

Survey on

Future HR Challenges

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PERSOLKELLY Consulting, a comprehensive human resources services and solutions provider in the Asia-Pacific region, surveyed 175 Japanese companies and 251 non-Japanese companies in Thailand, Vietnam, India, and Singapore regarding future human resources challenges.

Survey Summary

1. **Over 90% of respondents in Thailand, Vietnam, India, and Singapore expect changes to business models, operational processes, and corporate culture over the next 3 to 5 years. In Vietnam and India, over 60% of respondents expect drastic changes.**
2. In the field of human resources, the following items are predicted to change the most in every country:
 - Big data/data analytics for HR management-Big data/data analytics for HR management **(65%) in India**
 - More flexible work environment **(53%) in Vietnam**
 - More flexible work environment **(37%)** as well as Diversity and Inclusion (D&I) in recruitment **(37%) in Singapore**
 - AI/Cloud-based software for HR automation **(33%) in Thailand**
3. The following items are predicted to not change at all in the field of human resources in every country:
 - More long-term incentives **(37%) in Thailand**
 - More outsourcing and use of vendors for training More outsourcing and use of vendors for training **(27%) in Vietnam**
 - Big data/data analytics for HR management-Big data/data analytics for HR management **(13%)** as well as More long-term incentives **(13%) in India**
 - More long-term incentives **(30%) in Singapore**

Background of the Survey

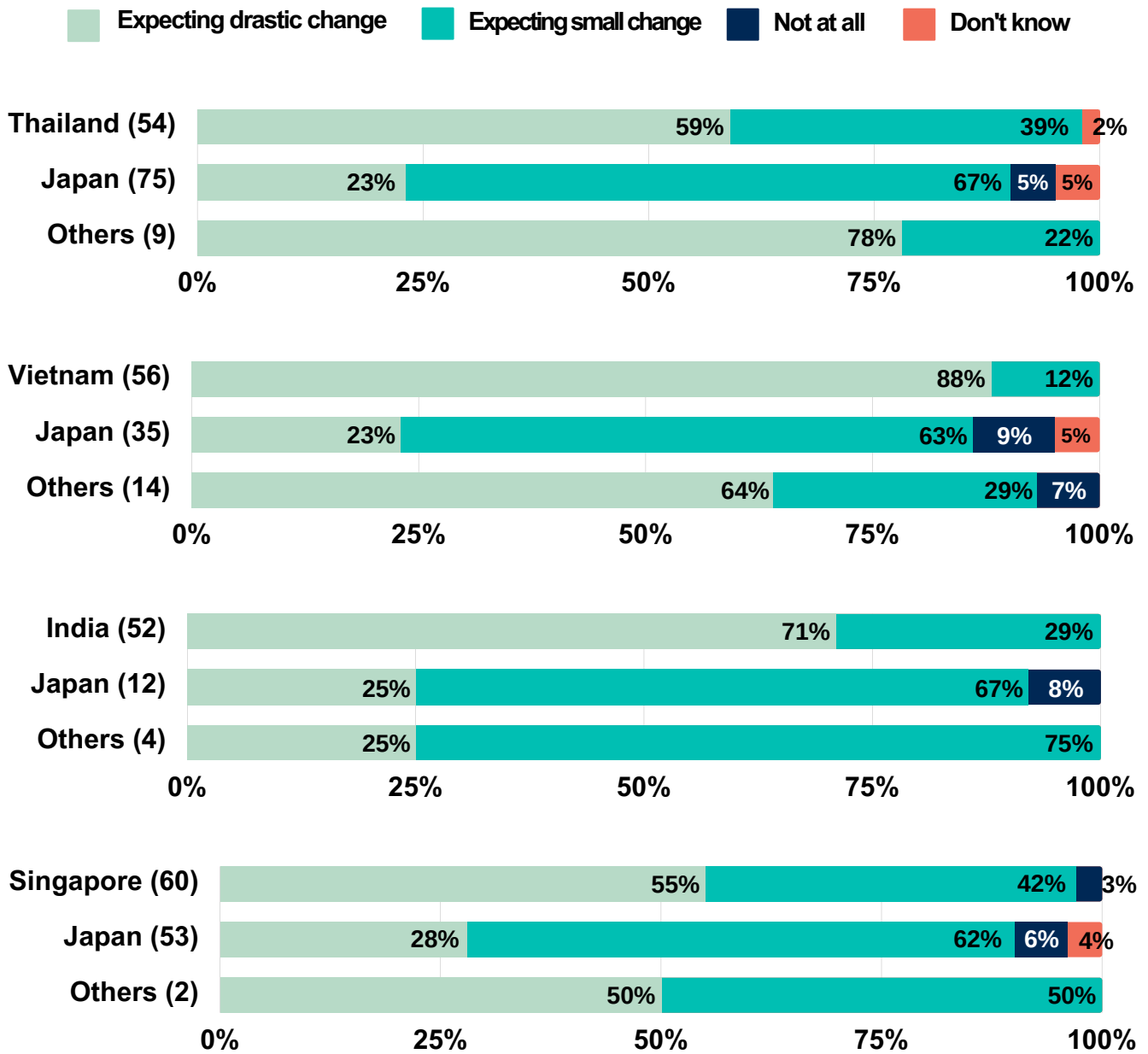
Rapid technological advancements and the global impact of the COVID-19 pandemic have transformed the business landscape, giving rise to new services and business models, and changing communication methods. This survey aims to gather insights from personnel managers at Japanese and non-Japanese companies about the anticipated changes and associated human resources challenges they expect to face over the next 3 to 5 years. This information will provide valuable insights for addressing future human resources challenges.

