workforce skills in the next year as a result of [said] technology



Overall Impact of Technology

The overall sentiment towards technology's impact is positive, with 73% of respondents in 2024 maintaining the previous year's favourable perspective. A substantial 76% view the influence of AI and Generative AI as advantageous, indicating confidence in these technologies to drive positive business changes. Contrary to concerns about job security, the real imperative is to align workforce skills with emerging technological demands, reflecting a broad willingness to leverage technology for business growth and innovation.

Beyond Tech: A Spectrum of Workforce Disruptors for 2024

Beyond tech disruption, employees and employers identified an array of factors that stand to reshape the workforce landscape in 2024 and beyond.



Economic and Political Disruptions

Economic volatility, including inflation, alongside geopolitical unrest, poses significant disruption risks. Companies can mitigate these risks by diversifying their supply chains and markets, and by implementing flexible business strategies that can adapt to economic shifts.



Socio-Economic and Environmental Shifts

Demographic shifts and changing consumer behaviours, coupled with the urgency of climate change, demand agile business models. Companies should consider embedding environmental and social governance (ESG) into their core strategy to align with consumer values and anticipate demographic trends.



Legal Challenges and Regulatory Influences

The legal framework and regulatory environment present additional challenges to workforce stability. As legal landscapes evolve, particularly with AI and data privacy regulations, businesses must remain vigilant and adaptable. Establishing robust compliance protocols and engaging in policy advocacy can transform regulatory challenges into strategic opportunities.



Skills Shortage and Talent Management

A recurrent theme in respondents' insights is the challenge posed by skills shortages and talent acquisition. The workforce of the future demands a more skilled and adaptable workforce, as highlighted by quotes such as "Skills availability; lack of clarity as per what skills will be needed in the future" and "Talent acquisition and retention." These statements illuminate the struggle businesses face in securing the right skill sets amidst rapid technological advancements and changing job requirements.



The Influence of Media and Trends

The impact of social media and the rapidity of trend cycles require businesses to be ever-alert to the pulse of the market. Investing in robust analytics and fostering a culture of continuous innovation can help companies adapt to societal trends and shifts.

In the face of these diverse disruptors, businesses that adopt a multifaceted strategy of antifragility, resilience, and forward-thinking can transform potential disruptions into opportunities for growth and innovation.

Chapter 03

Bridging the Preparedness Gap for Future Disruptions

Bridging the Preparedness Gap for Future Disruptions

In light of the myriad of disruptive forces discussed above it's crucial to assess organisational readiness.

Our data reveals a concerning gap: barely half of organisations report readiness for future challenges, highlighting a widespread vulnerability in the face of disruption.

👉 Only 43% of employers and employees believe their organisations are adequately prepared to navigate disruptions.

Highlighting the need for a robust digital transformation strategy to serve as a vital framework for tackling the challenges posed by technology and other disruptive factors.

Strategic Imperative for Digital Transformation

51%

of companies have a digital transformation strategy for 2024.

26%

lack a strategy entirely.

25%

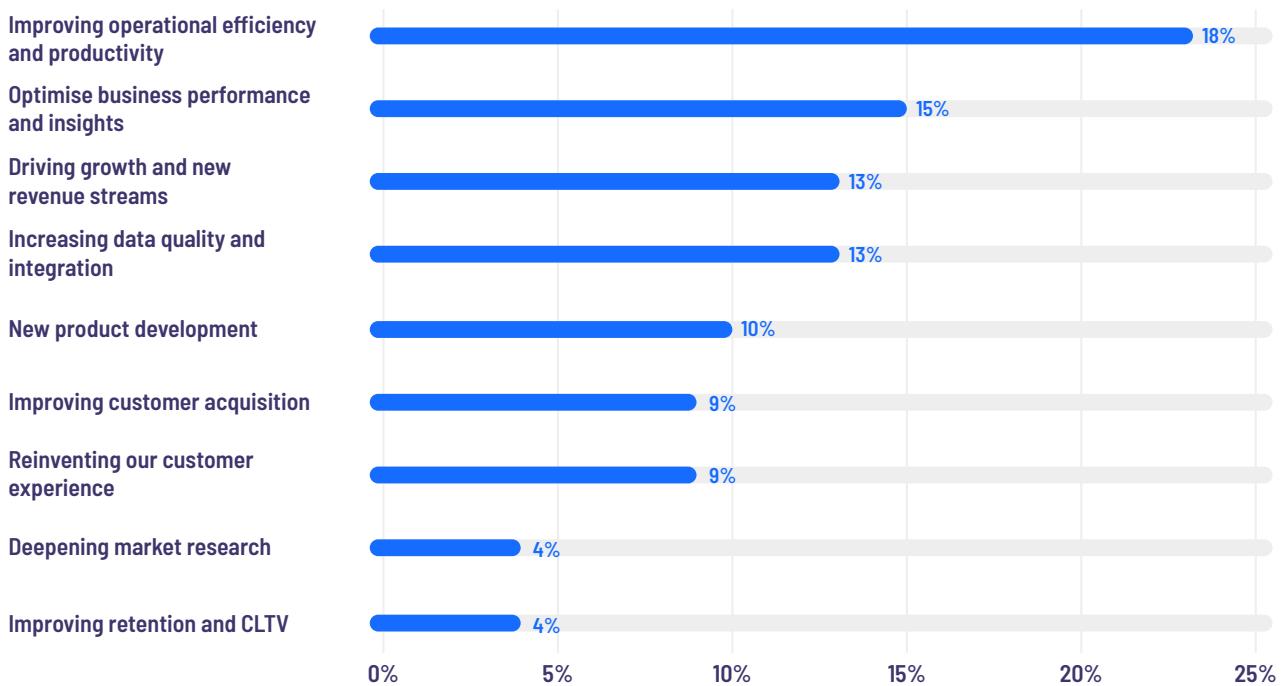
are unsure of their direction.

This gap is not just alarming and a missed opportunity but a potential threat to the survival of organisations in the increasingly digital labour market.

Digital Transformation Goals

For organisations with a digital transformation strategy, the focus is on enhancing operational efficiency (23%) and optimising business insights (15%). These objectives underscore the critical role of digital transformation in sustaining and scaling business operations in an unpredictable environment.

Digital Transformation Objectives



Urgency for Action

The urgency for digital transformation is clear: with rapid tech advancements, **nearly half of organisations feel unprepared!**

The message is straightforward:
To succeed in 2024, organisations must embrace adaptability,
strategic planning, and close the skills gap.

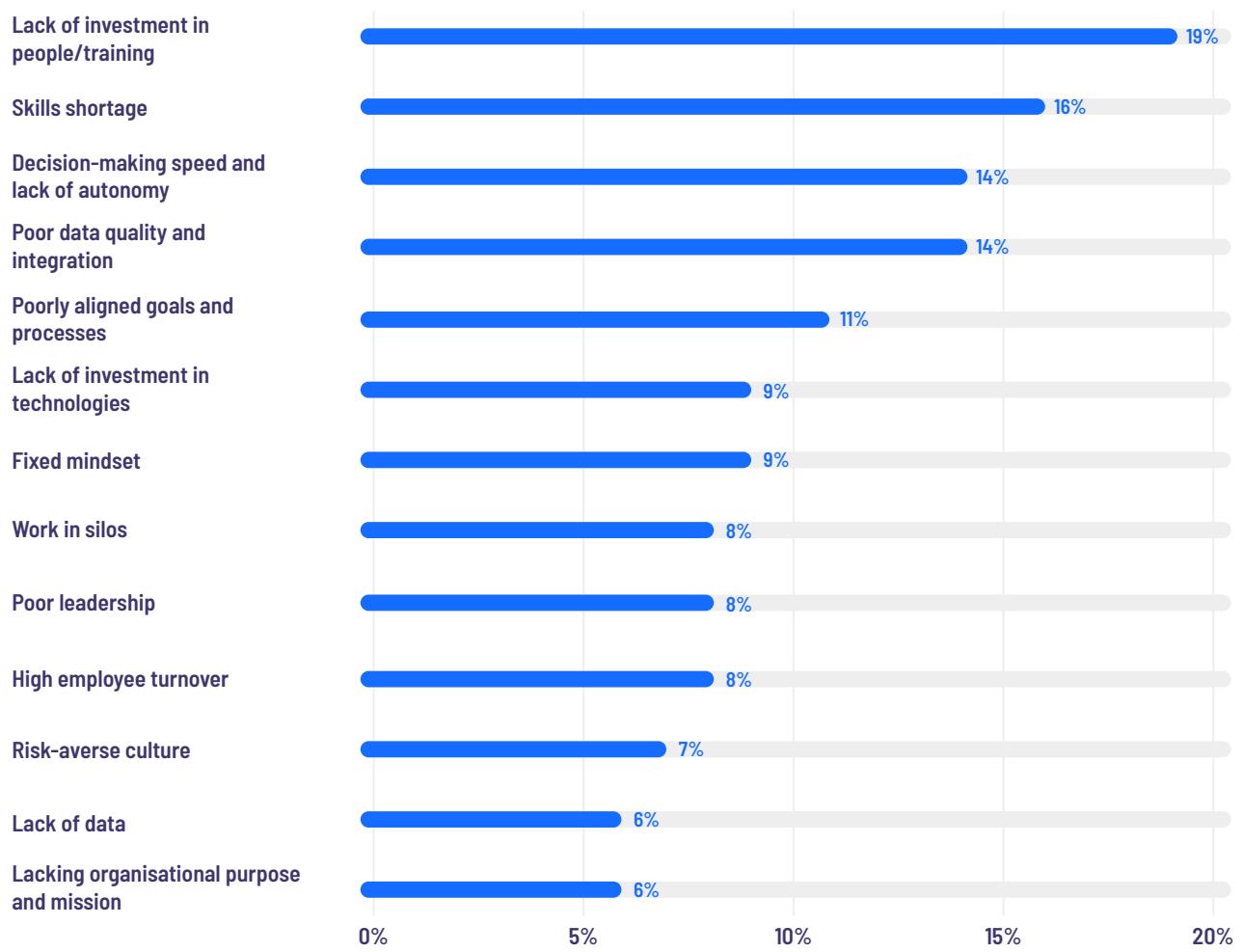


Tackling Internal Barriers

👉 Employees and employers highlighted that internal barriers preventing digital transformation success are significant!

