GCC Labor Markets Mobility

Digitization Shaping the Future of Work

Dubai, May 11th , 2016

Selim J. Eddé
Global Lead Labor Markets Digitization
SAP SE
selim.edde@sap.com

The Power of Digitization

Germany's 12th Man at the World Cup: Big Data

THE BIG DATA PRESIDENT
DRIVEN BY DATA: THE OBAMA CAMPAIGN DEFINED A NEW ERA OF CAMPAIGNING
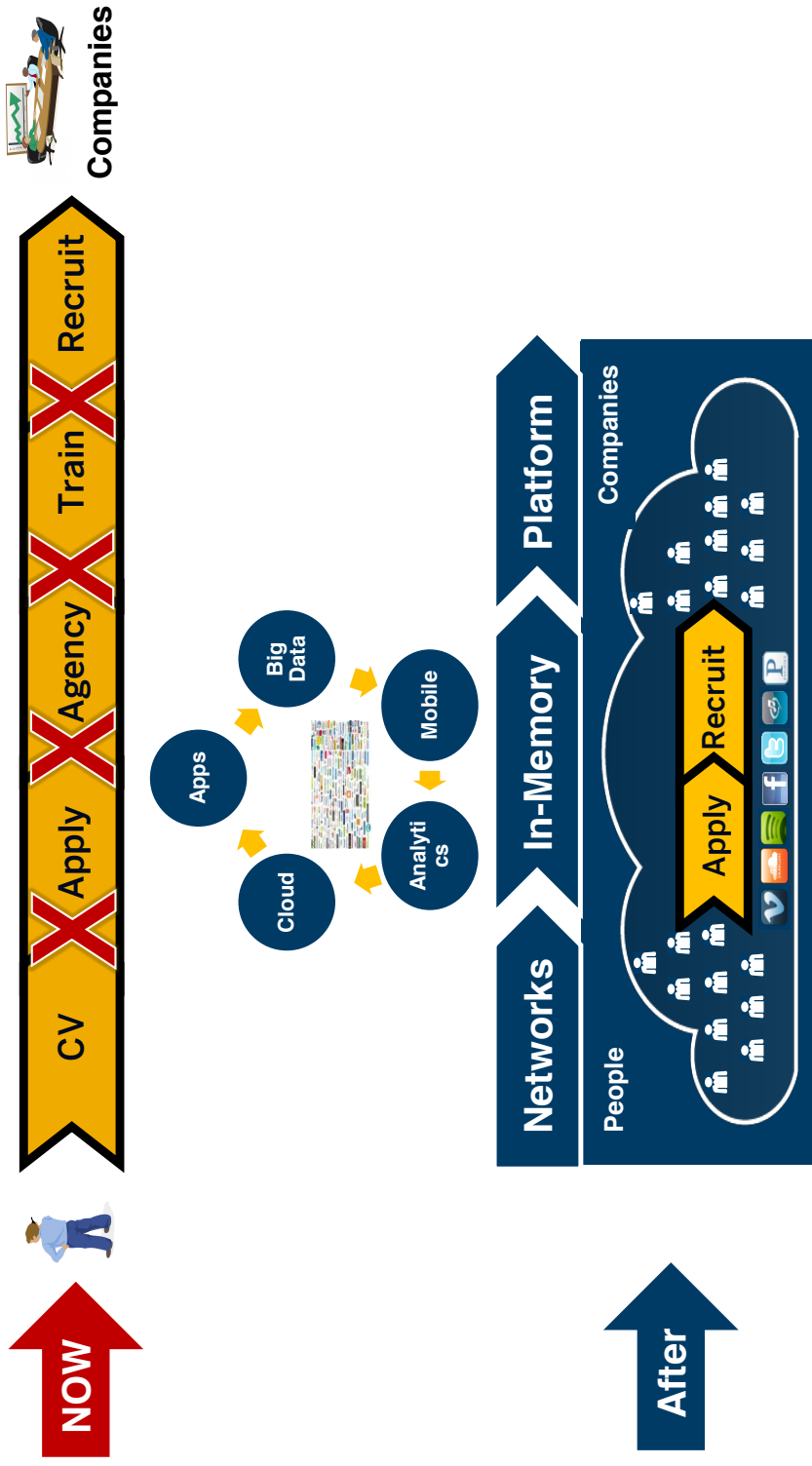
Shea Butter
Ghana