Survey Responses

- Local companies in all countries anticipate drastic changes to their business models, operational processes, and corporate culture over the next 3 to 5 years, with over 50% of respondents giving this answer. In contrast, Japanese companies are less likely to anticipate drastic changes, with only around 20% of respondents giving this answer.

How much are you expecting a change in your business models, operation processes, or culture in the coming 3~5 years?

Responses by region of headquarters



2. When comparing Japanese and local companies, the items with the highest percentages for "Definite change" and "Not expected at all" are as follows:



Responses indicating "Definite change":

- **Local Companies:**
 - "AI/Cloud-based software for HR automation" (56%)
 - "More value-drive performance evaluation" (56%)
- **Japanese Companies:**
 - "More flexible work environment" (23%)

Responses indicating "Not expected at all":

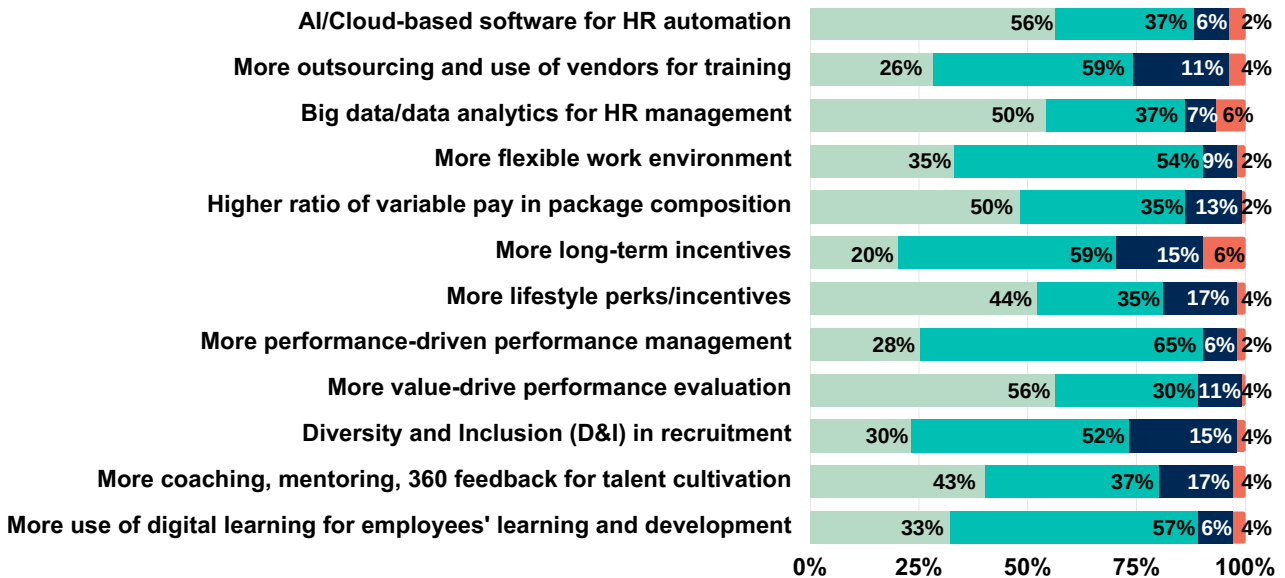
- **Local Companies:**
 - "More lifestyle perks/incentives" (17%)
 - "More coaching, mentoring, 360 feedback for talent cultivation" (17%)
- **Japanese Companies:**
 - "More long-term incentives" (57%)