- 19% cited a lack of investment in training as a major obstacle. Coupled with skills shortage (16%), there's a clear need for a strategic investment in people.

Internal Factors Preventing Digital Transformation Success in 2024 and Beyond

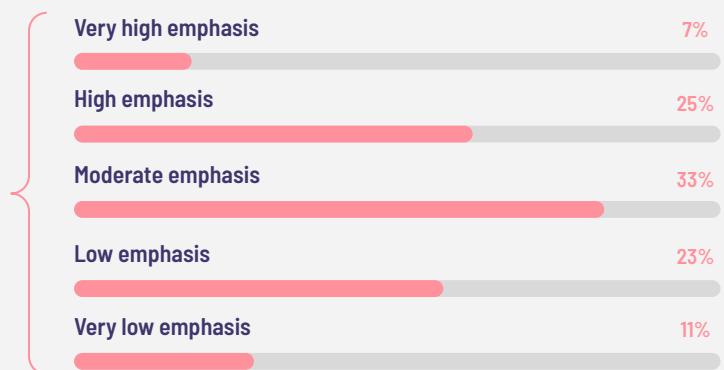


The data is telling:

👉 **Two-thirds of organisations fail to emphasise training on new technologies sufficiently.**

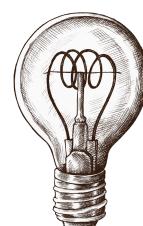
In the age of AI, and the rate at which digital technologies and skills are evolving, if companies do not place a higher emphasis on upskilling and reskilling on emerging technologies they will lose their competitive edge, will not retain talent and may struggle to achieve success.

How much emphasis does your organisation place on training employees on new technologies, including AI?



The next section will delve into the core skills that organisations must foster to thrive amid digital transformations, ensuring that teams across industries are equipped to handle the disruptions of tomorrow.

Curious about the next chapter? Read on!



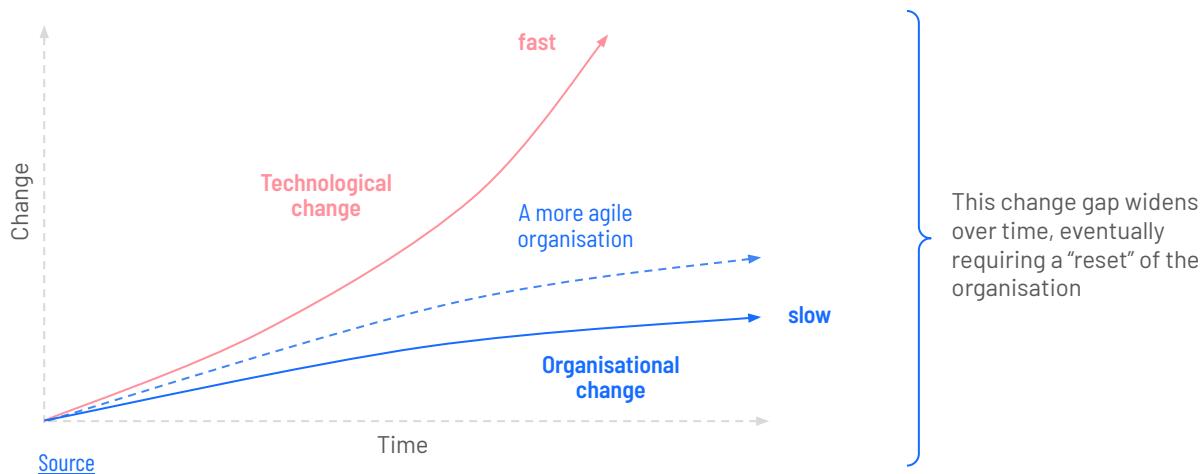
Chapter 04

Strategic Skills for 2024: Reshaping Organisational Development

Strategic Skills for 2024: Reshaping Organisational Development

Due to these major disruptive forces, specifically technology, the fabric of organisational skills is undergoing rapid change. The pivot in skill priorities is a strategic response to the continuously disruptive digital landscape and the rate at which technology is advancing.

Martec's Law



Evolving Priorities: The Rise of Generative AI

- In a striking shift, **Generative AI has emerged as the premier skill in 2024**, surpassing Growth Marketing. Signalling a strategic recalibration toward leveraging AI's transformative potential. This precedence underscores a larger trend: an acute business awareness of the technology's capacity to propel growth and innovation.
- While Generative AI takes precedence, the significance of **Growth Marketing continues to be substantial**, with a notable strategic shift away from traditional Pay-Per-Click (PPC) strategies towards more integrated and organic digital approaches.
- **Data Analytics and Visualisation** continue to be essential, underpinning the need for data-driven decision-making across digital platforms.

The Imperative of Digital Leadership and User Experience

- **Digital leadership** has surged in prominence, suggesting a broader recognition of the need for agile, antifragile, resilient leadership that can navigate the complexities of a digital-first business environment. **User Experience and Design's rise in the ranks further emphasize the shift toward customer-centric, design-thinking methodologies.**

Skills Prioritised in 2023 versus 2024

Skills	Prioritised in 2023	Prioritised in 2024	YoY Change*
Generative AI	10%	14%	↑
Growth marketing	12%	11%	↓
Data analytics and visualisation	10%	9%	↓
Digital transformation and strategy	8%	9%	↑
Leadership	8%	7%	↓
Soft skills	9%	6%	↓
User experience and design/ creativity	7%	6%	↓
Product development and management	7%	6%	↓
Software development	6%	6%	→
Sales and customer service	6%	6%	→
Project management	7%	5%	↓
Data science and ML	4%	5%	↑
Sustainable Technologies and ESG	3%	4%	↑
Scientific and research proficiency	2%	2%	→
Finance and Blockchain	1%	1%	→

* YoY change is used 2023 skills as the anchor. For example, YoY, Growth Marketing skills have decreased in priority in 2024.

Navigating the Strategic Landscape - Generative AI

Although Generative AI is at the forefront of technology adoption and skill development,  only 38% of employees and employers believe it is more strategically important than other core skills.

Suggesting a divergence in perceptions about the strategic priority of AI and GenAI in 2024. **While a significant number of respondents recognise that AI and generative AI is important, the fact that they are not unanimously seen as the most strategic priority could imply a need for more awareness or understanding of AI and GenAI's potential future impact.**

This scenario indicates a possible gap between recognising the value of AI and Generative AI and prioritising them within strategic planning. It highlights an opportunity for organisations to align their technology investments with their strategic goals more closely and to communicate the importance of AI and GenAI capabilities to employees and stakeholders to ensure a cohesive approach to harnessing these technologies in 2024.

For those strategically prioritising different skills the focus is on enhancing project management, sales, and communication training, with a customer-centric approach being fundamental.

A Holistic Approach to Digital Mastery

For business success in 2024, it's crucial to blend technological expertise with fundamental business skills. This includes mastering Generative AI, digital knowledge, and leadership abilities. Organisations need to develop these key competencies immediately to effectively navigate and lead in the rapidly evolving digital landscape of 2024.