Mobility in a Labor Market : Vision to Reality
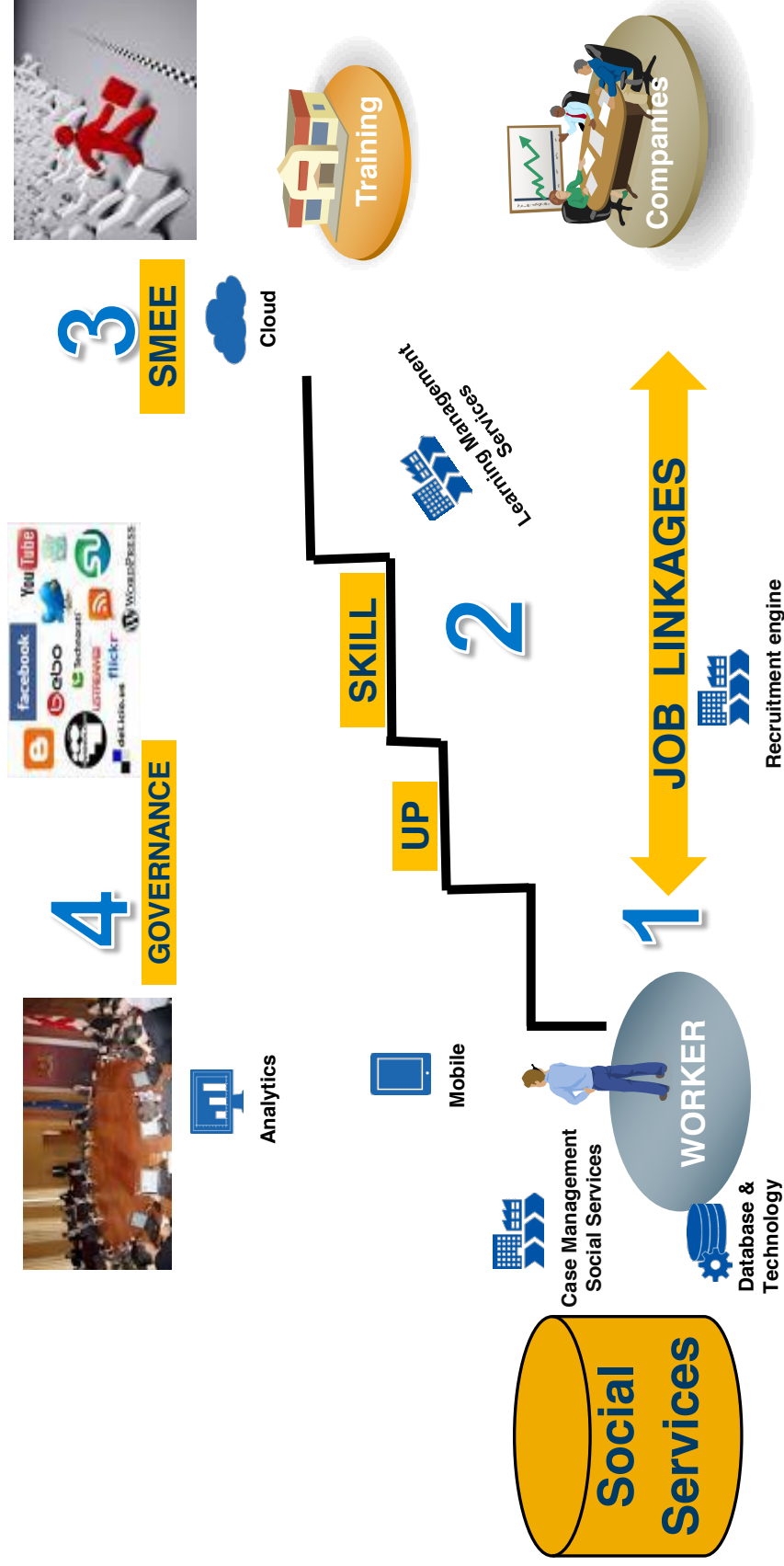## *Digitization is a Game Changer*
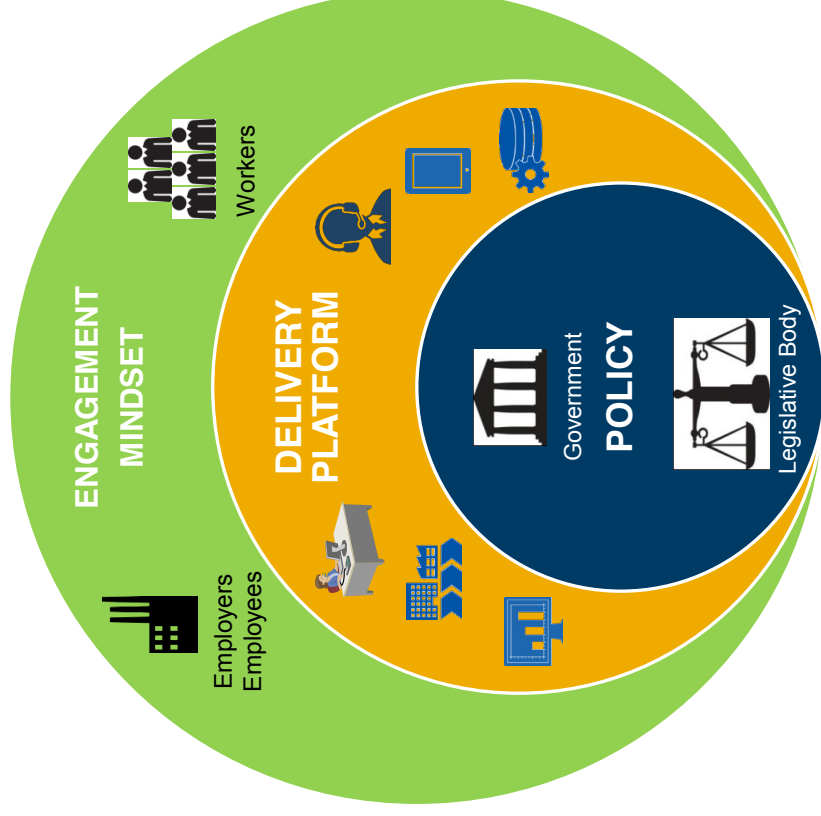
The journey from Frictional to Friction-Free Labor Markets
Technology Driven Transformation of the Labor Market