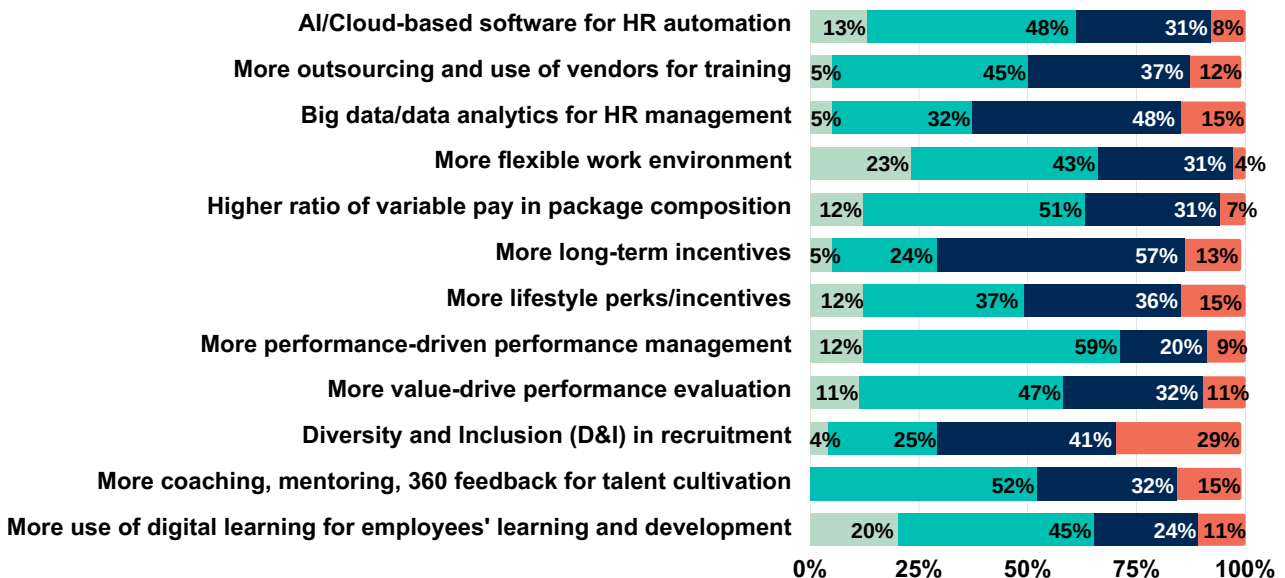
What changes are you expecting in the HR Area?

■ Definite change
 ■ Somewhat expecting
 ■ Not expected at all
 ■ Don't know

Thailand - Local companies



Thailand - Japanese companies





VIETNAM



Responses indicating "Definite change":

- **Local Companies:**
 - "More flexible work environment" **(75%)**
- **Japanese Companies:**
 - "More flexible work environment" **(23%)**

