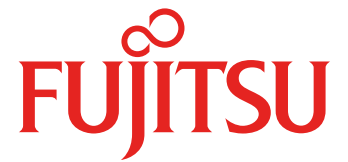


shaping tomorrow with you



# Reimagining the workforce: how Japan measures up

See how your peers in Japan are transforming their workforces  
– and how these efforts compare around the world.



# Reimagining the workforce: the key points in Japan

- ◆ Organizations have transformed to a similar extent to those around the world
- ◆ The CEO is far more likely to lead workforce transformation than any other c-suite member
- ◆ There's an equal focus on developing employee skills and adopting new tech
- ◆ Organizations are supporting their workforce transformation by investing in technology and automation
- ◆ The biggest barrier is a lack of understanding about what creates the ideal workforce
- ◆ Organizations want an efficient, creative and engaged workforce



# 1

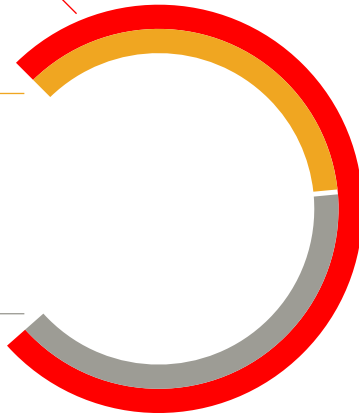
# What's the state of workforce transformation in Japan?

## Japan

76% of organizations have transformed their workforce in the last three years.

36% Extensively

40% Somewhat

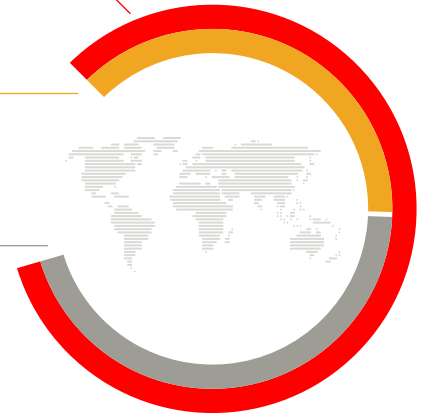


## Global

Globally 83% have transformed their workforce.

38% Extensively

45% Somewhat



## How many organizations in Japan have delivered on their strategic objectives?



54% achieved what they aimed to – across defense, innovation and growth goals.



22% significantly exceeded their goals

compared to 34% globally



## Why does the workforce need to change?

From improving profitability to innovating to developing new business models, organizations across Japan have a wide range of strategic objectives.

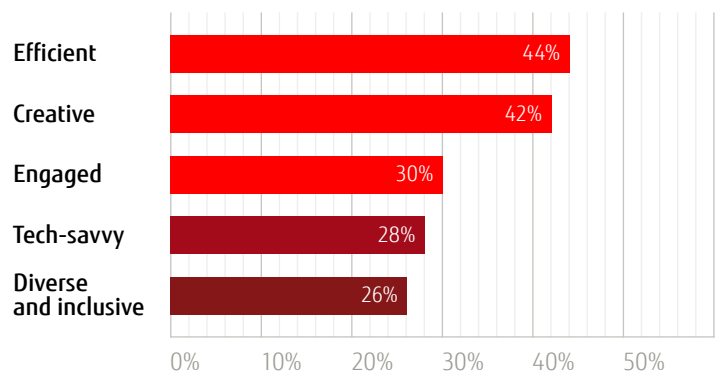
And to achieve them, their workforces need to change.

To meet these goals, organizations in Japan want a workforce with more:

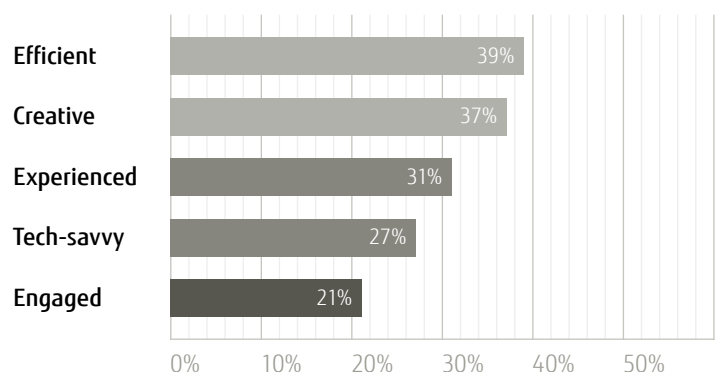
- Digital skills
- High-value skills
- "Human skills" (like communication and creativity)
- Tasks and jobs that are automated
- Workforce mobility