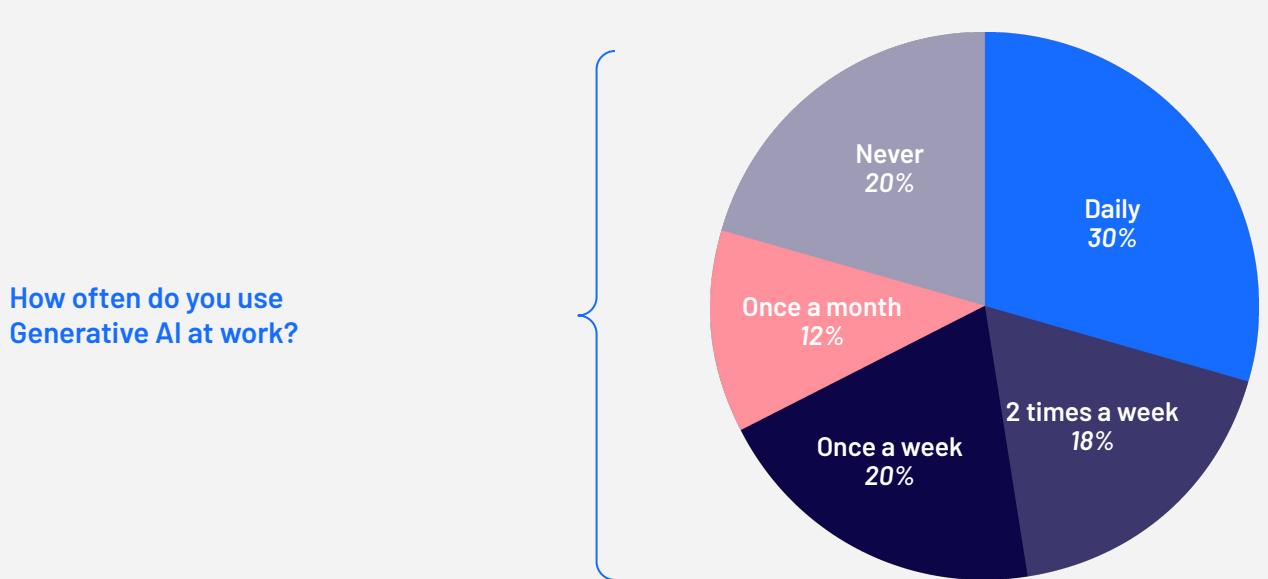
Chapter 05

Generative AI: The New Frontier in Work Dynamics

Generative AI: The New Frontier in Work Dynamics

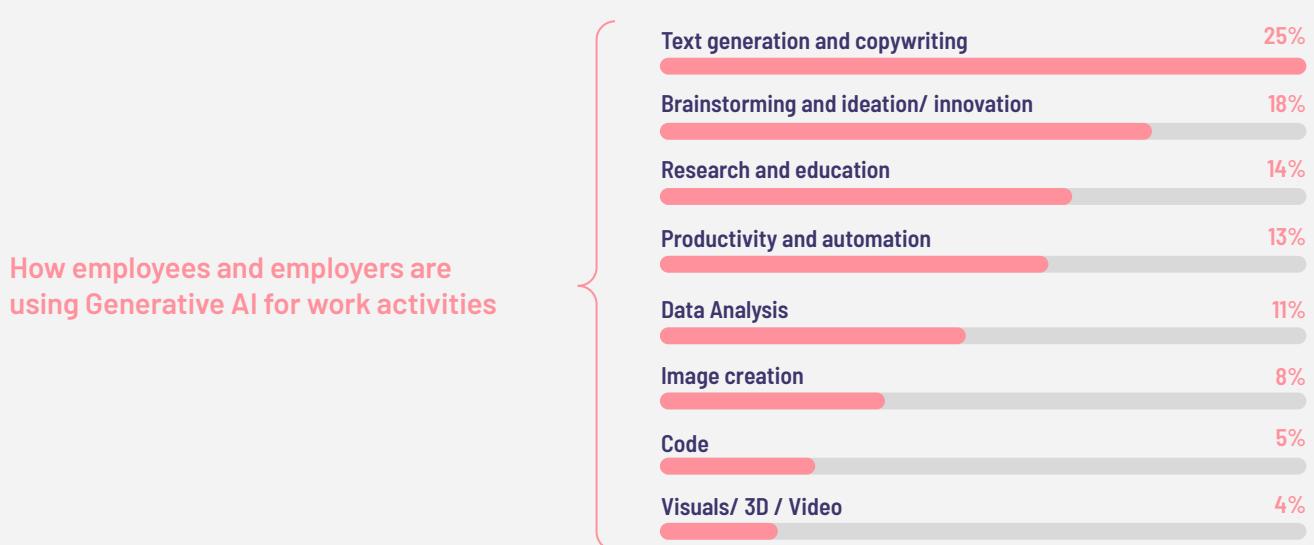
Ubiquitous Integration

Generative AI is rapidly becoming a cornerstone of the modern workspace. An overwhelming majority are now integrating AI into their daily routines, signalling a significant cultural and operational shift in the workplace, with **80% of professionals using it to do support work activities**. This widespread adoption is a testament to the technology's robust capabilities and its potential to reshape how we approach work.



Diverse Applications

Generative AI's versatility is clear, as it is employed across a broad spectrum of activities, with text generation and copywriting (25%) leading the way, followed by brainstorming (18%), and research (14%).



Most Popular Generative AI Use Cases

Writing Assistant

Category	Most Common Use Cases
Text generation and copywriting	Generating blog posts, video transcripts, emails, social media content, creating diverse texts, Social media communication, Marketing copy, Customer service responses, Generating ideas for articles and PR, Copywriting for advertisements, Generating plans and strategies
Brainstorming and ideation	Getting started on ideas, overcoming group thinking, assisting in brainstorms, generating creative ideas
Research and education	Research, drafting documentation, studying market trends, identifying keywords, generating educational content

Operational Enhancements

Business operations are seeing a new era of efficiency, with AI driving productivity (13%) and data analysis (11%).

Category	Most Common Use Cases
Productivity and automation	Quickly generating placeholder texts, translating emails, automating tasks, assisting in A/B testing and subject lines, Summarising research and documentation, Creating customer journeys
Data analysis	Analysing data, generating, and correcting texts for research, summarising briefs, supporting analysis of A/B test results

Design and Creative

Its value in visual content generation, although used by a smaller percentage (8%), is nonetheless notable.

Category	Most Common Use Cases
Image creation	Generating images for PowerPoint presentations, marketing campaigns, CGI images, creating visuals for online use
Visuals/3D/Video	Generating images for advertising, creating videos, assisting in Photoshop and Illustrator tasks

Coding

Category	Most Common Use Cases
Code	Helping with code debugging, brainstorming code ideas, generating code documentation

With its ability to streamline processes and foster innovation, Generative AI is fast becoming a strategic asset for organisations. **Teams integrating AI tools into their workflows can expect significant gains in efficiency and productivity.**

Generative AI's influence is sweeping across sectors, with 53% acknowledging its impact and over 25% anticipating future influence.

Industry Disruption and Adoption

Generative AI is making a significant impact across various sectors, with Media/Entertainment and Advertising/Marketing at the forefront, embracing the technology vigorously. Meanwhile, traditional industries like Health/Medical/Pharma are more cautious, indicating a diverse rate of adoption and potential for disruption by AI.

Senior leaders across industries highlight: 'The rapid pace at which we [they] need to build expertise' to keep up with the rate of adoption and change of AI is increasing exponentially.

The impact of Generative AI on Different Industries

Has GenAI impacted your industry?

Sector	Yes	No, but probably will	No, but probably won't	Not sure
Media/Entertainment	73%	27%		
Advertising/Marketing	73%	15%	3%	10%
Data/ IT	67%	19%	5%	9%
Education	59%	32%	5%	5%
Hospitality	50%	36%		14%
Finance/Accounting	49%	41%	5%	4%
Non-profit	45%	27%	9%	18%
Transportation/Logistics	43%	24%		33%
Operations	43%	36%	14%	7%
Manufacturing/Producing	41%	32%	12%	15%
FMCG	40%	35%	5%	20%
Sales/Business Development	33%	47%	13%	7%
Human Resources	31%	31%	8%	31%
Health/Medical/Pharma	29%	47%	9%	15%

The positive impact of Generative AI is acknowledged, with productivity enhancements being the most notable benefit.

Where has [Gen] AI had the biggest impact on your organisation?



Job Displacement

Generative AI is transforming job roles industry-wide, yet the degree of displacement is often moderate to low according to the majority of employees and employers. Higher displacement is noted in sectors like FMCG, Transportation/Logistics, and Manufacturing, likely due to AI's automation capabilities. Conversely, Media/Entertainment and Health sectors face less displacement, possibly owing to their complex, creative, or specialised tasks that are more resistant to automation.

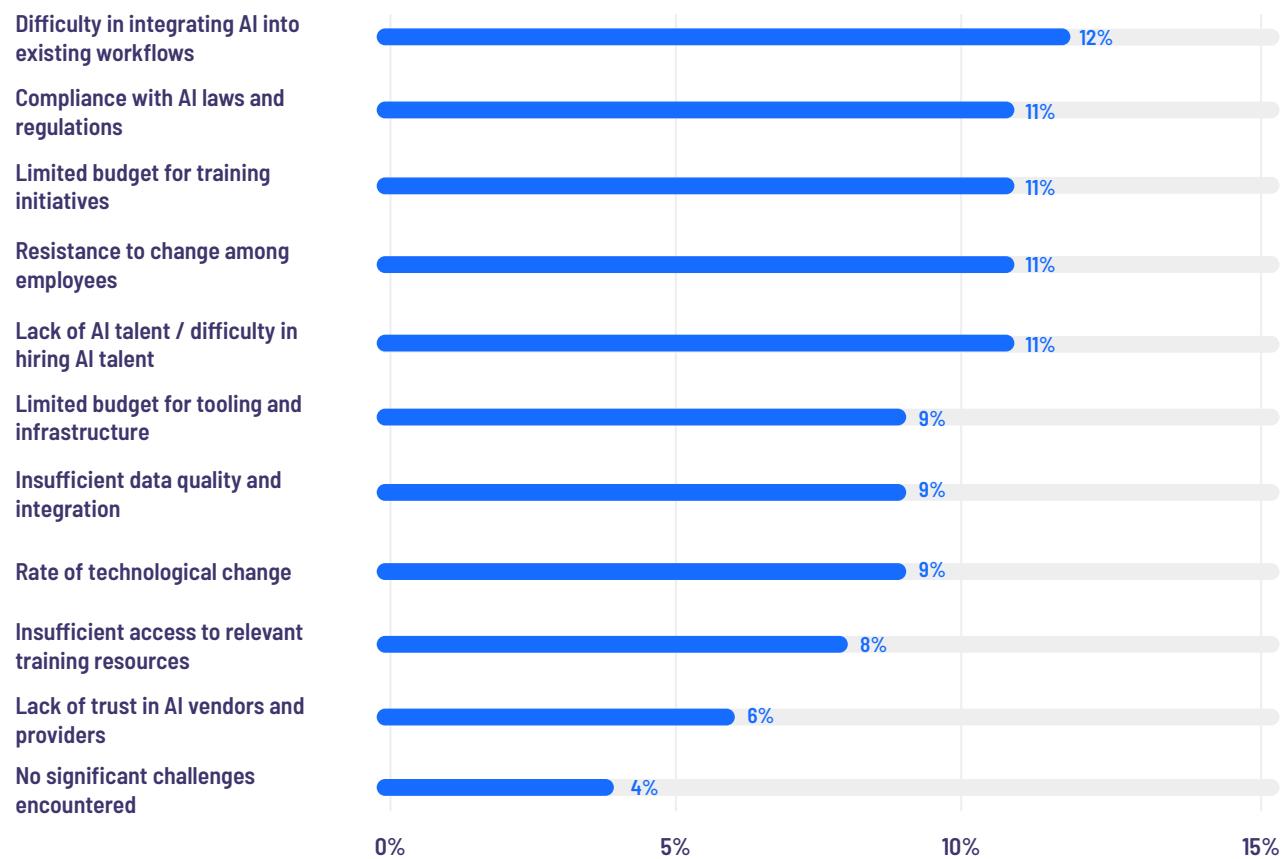
Impact of Generative AI Adoption on Job Displacement

Sector	Significant Displacement	High Displacement	Moderate Displacement	Minimal Displacement	Low Displacement
Media / Entertainment	9%	9%	9%	55%	18%
Education		7%	7%	50%	36%
FMCG		20%	20%	40%	20%
Advertising / Marketing		3%	25%	39%	33%
Human Resources / Tale		14%	57%	29%	
Health / Medical / Pharma			24%	24%	54%
Hospitality		11%	22%	22%	44%
Transportation / Logistics		20%	20%	20%	40%
Data / IT	2%	11%	32%	19%	35%
Finance / Accounting	4%	11%	33%	13%	39%
Sales / Business Development			67%	11%	22%
Manufacturing / Producing		20%	45%	5%	30%

The Biggest Hurdles in Implementing AI and Generative AI

Organisations face a spectrum of challenges when implementing AI, as depicted in the graph below. The most significant hurdle, is the difficulty of integrating AI into existing workflows, indicating a struggle to align new AI processes with established systems. Compliance with AI laws and regulations also presents a significant challenge, reflecting concerns about navigating the legal complexities of AI use.