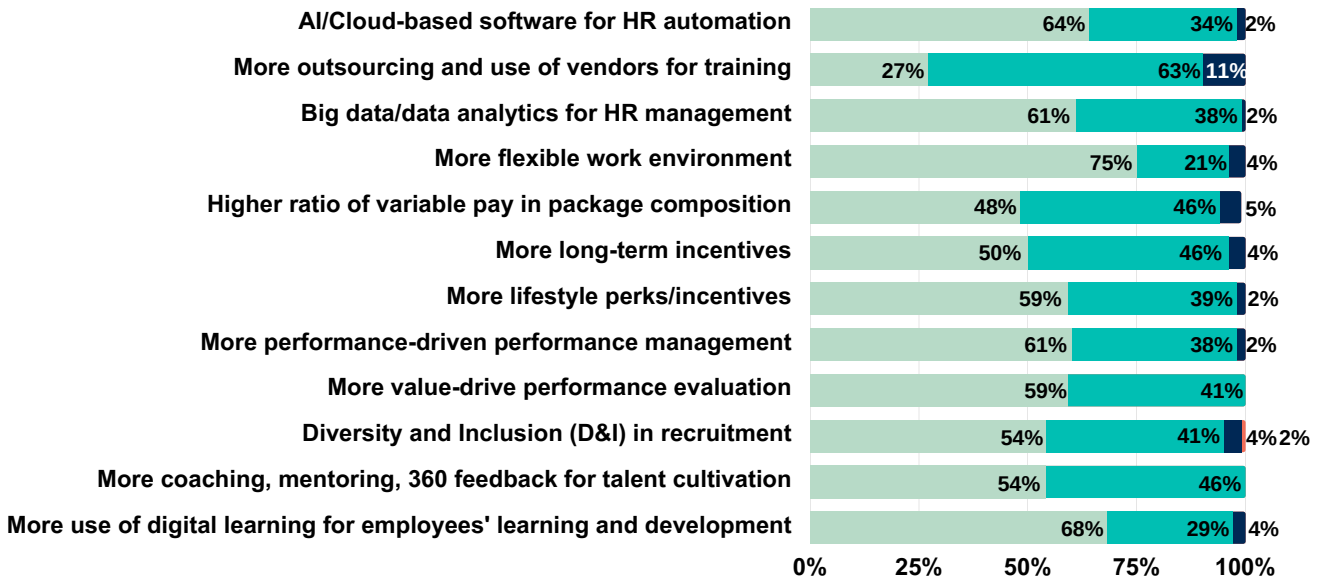
Responses indicating "Not expected at all":

- **Local Companies:**
 - "More outsourcing and use of vendors for training" **(11%)**
- **Japanese Companies:**
 - "More outsourcing and use of vendors for training" **(49%)**
 - "Big data/data analytics for HR management" **(49%)**
 - "More long-term incentives" **(49%)**

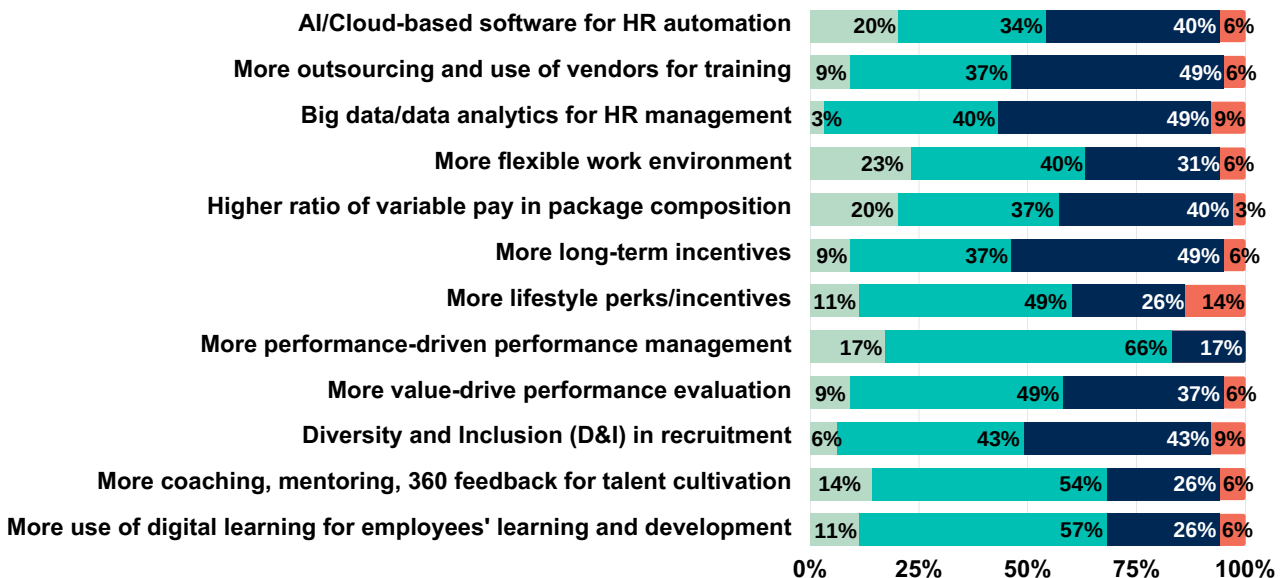
What changes are you expecting in the HR Area?