## So, what does the ideal workforce look like?

The top five qualities respondents in Japan want in their people:



Compared to organizations around the world:

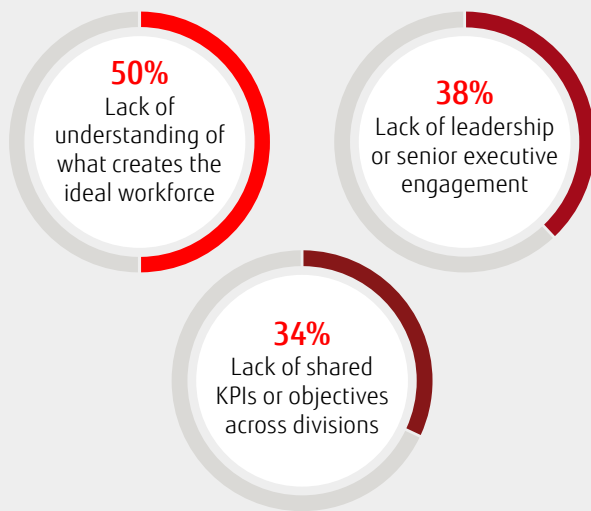




## 2 What are the barriers to workforce transformation?

**A lack of understanding of what the ideal workforce is, and a lack of senior engagement are causing issues.**

The biggest barriers and challenges in Japan:



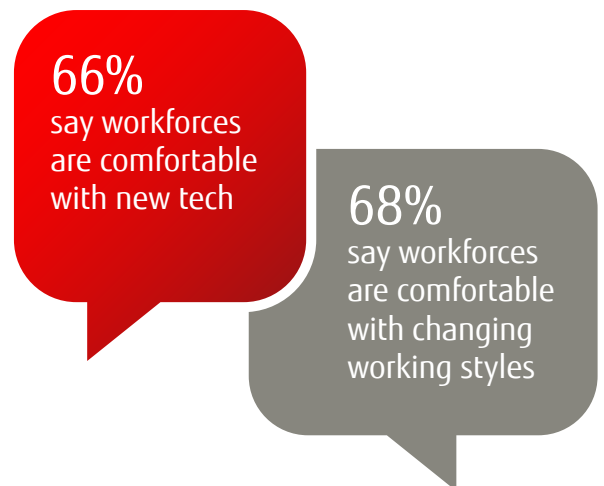
These barriers show a distinct regional difference. Globally, the biggest barrier is resistance to change among employees (38%), while only 30% of organizations in Japan cite this as a reason.

**Before setting out, you need to prepare for the price of workforce transformation.**

With the right planning, you can prepare for – and overcome – these issues. Organizations in Japan have faced:



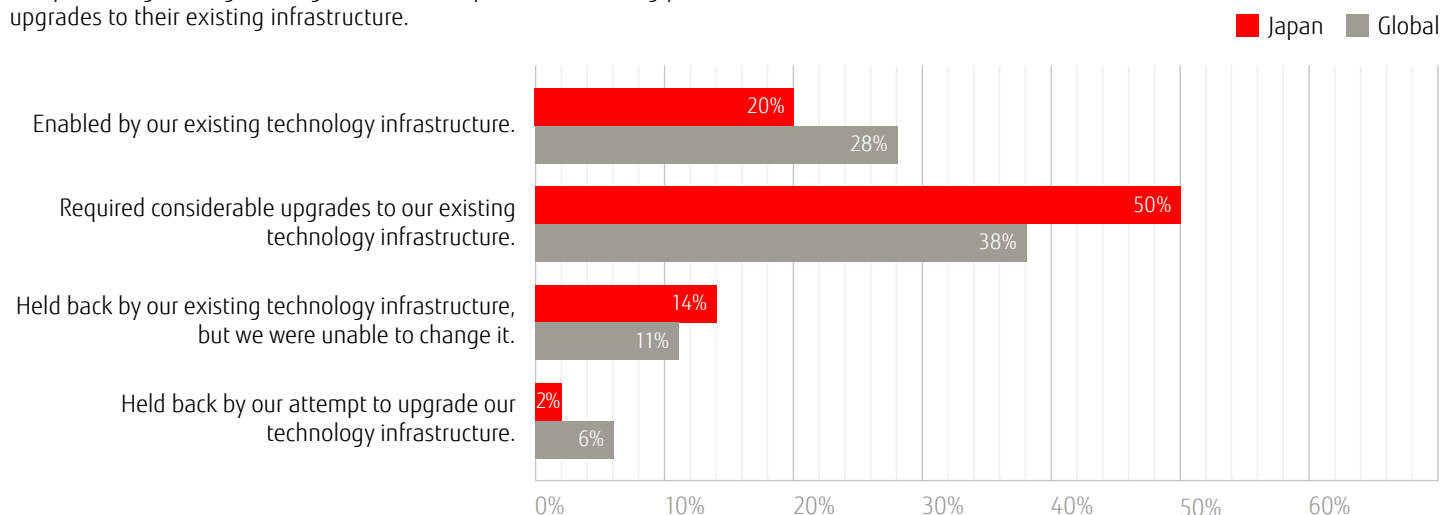
**How happy are workforces in Japan?**



**Only 48% of organizations in Japan faced increased staff turnover – compared to 70% worldwide**

**Does existing IT help or hinder in Japan?**

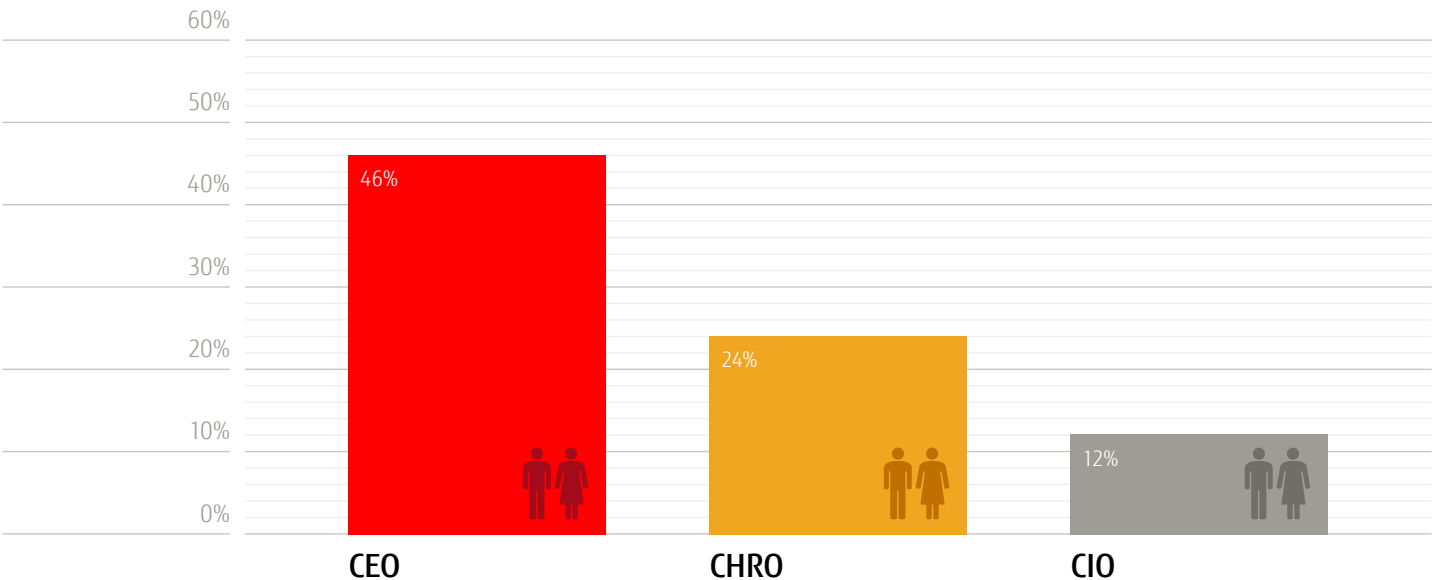
Compared to global figures, organizations in Japan overwhelmingly needed to make considerable upgrades to their existing infrastructure.