Organisational Challenges Implementing AI



Remarkably, only 4% report no significant challenges, implying that nearly all organisations face hurdles to some degree when adopting AI technologies. **These challenges underscore the need for tech and skill prioritisation, resource allocation, and cultural readiness for businesses to successfully harness the power of [Generative] AI.**

AI Governance and Risk Mitigation Across Industries

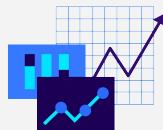
In the dynamic landscape of intellectual property, data privacy, and protection regulations surrounding AI, organisations are grappling with the challenge of ensuring effective AI governance and mitigating the risks associated with AI misuse. This chapter delves into the responses from diverse industries, shedding light on the proactive measures being taken and variations across sectors.

Industry Breakdown



Banking and Accounting: Leading the Charge

Companies in the Banking and Accounting sector surpassed the average, with almost 64% of organisations asserting that they have implemented measures to ensure effective AI governance in response to the risks of AI misuse. This industry's proactive stance underscores the critical importance placed on navigating the intricacies of AI within the financial domain.



Data/IT Industry: Embracing Best Practices

Following closely, the Data/IT industry showcased a commendable performance, with nearly 55% of companies adopting best practices to ensure data protection in the realm of AI. This reflects a heightened emphasis on safeguarding data integrity and security in the face of advancing AI technologies.



Marketing: Room for Improvement

Contrastingly, the Marketing sector reported a significantly lower average, with only 33% of companies indicating that they are actively implementing measures to effectively combat AI misuse. This suggests a potential gap in awareness or implementation of AI governance practices within the marketing domain.



Healthcare Sector: Lagging Behind

The healthcare sector appears to be trailing the average, with 22% of companies reporting measures to combat AI misuse. This finding underscores the need for increased attention and concerted efforts within the healthcare industry to address the challenges posed by AI in a rapidly evolving technological landscape.

Functional-Level Integration

Generative AI is increasingly being used in the workplace, but its impact on job functions is varied.

While 80% of professionals use Generative AI at work,
👉 51% report no impact on their job responsibilities or teams.

This indicates that the technology is augmenting existing roles rather than replacing them, or that it is still early in the adoption cycle with the ripple effect on jobs still lagging.

Impact of Generative AI Across Business Functions

Function	Has Gen AI impacted your functional responsibilities?		
	Yes	No	Not sure
Data / IT	49%	45%	6%
Sales / Business Development	38%	42%	19%
Finance / Accounting	35%	50%	15%
C-Suite / Leader / Founder	34%	45%	21%
Advertising / Marketing	34%	53%	13%
Consulting	33%	50%	17%
Operations	21%	68%	11%
Human Resources / L&D	20%	60%	20%
Product Management	15%	46%	38%
Design / Creative	13%	63%	25%

A minority of respondents (34%) report that Generative AI has influenced their roles or teams, mainly noting enhancements in work efficiency, productivity, and data handling. The most pronounced impact is within Data and IT sectors, indicating Generative AI's critical role in these technical areas. Meanwhile, 15% remain uncertain about its effects.

Sales, Business Development, Finance, and C-suite also report noticeable effects from Generative AI integration, which may include task automation and enhanced data analytics. Conversely, areas like Marketing, HR, and Design report less disruption, possibly due to the creative and human-centric nature of these fields, which may not be as easily supplanted by AI technologies.

Frequency of Generative AI usage at a functional level

Function	Daily	Twice a week	Once a week	Once a month	Never
Advertising / Marketing	39%	17%	23%	14%	7%
Data / IT	36%	19%	18%	9%	18%
C-Suite / Leader / Founder	31%	24%	19%	12%	14%
Product Management	28%	32%	20%	12%	8%
Human Resources / L&D	28%	17%	22%	6%	28%
Sales / Business Development	27%	10%	17%	12%	34%
Consulting	24%	18%	29%	12%	18%
Finance / Accounting	20%	29%	14%	11%	26%
Operations	20%	9%	20%	13%	38%
Design / Creative	18%	14%	32%	23%	14%



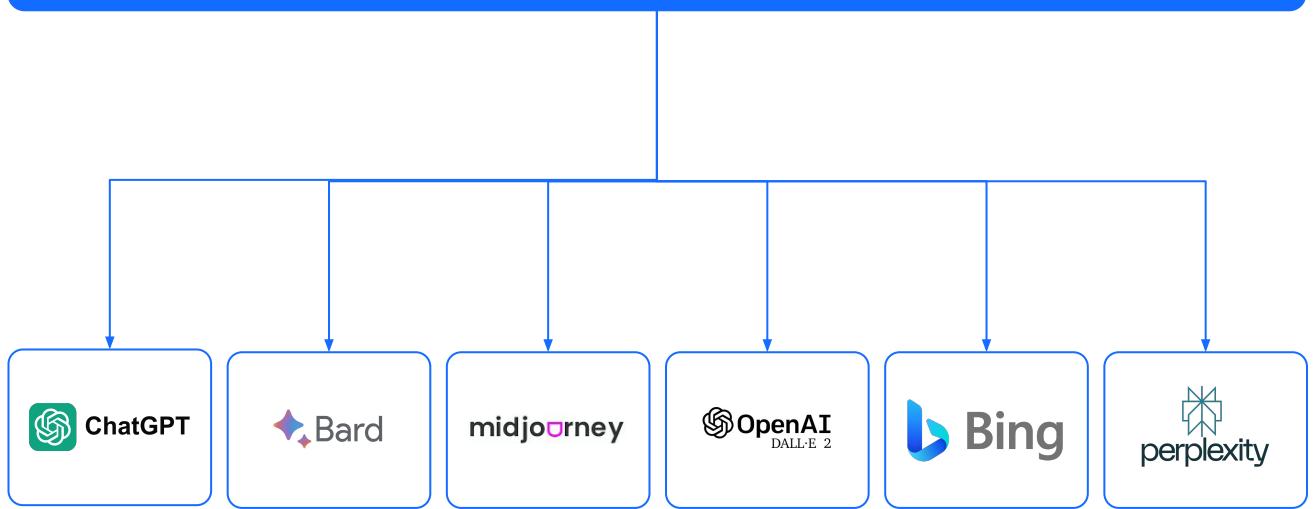
Marketing, Product Management and Business Leadership, have reported the highest usage of Generative AI. Yet, despite daily usage, they report minimal disruption to functional responsibilities. **Suggesting that:**

- Generative AI is used to enhance efficiency and support tasks, not replace human roles.
- Professionals are utilising AI to streamline and improve their workflows without altering the core nature of their jobs.
- These fields may be in the initial stages of AI integration, where the technology's potential hasn't fully transformed their roles yet.
- The tasks augmented by AI in these areas are often not central to their main responsibilities, so while AI is used daily, it's not leading to significant job changes.

This speaks to the need and urgency for training on AI for these teams!

Trending AI Tools:

ChatGPT emerges as the most commonly used tool due to its Accessibility, affordability, and premium options. Followed by Bard, Midjourney, DALL-E, Bing and Perplexity



As Generative AI tools advance in sophistication, they are starting to take on tasks that were previously considered unique to human creativity. Industries such as marketing, graphic design, and content creation are witnessing the positive impact of these tools, empowering professionals to generate creative ideas and prototypes with unprecedented speed. This doesn't suggest a substitution of human creativity but rather enhances it, facilitating a fusion of human ingenuity and algorithmic efficiency.

Wanna know more? Read on!



Generative AI Predictions: A Glimpse into the Future

Positive Outlook	
Efficiency and Innovation	Generative AI is expected to enhance efficiency, automate repetitive tasks, and foster innovation across various fields.
More Integration into Daily Work	There's consensus that Generative AI will become an integral part of daily work processes, aiding in content creation, research, and decision-making.
Widespread Adoption	Generative AI will be implemented across more departments, including HR, R&D and others.
Advancements in Technology	As AI evolves, its capabilities are expected to improve, making it more helpful and reliable, with less hallucinations.
Learning and Optimisation	Respondents look forward to learning to use AI more efficiently and integrating it into their workflows for maximum benefit.
Marketing	Greater emphasis and efficiency gains predicted for marketing teams, especially linked to data analysis.
Data Analysis	Move towards data analysis, enhancing providing deeper insights and aiding decision-making. Leveraging AI for its ability to handle complex data sets and provide actionable intelligence, beyond just content creation.
Collaboration between Humans and AI	Increased collaboration between humans and AI, blending creativity with AI's analytical capabilities.

Concerns and Scepticism	
Job Displacement	Some express concerns about job displacement in the future, fearing AI could replace certain roles and lead to unemployment as AI improves.
Privacy and Ethical Issues	Privacy concerns and the need for ethical considerations, especially regarding data usage and potential misuse of AI
Balancing Automation	Striking a balance between AI-driven efficiency and maintaining core skills is recognised as crucial.
Over Reliance & Quality Control	Risk diminishing critical human skills and decision-making, while also potentially leading to the propagation of inaccurate or biased outputs.
Regulatory Challenges	Some foresee challenges related to regulations and legal complications, suggesting careful handling of AI's evolving landscape.

The Path Forward: Responsible AI Adoption

In implementing Generative AI, businesses and individuals must weigh its benefits against concerns like job displacement, privacy, and quality control. Emphasising efficiency and innovation requires the creation of ethical guidelines and regulatory frameworks for responsible AI use. There's a consensus on the advantages of Generative AI, highlighting the importance of its conscientious application, ongoing education, and careful management of its evolving impact on multiple industries.

Next chapter:
Strategies for Navigating the Skill Evolution!