■ Definite change
 ■ Somewhat expecting
 ■ Not expected at all
 ■ Don't know

Vietnam - Local companies



Vietnam - Japanese companies





INDIA



Responses indicating "Definite change":

- **Local Companies:**
 - "Big data/data analytics for HR management" (79%)
- **Japanese Companies:**
 - "More outsourcing and use of vendors for training" (25%)
 - "More use of digital learning for employees' learning and development " (25%)

Responses indicating "Not expected at all":

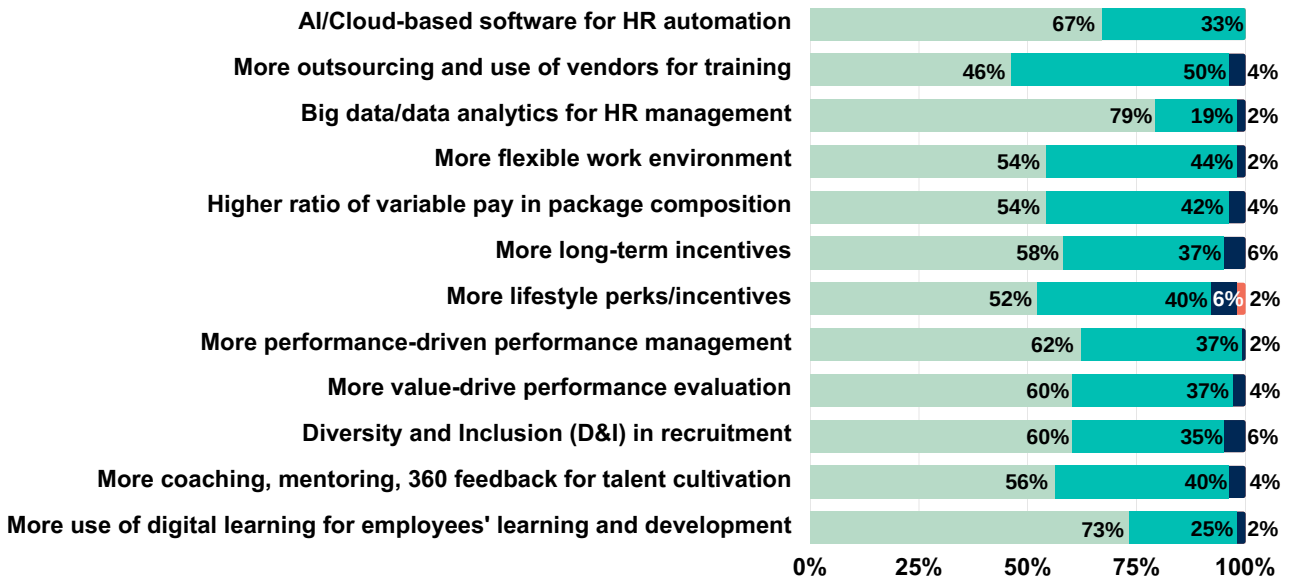
- **Local Companies:**
 - "More long-term incentives" (6%)
 - "More lifestyle perks/incentives" (6%)
 - "Diversity and Inclusion (D&I) in recruitment" (6%)
- **Japanese Companies:**
 - "Big data/data analytics for HR management" (58%)
 - "Diversity and Inclusion (D&I) in recruitment" (58%)



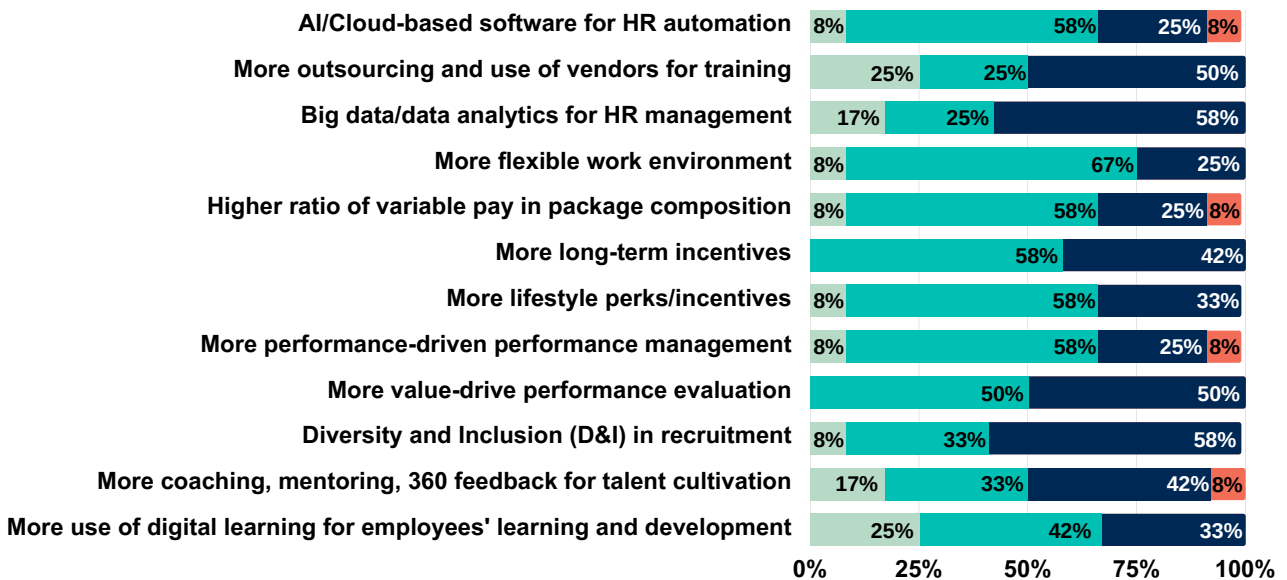
What changes are you expecting in the HR Area?