### 3 Who leads workforce transformation?

To avoid the barriers and challenges, you need the right leaders.

According to our respondents in Japan, workforce transformation is led by the:



Out of all the regions surveyed, organizations in Japan show the strongest preference to the CEO leading workforce transformation. Compare this to North America, where only 22% say their workforce transformation was led by their CEO. And globally, 29% of organizations state it's their CEO.



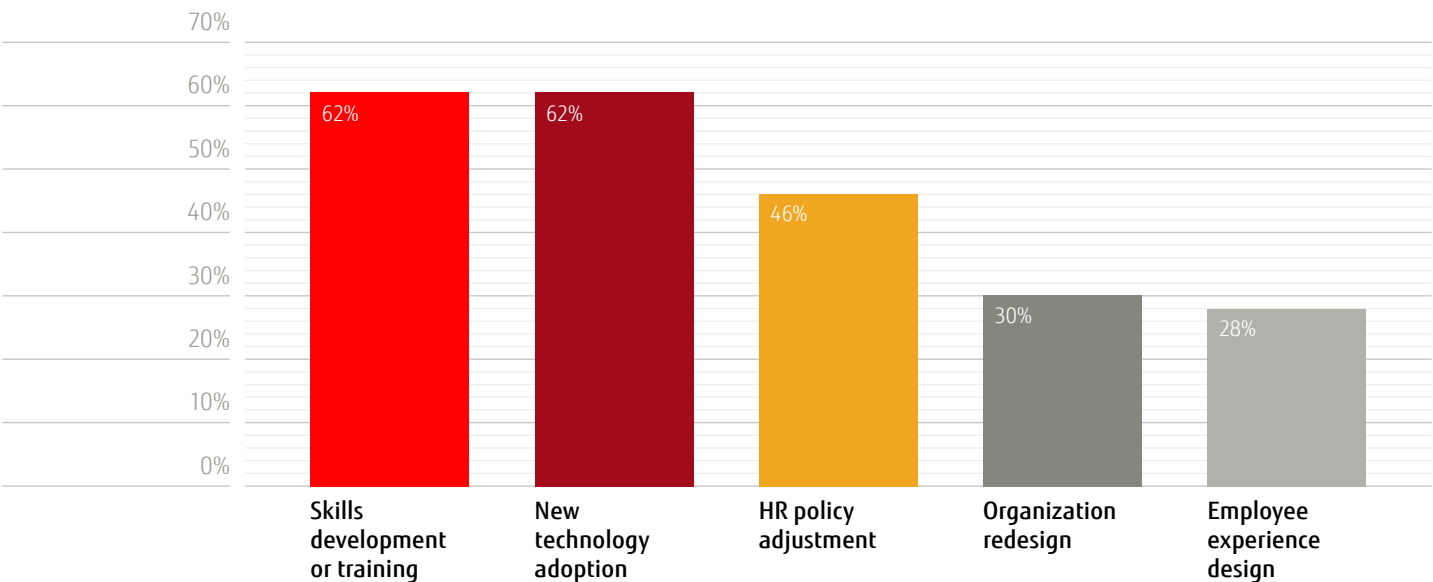
72%  
of organizations in  
Japan think they are  
**more able to adapt  
to changing strategic  
priorities** than they  
were three years ago.

# 4

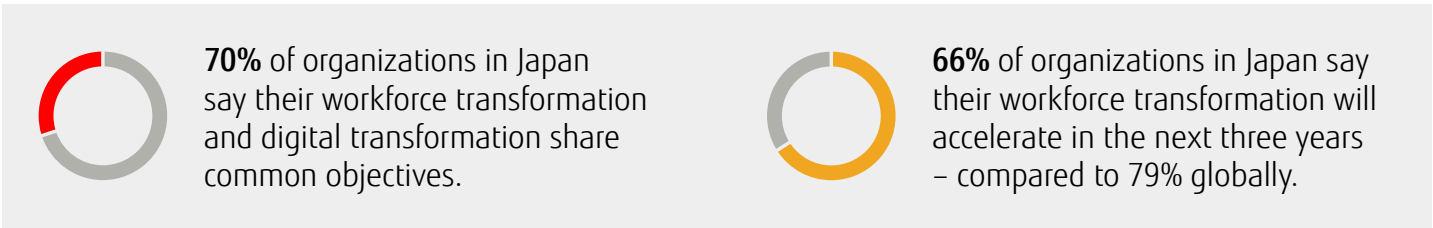
## Split the focus between people and technology

Many workforce transformation initiatives are related to technology.