Chapter 06

Workforce Strategies for Navigating the Skill Evolution in the Age of Generative AI

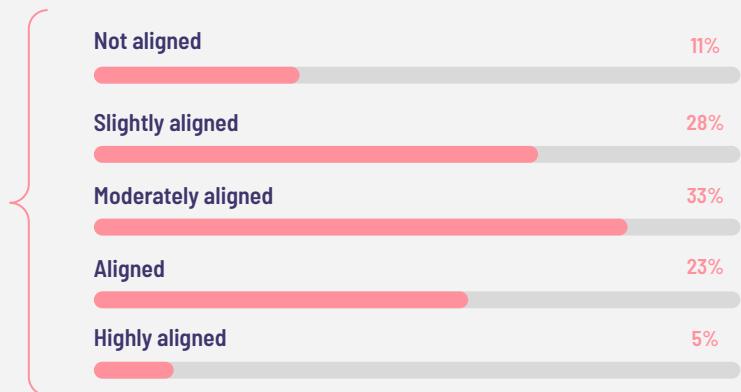
Workforce Strategies for Navigating the Skill Evolution in the Age of Generative AI

It's evident that the workforce landscape is rapidly changing, primarily driven by the transformative power of Generative AI. To thrive in this era of digital transformation, both employers and employees must prioritise workforce training and skills-building. This is not just a recommendation; it's a necessity.

Challenges on the Horizon:

The barriers to successful digital transformation are clear - insufficient investment in people and training, combined with a scarcity of essential skills. This echoes our other findings, where respondents expressed doubt about the alignment of current training strategies with the evolving skill demands of 2024 and beyond.

How do your current training strategies align with the expected evolution of skills?



A mere **28% of respondents believe their organisation's training strategies are in sync with the changing landscape, especially in areas like Generative AI, Data, Marketing, and Finance.** This disconnect is a wake-up call for business leaders.

Embracing Upskilling and Reskilling

The path forward necessitates proactive upskilling and reskilling efforts. Surprisingly, 37% of respondents believe it's their personal responsibility to upskill, while only 11% plan to reskill. This indicates a prevalent desire to deepen existing skill sets. Remarkably, 32% aim to upskill both themselves and their employees, with an additional 37% focusing on workforce upskilling.

Key Skills for the Future:



Generative AI



Data analytics



Digital marketing



Leadership



Digital transformation



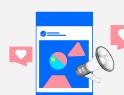
Critical thinking



Data science



UX design



Social media management



Digital product management



SEO

Looking Beyond:

Furthermore, mentions of skills like VR/AR Development, Mobile App Development, Digital Literacy, and Behavioural Psychology underline the diverse skill demands of the future.

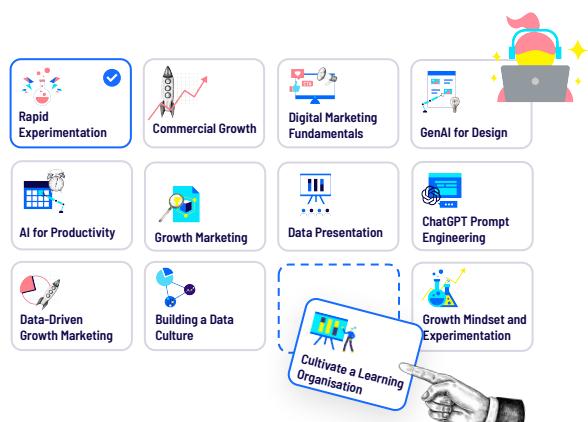
The Road Ahead: Preparing for the Skill Evolution

Businesses must take proactive steps to prepare for the evolving skill landscape driven by Generative AI. Here's a concise roadmap:



The Road Ahead: Preparing for the Skill Evolution

Businesses must take proactive steps to prepare for the evolving skill landscape driven by Generative AI. Here's a concise roadmap:



Chapter 07

Sector Insights and Trends: Marketing

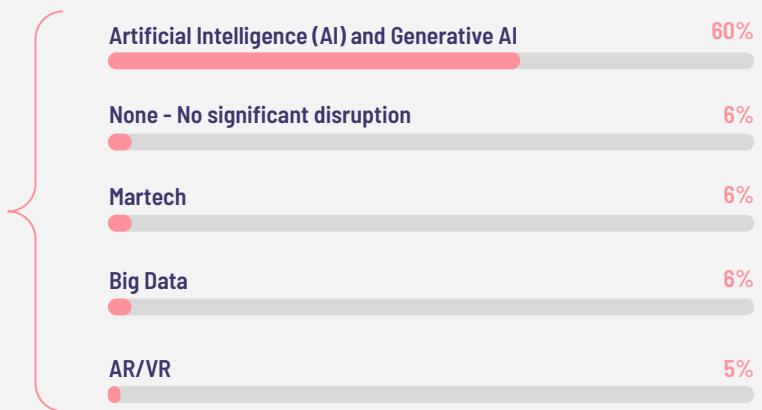
Sector Insights and Trends: Marketing

Understanding the intersection of technology trends and essential skills is crucial for strategic decision-making in shaping the future of Marketing. Let's dive in!

Technology Trends

The industry is undergoing a transformative shift, with Artificial Intelligence (AI) and Generative AI leading the charge (60%) as the most disruptive technologies. Emerging technologies like Martech, Big Data, and AR/VR are on the horizon. Notably, Martech and Automation are expected to be less disruptive in 2024.

The most anticipated disruptive technologies in Marketing in 2024



AI technologies are reshaping marketing strategies, enabling personalised customer experiences and revolutionising content creation. This shift towards data-driven decision-making and real-time adjustments necessitates integrating AI more deeply into marketing. Crucially, AI's role in personalised marketing will use data to uniquely tailor user experiences, enhancing engagement and effectiveness.

Insight:

The strong industry focus on AI signals a data-driven future, with implications for real-time decision-making.

Skills shift

There's been a notable shift in priorities between 2023 and 2024. While Growth Marketing skills remain **significant**, there's a 3% drop YoY, with Generative AI skills rising from 12% to 15%. This shift underscores the industry's emphasis on strategic adaptation in the era of AI, coupled with the growing importance of data analytics.

Top 10 Marketing Skills 2024

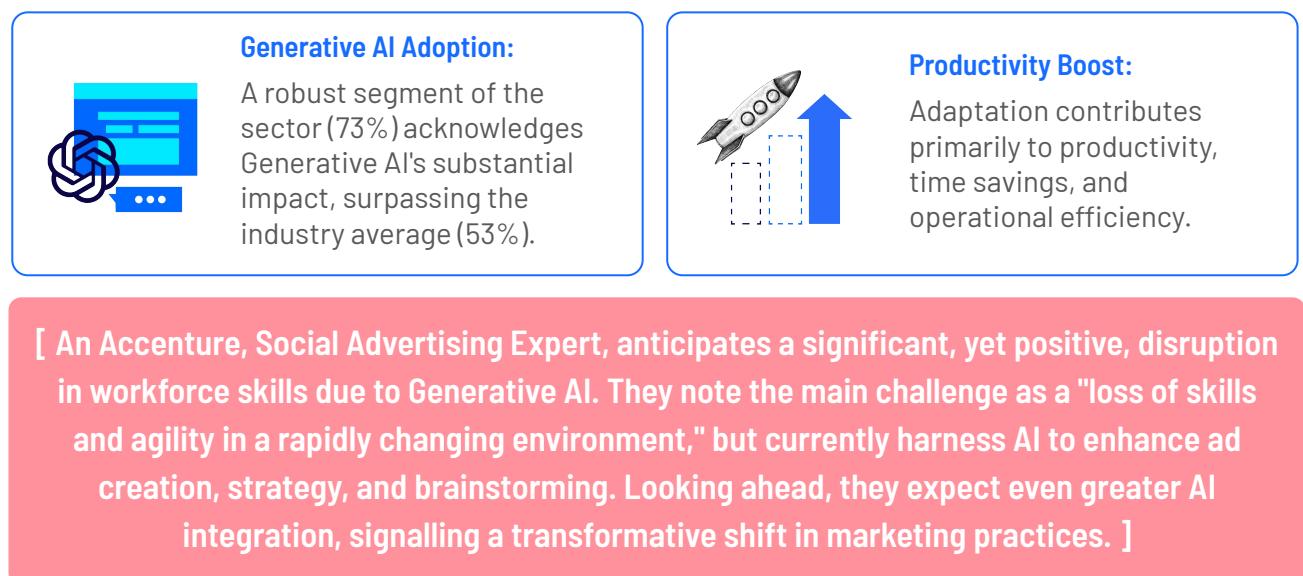


This shift underscores the increasing significance of AI and data analytics, signalling a wider transformation in marketing roles and career paths. Marketers must now develop a hybrid skill set, blending traditional marketing savvy with advanced digital skills. Nowadays, T-shaped professionals are essential for teams and organisations.

Insight:

The industry is gearing up for digital transformation, placing a premium on skills aligned with the AI-driven landscape.