■ Definite change
 ■ Somewhat expecting
 ■ Not expected at all
 ■ Don't know

India - Local companies



India - Japanese companies





SINGAPORE



Responses indicating "Definite change":

- **Local Companies:**
 - "Diversity and Inclusion (D&I) in recruitment" **(62%)**
- **Japanese Companies:**
 - "More flexible work environment" **(23%)**

Responses indicating "Not expected at all":

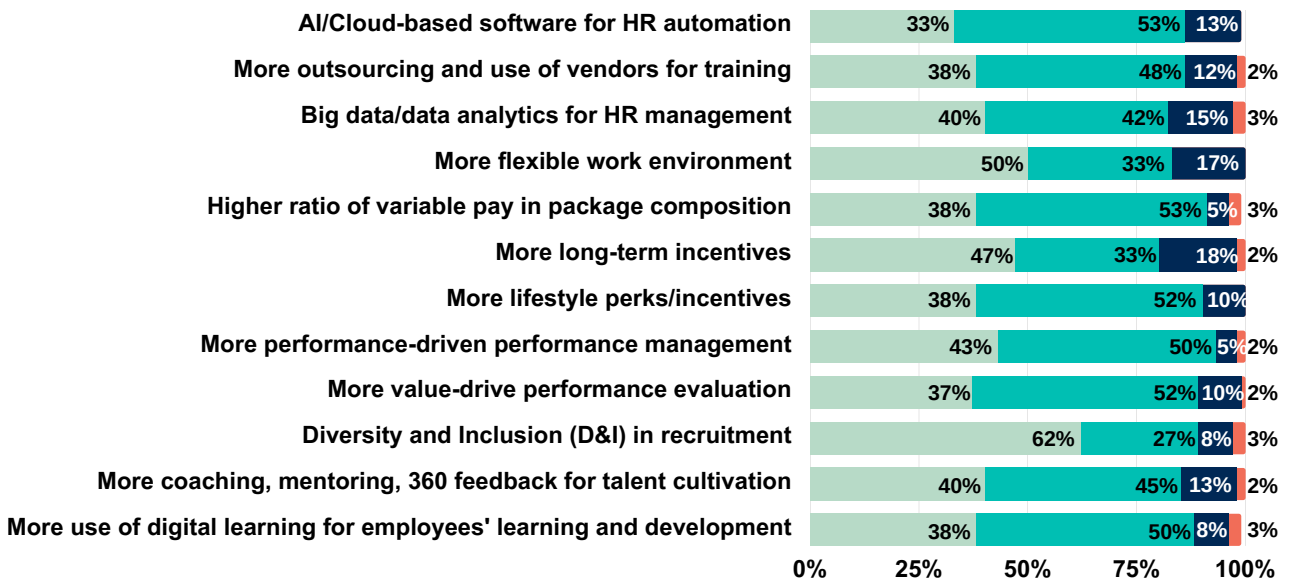
- **Local Companies:**
 - "More long-term incentives" **(18%)**
- **Japanese Companies:**
 - "More long-term incentives" **(45%)**