Organizations in Japan support their workforce transformation initiatives with:

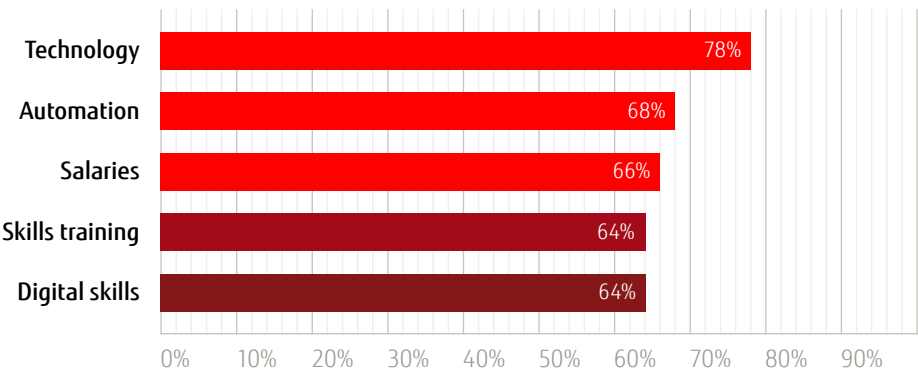


This is very much in line with organizations around the world, in terms of the top two priorities. However, when you look at policy change or employee experience design – there’s a big difference. Only 34% of organizations globally have changed policy. Meanwhile, 39% of organizations globally have used employee experience design.



### Where’s the money going?

Organizations in Japan have increased their investments in:



Investment in technology is seen all around the world. However, automation doesn’t rank as highly in other regions. And while 77% of organizations around the world have invested in salaries – only 66% of those in Japan have.

# 5 What can you do to help with your workforce transformation?

## 1 **Let strategy inform the make-up of the workforce.**

Make decisions about your workforce based on your strategic goals. From skills and training to using contractors, build a workforce that can deliver on your aims.

## 2 **Develop and articulate a clear vision.**

Leadership teams must think deeply about the ideal workforce that's needed for the whole business. Each department will have their own specific objectives in mind.

## 3 **Understand where digital and workforce transformation do not overlap.**

These two initiatives need to work in parallel. But digital should enable workforce transformation – not hinder it. There are plenty of non-digital factors to think about with workforce change.

## 4 **Accept there will be costs but make plans to minimize their impact.**

Any major change initiative will entail costs. With workforce transformation, you need to invest in skills development and upgrading technology. But you need to be vigilant to make sure it doesn't unduly increase complexity.



# 6 It's time to transform

For your business to thrive in a post-pandemic world, you need to transform your workforce. Flexibility, empathy and empowerment are crucial to meeting increased employee expectations in these unprecedented times.

You've seen what organizations across Japan have done. Now, what will you do?

Whether it's finding the right tech, managing change or training your people, we can help you reimagine your employee experiences.



Email us on  
[askfujitsu@ts.fujitsu.com](mailto:askfujitsu@ts.fujitsu.com)



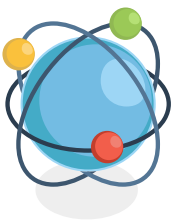
or call us on  
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You can read more about  
the **digital workplace**  
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or in our **blog**  
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## What do we mean by workforce transformation?

It's the agility to move with evolving workforce requirements in the post-Covid 19 era. It might include flexible working arrangements and training your staff to develop new skills.

All statistics come from research by The Economist Intelligence Unit, sponsored by Fujitsu and Citrix. Taken from 200 respondents from across Europe (50), the US (50), Japan (50), and Australia and New Zealand (50). Company annual revenue: 50% \$100m-\$1bn, 50% \$1bn+.

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