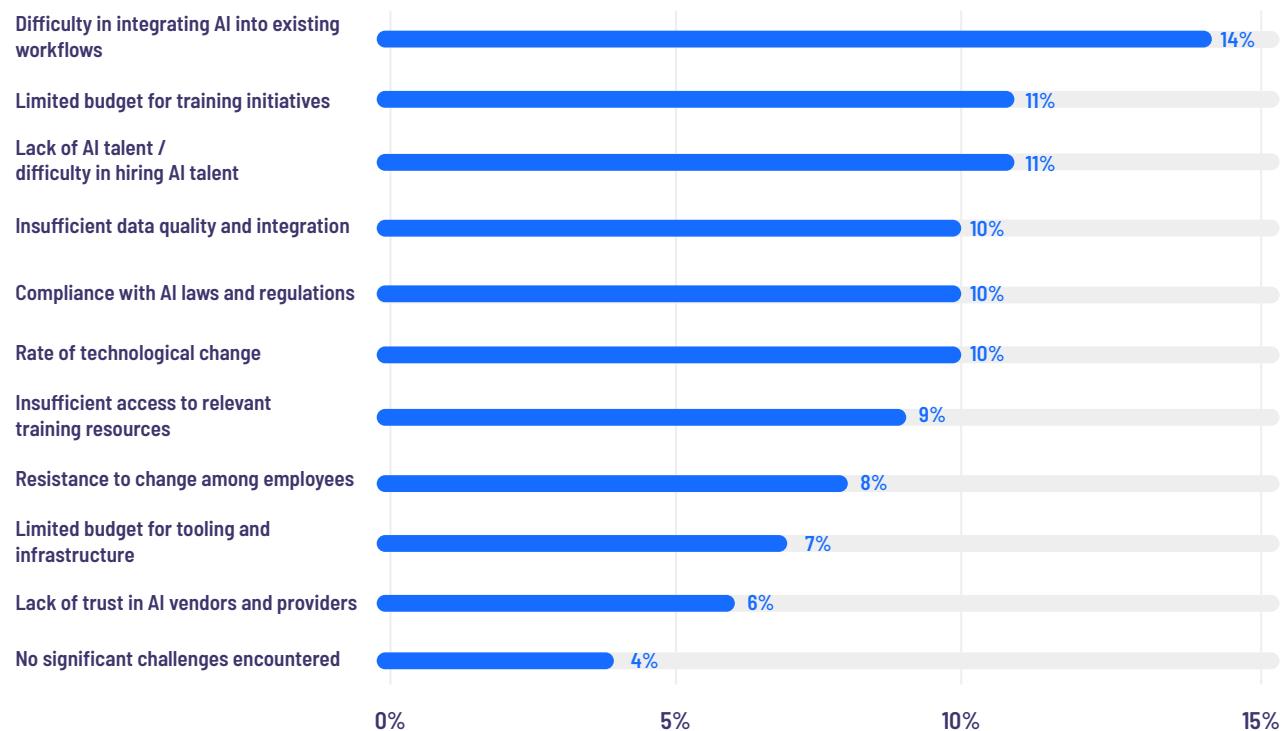
Impact Assessment: Generative AI



Challenges and Opportunities

Despite the enthusiasm for AI in the Marketing sector, challenges persist. Integration into existing workflows poses a significant hurdle, accompanied by budget constraints for training initiatives. **This emphasizes the need for upskilling in AI, especially considering the industry's struggle in sourcing AI talent.**

Challenges predicted in implementing AI



Data Privacy Concerns:

The slow progress in AI governance and data privacy is a pressing concern. With only 33% of the industry taking active steps to address these issues, the risk of non-compliance and ethical missteps looms. The marketing industry needs to take active steps to adhere to regulatory requirements and embrace ethical marketing practices that respect consumer privacy and trust. By doing so, businesses can safeguard their reputation, build trust with their audience, and navigate the complexities of the digital age with confidence.

Functional Trends in Marketing

Top Marketing Skills

As the marketing landscape evolves, the skills required to navigate the marketing function are shifting rapidly.

Marketing analytics takes precedence as the most crucial skill. Highlighting the need for a data-centric approach for deeper consumer insights, optimising marketing objectives and processes, getting a better return on investment.

Essential Skills for Marketing Professionals in 2024

1	Marketing analytics	6	SEO and semantic search
2	AI and automation	7	Digital communications
3	Growth marketing	8	Experimentation and A/B Testing
4	Customer experience	9	Ethical marketing
5	Content marketing	10	Omnichannel marketing strategy

Building a Marketing Strategy in 2024

In crafting effective marketing strategies for 2024, the landscape is marked by a notable shift away from traditional approaches, with marketers prioritising innovative methods aligned with evolving consumer preferences. The top-ranking strategies include AI-powered marketing automation, organic growth, hyper-personalisation, influencer marketing, user-generated content (UGC), and video marketing.

These approaches signify **a departure from conventional PPC advertising, reflecting a growing emphasis on authenticity, individualised connections, and immersive experiences**. Again we are reminded of how privacy and data protection rank lower on the agenda for Marketeers, raising a degree of concern and highlighting a potential gap in addressing data governance and ethical marketing practices. This prioritised list underscores the need for more personalised, relationship-centric, and technologically advanced strategies to navigate the dynamic marketing landscape in 2024.

Marketers plan to prioritise the following tactics in their 2024 marketing strategy:

1	AI-powered marketing automation
2	Organic
3	Hyper-personalisation
4	Influencer marketing
5	User-Generated Content (UGC)
6	Video marketing
7	PPC
8	Virtual reality / Augmented reality
9	Sustainability marketing
10	Privacy and data protection
11	Social commerce
12	Voice search optimisation

Generative AI Usage

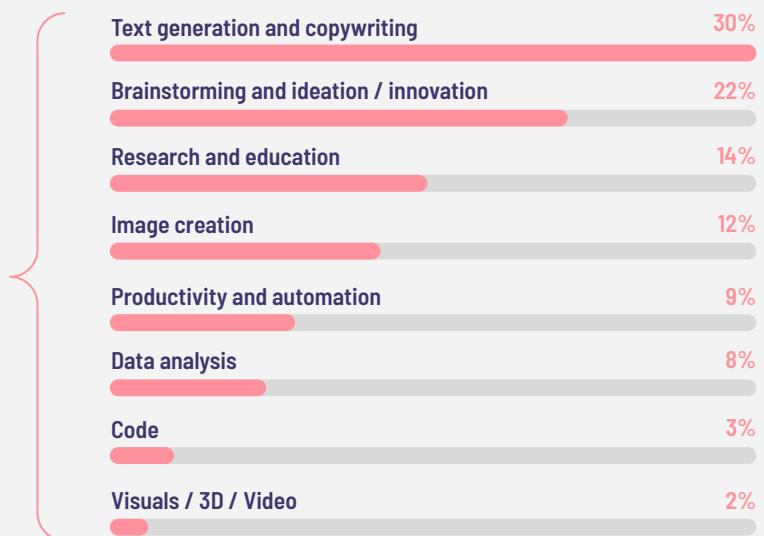
Only 35%

of marketing professionals believe Generative AI has impacted their functional responsibilities or teams,

93%

actively use Generative AI at work. Of which, 40% use it daily for tasks related to: copywriting and brainstorming, suggesting a deeper integration into daily functions.

How Marketing Professionals are using Generative AI at work



Top Generative AI Marketing Use Cases

Copywriting and Content Creation:

- Drafting ideas for presentation formats.
- Generating blog posts, articles, and video transcripts.
- Creating copy for ads and campaigns.
- Generating content for social media posts and newsletters.
- Writing articles, blogs, and PR content.
- Drafting communication around concepts and product descriptions.

Idea Generation and Brainstorming:

- Sparring partner for literature and content marketing purposes.
- Creating creative names for projects.
- Identifying keywords for persuasive communication.
- Thinking out brand training and adapting copy to make it more original.
- Brainstorming marketing claims and strategies.

Research and Analysis:

- Performing research and generating ideas.
- Analysing data and creating comparative analyses.
- Researching and finding inspirations.
- Aiding in A/B testing, subject lines, and ideas for use cases.
- Optimising targeting in paid media, landing pages, and ad texts.

Future Predictions

Marketeers anticipate broader adoption of Generative AI for data analysis beyond current applications in copywriting and brainstorming. This aligns with marketing's evolving needs and expectations, linked to marketing analytics and customer insights as tools for competitive advantage.

Trending AI Tools Marketers are using:



ChatGPT



Bard



midjourney

OpenAI
DALL-E 2

Notion AI



Copilot

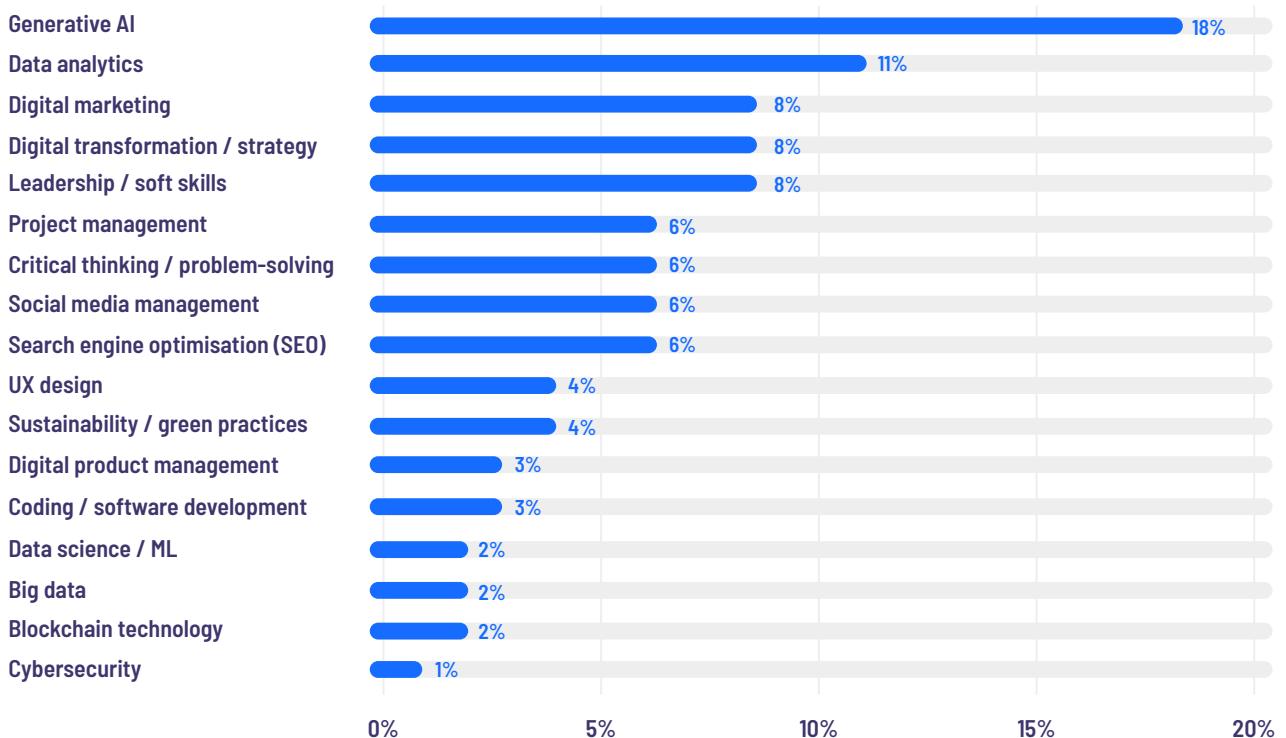


Adobe Firefly

Looking to the Future of Marketing

If you are a marketeer, or leading a Marketing team, the skills employees and employers are interested in learning in 2024 and beyond are:

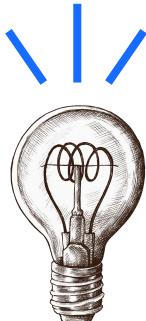
Upskilling and Reskilling Trends in the Marketing Industry in 2024



Future Predictions

As the Marketing sector looks to the future, it stands at the intersection of technology and creativity. The surge in AI adoption, coupled with a strategic focus on growth marketing, defines the trajectory for 2024. Success lies in the industry's ability to upskill its workforce, prioritise data governance, and adapt marketing strategies to align with consumer expectations. The journey forward involves not just keeping pace with technological advancements but leading the way with innovation, purpose, and a customer-centric mindset.