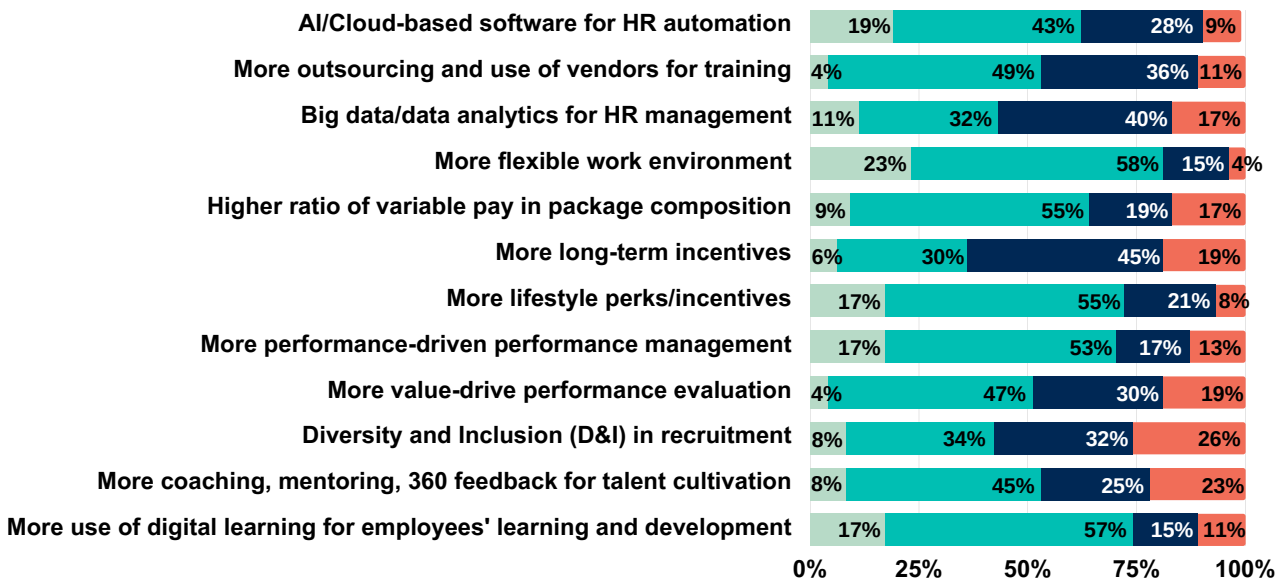
What changes are you expecting in the HR Area?

■ Definite change
 ■ Somewhat expecting
 ■ Not expected at all
 ■ Don't know

Singapore - Local companies



Singapore - Japanese companies



Research Objective:

The survey aims to gather insights into the anticipated changes and challenges in human resources over the next 3 to 5 years. This information will be valuable for business leaders preparing for future human resources challenges and ensuring they can attract, retain, and develop the best talent.

Survey Target:

- **Thailand:** 75 Japanese companies, 63 non-Japanese companies (54 local companies, 9 foreign companies)
- **Vietnam:** 35 Japanese companies, 70 non-Japanese companies (56 local companies, 14 foreign companies)
- **India:** 12 Japanese companies, 56 non-Japanese companies (52 local companies, 4 foreign companies)
- **Singapore:** 53 Japanese companies, 62 non-Japanese companies (60 local companies, 2 foreign companies)
- **Total:** 175 Japanese companies, 251 non-Japanese companies (222 local companies, 29 foreign companies)

Survey Period:

- **For Japanese companies:** November 9, 2022, to December 6, 2022
- **For non-Japanese companies:** February 1, 2023, to March 31, 2023

Survey Methodology:

- The survey was conducted through online questionnaires.

Survey Organizer:

- PERSOLKELLY Consulting

About Us

PERSOLKELLY Consulting is a leading global human resource consulting and professional services company which proudly spans across the Asia-Pacific region. We are a subsidiary formed by the joint venture of PERSOL Group and Kelly Services Inc., now one of the largest recruitment companies in APAC. Formerly branded as BTI Consultants in Asia and Intelligence SMC in Hong Kong, PERSOLKELLY Consulting is built upon a rich legacy of expert talent development, HR management advisory, organisational effectiveness, and insights-driven HR solutions. With our single focus on fulfilling our clients' needs, we use innovative practices to empower both individuals and enterprises to achieve their full potential. At PERSOLKELLY Consulting, we believe in shaping a future workforce that is able to "Work and Smile".

Learn More:

PERSOLKELLY Consulting Group
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