Wanna know more? Read on!



Marketers increasingly want to learn more about ChatGPT and AI, and how to create effective prompts for copywriting.

They highlighted the need for data analysis skills in addition to specialist Digital Marketing skills related to Content Marketing and Storytelling, Communication, Understanding customer issues, CRO and Email Marketing.

Chapter 08

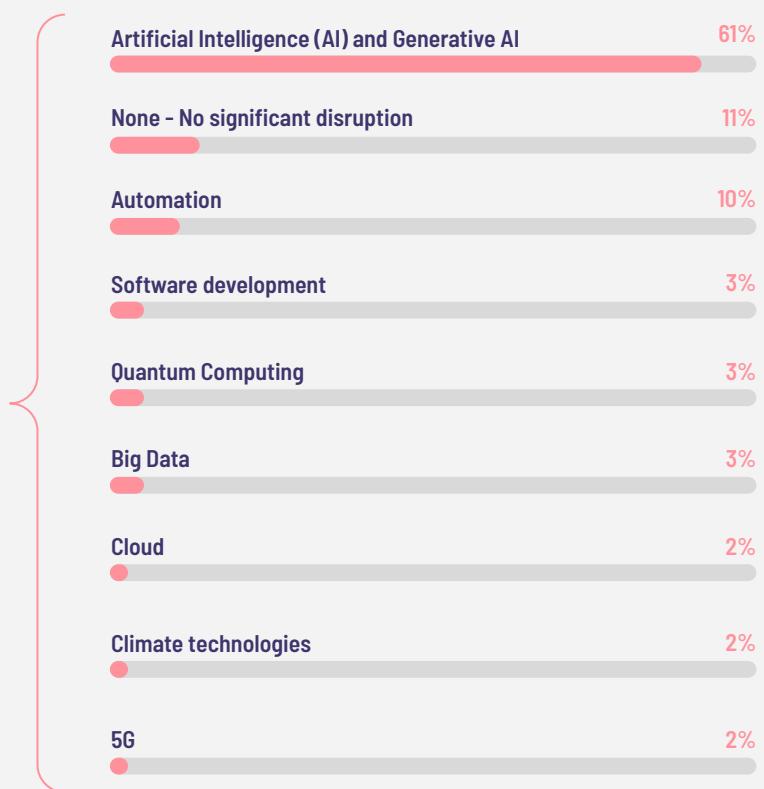
Sector Insights and Trends: Data and IT

Sector Insights: Data and IT

Technology Trends

In the dynamic landscape of Data and IT, the anticipation of disruptive technologies in 2024 centres around AI and Generative AI at 61%. This sector is poised for more varied disruptions compared to others, encompassing Quantum Computing, 5G, AR/VR, and Climate technologies.

The most anticipated disruptive technologies in Data/IT in 2024



Insight:

The tech sector is ready for a diverse technological upheaval, embracing advancements beyond AI.

Skills shift

When comparing key skills in the Data/IT industry between 2023 and 2024 it revealed intriguing trends that reflect the industry's evolving priorities and demands.

Notably, Generative AI experienced an upward trajectory, increasing from 13% in 2023 to 16% in 2024, indicating a heightened emphasis on harnessing the capabilities of AI and Generative AI technology by developing these skills.

Top 10 Data/ IT Skills for 2024



Top 10 Data/ IT Skills for 2024



Generative AI



Data analytics and visualisation



UX design / creativity



Product development and management



Growth marketing



Leadership



Digital transformation and strategy



Software development



Project management

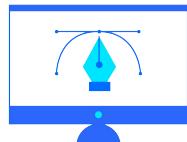


Sales and business development

Skills shift



Data analytics and visualisation, although experiencing a slight decrease in priority from 10% to 9% YoY, remains a key priority. Highlighting the ongoing importance of data-driven decision-making.



User experience and design become more important, underscoring the industry's recognition of the critical role that a seamless and user-friendly interface plays in technology adoption.



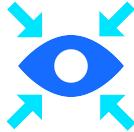
Product development and management also saw an increase YoY, showcasing a growing focus on bringing innovative and user-centric products to market.

Wanna learn more? Read on!



The shift in these skill priorities reflects the industry's response to the increasing influence of **Generative AI**, the continued significance of data, and a heightened emphasis on enhancing user experience and product development, aligning with the evolving demands of the IT/data sector in 2024.

Impact Assessment: Generative



Recognition of Impact:

67% acknowledge Generative AI's substantial impact, surpassing the industry average but trailing Marketing.



Productivity and Automation:

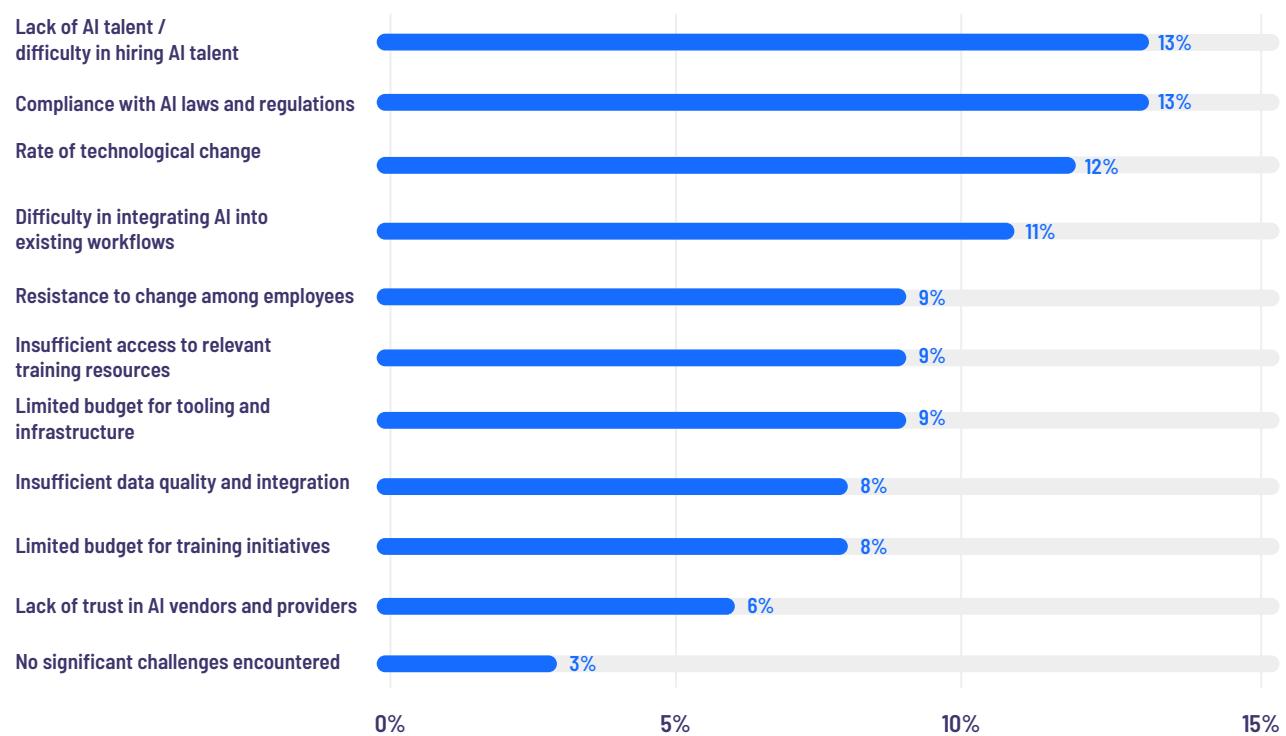
Generative AI impacts productivity, time-saving, and automation, showcasing versatility in applications.

[The CEO of Meddle highlights AI's power to "boost productivity and shape brand success." Emphasising AI's strategic role, he notes, "AutoGPT Agents are revolutionising SaaS," and believes "AI can amplify resources 100x when smartly utilised." Currently, Meddle uses AI for creating unique animations, crafting job descriptions, and customising client offers, signalling AI's growing influence in Data/IT and marketing.]

Challenges and Opportunities

The biggest and unique challenges anticipated across this sector are Lack of AI talent/ difficulty in hiring AI talent and compliance with AI laws and regulations, followed by concerns about the rate of change of technology. What is clear from these responses is how the tech sector is much more focused on compliance than all other sectors, looking to prioritise it. In addition, they appear to be much more aware of the rate of change of the technology, and how this impacts forecasting and workforce planning.

Challenges predicted in implementing AI



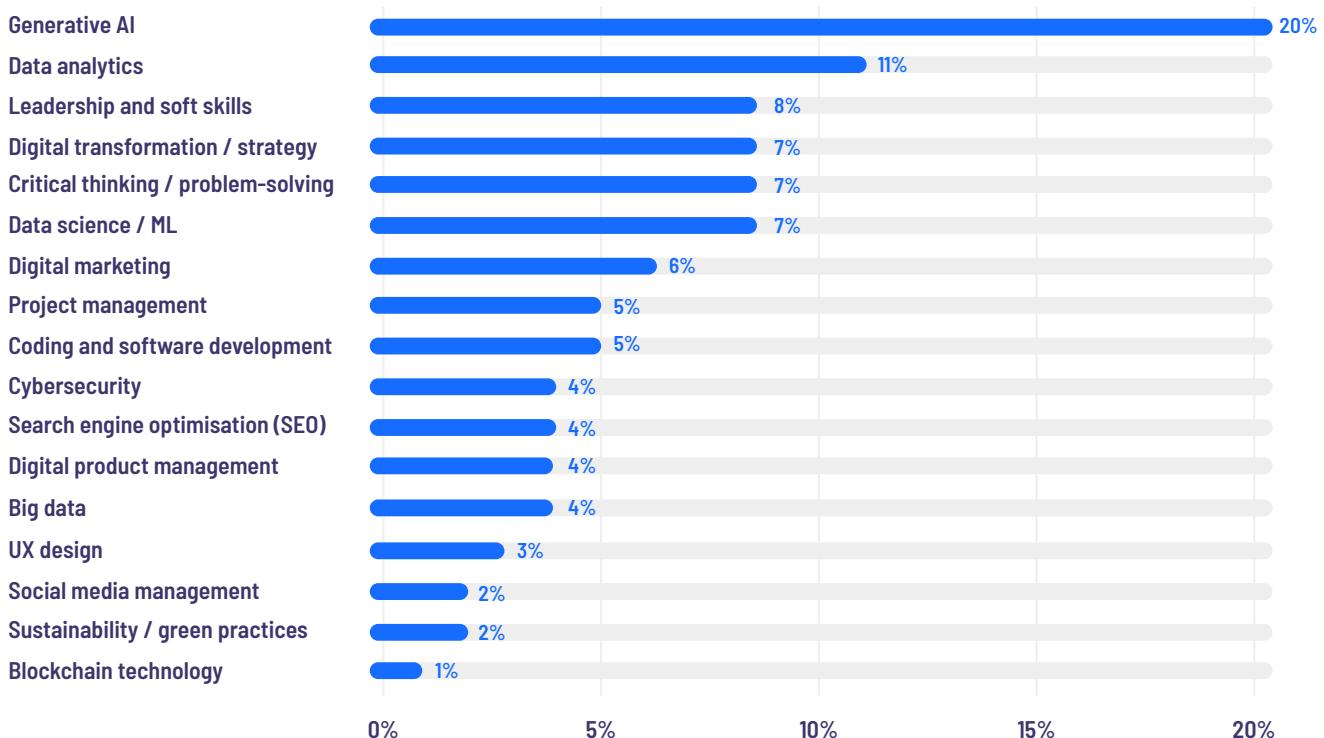
Data Privacy Concerns:

54% of Data and IT companies are taking active measures to ensure effective AI governance and to mitigate the risks associated with AI misuse.

Upskilling and Reskilling Trends in the Data and IT Industry in 2024

Prioritising Generative AI training in 2024, the sector aims to bridge the skills gap. Technical and soft skills, especially digital leadership and critical thinking, are gaining prominence.

Another important trend is the value of project management skills, especially agile project management training.



Functional Trends in Data and IT

Top Data and IT Skills:

As the rate of technology, especially AI increases, tech leaders and data professionals working specially in a data function or industry are increasingly focusing on **AI/ Generative AI programming and development, with a focus on understanding Large Language Models (LLMs), such as ChatGPT.**

- Data Analysis and Visualisation also emerge as critical priorities, followed by Agile Project Management Skills and Communication/Managerial Skills.

This collective recognition reflects the pivotal role these competencies play in navigating the new workplace landscape of data and information technology. The prevalence of AI underscores the increasing integration of advanced technologies, necessitating professionals to stay updated on AI developments. For employees, this implies a need for continuous upskilling in AI-related competencies and a heightened focus on effective communication and project management.

- Leaders in the data/IT function should prioritise fostering a **culture of learning, ensuring their teams acquire not only technical skills but also soft skills to communicate insights effectively.**

The overarching theme suggests a demand for a holistic skill set that combines technical prowess with interpersonal and project management capabilities, reflecting the multifaceted challenges and opportunities within the data/IT function in 2024.

Essential Skills for Data/IT Professionals in 2024

1	AI and Generative AI development	6	Digital transformation/ Change Management
2	Programming and Software Development	7	Critical Thinking
3	Data Analysis and Visualisation	8	Data Engineering & ML Ops
4	Agile Project Management Skills	9	Data Security and Cloud Computing
5	Communication and Managerial Skills	10	Continuous Learning and Adaptability

As Generative AI and LLMs have become more and more integrated, **Critical thinking** skills are becoming increasingly important.

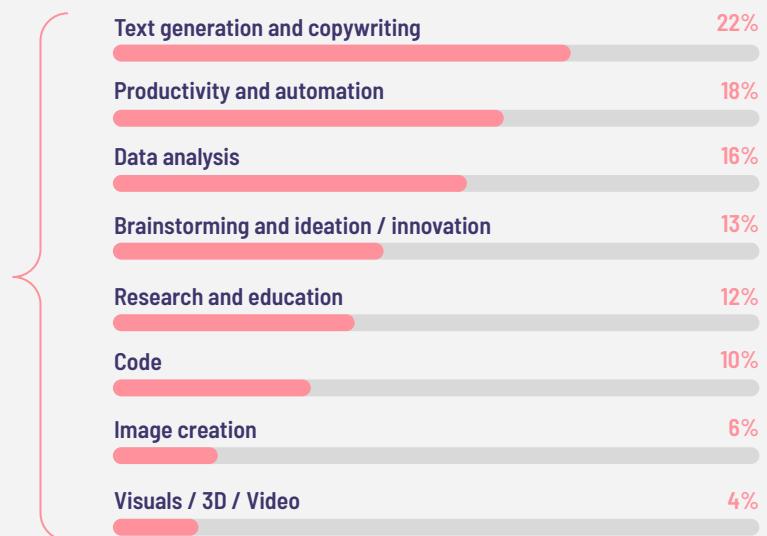
Generative AI

Data and IT roles have been much more impacted by Generative AI than Marketing, with 44% of respondents reporting that Generative AI has impacted their functional responsibility or team.

Whilst this function has been more significantly impacted by Generative AI than the average (31%), they reported a much lower average usage than Marketers with **82% report using it at work, of which 36% use it daily**. Not surprisingly, tech professionals use Generative AI much less for text generation and copywriting and see much more diverse and technical uses.

- Data professionals are increasingly leveraging generative AI to enhance productivity, automate workflows, and intensify coding and data analysis efforts.

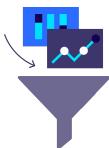
How Data/IT Professionals are using Generative AI at work



How are you using AI?

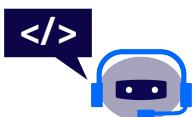


Based on the responses from data professionals, the top four use cases for Generative AI in the data/IT function are:



Data Analysis:

Gen AI is widely employed for data analysis, aiding in understanding and interpreting datasets, optimising data annotation, and improving content creation.



Coding Assistance:

Gen AI is employed to assist in coding tasks, such as coding prompts, message writing, translating code from one language to another, and generating code documentation and unit tests.



Automation and Optimisation:

Data professionals leverage Generative AI for various automation tasks, including optimising software, summarising information or data, and generating plans and constructions.

These use cases reflect the versatile applications of Generative AI in enhancing productivity, creativity, and efficiency across data analysis, content creation, coding, and automation within the data/IT function.

Future Predictions

Data professionals envision a dynamic future for Generative AI, including increased usage and integration into creative processes, content generation, and problem-solving. The shifting capabilities of Generative AI are expected to enhance innovation, streamline tasks, and open new possibilities across various operational aspects. Some professionals anticipate it becoming a crucial tool in decision-making processes, self-optimised software development, and even for warehouse management systems. However, there are concerns, such as the need for effective regulation to prevent misuse and the recognition that reliance solely on Generative AI might compromise credibility. Overall, the outlook is positive, with professionals anticipating Generative AI to become a standard tool in modern employment, playing an increasingly central role in workflows and industry innovation.

Data Pros Zone in on Leading AI Tools:



ChatGPT



Bard



Copilot

The Data and IT sector stands at the forefront of technological advancements, with Generative AI playing a pivotal role in shaping its future. Success lies in continuous upskilling, effective AI governance, and a balanced approach to technical and soft skills.

Conclusion

Generative AI, both a driver and disruptor, requires proactive management of integration, upskilling, and ethical issues.

Success lies in blending human expertise with AI efficiencies to enhance human potential across sectors.

Conclusion

As we move through 2024, Generative AI's impact is reshaping industries and functions, demanding a new approach to workforce dynamics and skill sets. Organisations must pivot towards digital agility, value skills over traditional qualifications, and nurture an innovative workforce.

Generative AI, both a driver and disruptor, requires proactive management of integration, upskilling, and ethical issues. Success lies in blending human expertise with AI efficiencies to enhance human potential across sectors.

Human skills, particularly in connection and empathy, remain unmatched by AI, underscoring the importance of authentic communication, especially in customer relations. As AI transforms the workplace, the combination of human creativity and strategic thinking becomes more critical, ensuring human talents stay relevant in a tech-enhanced future.

The push for skill evolution is critical, underscoring the importance of staying ahead of change. Upskilling becomes a collaborative effort, benefiting individuals, teams, and organisations alike. Cultures of lifelong learning lead to market leadership, increased productivity, and innovation.

Leadership now demands vision and strategic foresight, guiding organisations through AI-driven changes. This leadership involves promoting a culture of learning, and strategic application of AI to excel in the evolving world of work.

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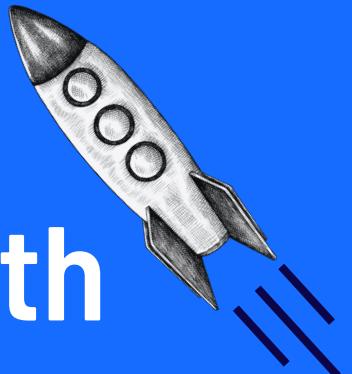
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