The Virtual Labor Market Driving Mobility
Simplify, Scale, Personalize

4 GOVERNANCE

Analytics

3 SMEE

Cloud

Training

SKILL

UP

2

Learning Management Services

1

JOB LINKAGES

Recruitment engine

Companies

Mobile

WORKER

Case Management
Social Services

Database &
Technology

Social
Services

MY VLM

ADD NEW USER

Add A Profile Photo

Attach Your Resume

Sync With LinkedIn

Name

Nationality

Office

Phone

Address

E-mail

Save

Cancel

MY VLM

MY INBOX

SOCIAL MEDIA

MY CALENDAR

STATISTICS

Profile Views

45
40
35
30
25
20
15
10
0

Sun Mon Tue Wed Thurs Fri Sat

LATEST JOBS
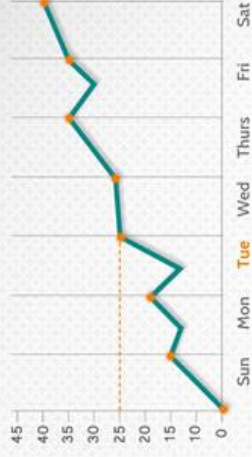
Business Director
2mins ago

Marketing Manager
4hrs ago

Math Teacher
1day ago

COURSES YOU MAY BE INTERESTED

Sign Up For Courses

Business
- Accounting
- Banking Finance
- Business Marketing
- Investment and Shares
- Business Management

Oil & Gas
- Introduction to the downstream oil and gas industry
- Introduction to petroleum geology
- Introduction to natural gas

Retail
- Retail Management
- Retail Distribution
- Customer Service

Information Technology
- C++ & Javascript
- Web Development
- Information Security
- Entertainment Technology

Mohammad Hafiz
2 minutes ago at 4:03pm

Hey! I found some courses which you might be interested.

What courses are they?

SEND

...Connecting

ENTREPRENEUR

MARKET

FUNDS

HUMAN RESOURCES

TOOLS

INDUSTRY

TALENT

SEND

FEEDER | ...in 2013 we'll continue to see an interest in materials that are sustainable and manufactured ■ Retailer Ikea has taken the step of purchasing ...

MY VLM

All Courses

E-Learning

Classroom

BUSINESS

Accounting

Banking Finance

Business Marketing

Investment & Shares

Bus...

OIL & GAS

An Introduction to
downstream Oil & Gas Industry

An Introduction to
Petroleum Geology

An Introduction to
Natural Gas

RETAIL

MY VLM

AHMED AL DOSSARI
Computer Science

MY INBOX SOCIAL MEDIA MY CALENDAR

FACEBOOK

Employee Housing Manager (HR)
Al Madinah - Employer Mövenpick A:
Posted 10 Jul 2012 Contact Kamran.R

By Jobs in Saudi Arabia

Need Tailor Master & Tailors (Riyadh
Riyadh, Ar Riyad - Description: We ne
Master & Two Tailors (Expert in Pants

By Jobs in Saudi Arabia

CIVIL PROJECT ENGINEERS_afm
Dammam, Ash Sharqiyah - 2nd Floor
220 Aurora Plaza Bldg, Arquiza St. Cc

By Jobs in Saudi Arabia

Senior Nurse
Riyadh, Ar Riyad - Must be board pas
years exp. after passing the board.

By Jobs in Saudi Arabia

Construction Manager (Fit Out)
Saudi Arabia - Major contracting com
Arabia requires an experienced Cons:

By Jobs in Saudi Arabia

Good morning to all of our twitter fol

YOUTUBE

TER

RT @Saudi_Aramco: Saudi Aramco plans to plant
more than 1 million mangroves along the Kingdom's
coasts. http://bit.ly/Nl3kPu

By @jobsataramcoeu · 2mins ago

Apply for the role of Electrical Engineer with Saudi
Aramco https://jobs.aramco.com/sap/bc/webdynp

By @jobsataramcoeu · 4days ago

Apply for the role of Mechanical Engineer with
Saudi Aramco
https://jobs.aramco.com/sap/bc/webdynp

By @jobsataramcoeu · 5days ago

Saudi Aramco-sponsored students were told they are
the future of the company. Read more here:
http://www.aramcooverseas.com/en/news-and-pu...

By @jobsataramcoeu · 1week ago

Check out our latest video! RT @Joseph_R_Binks:
New animation we produced for Saudi Aramco:
https://vimeo.com/41909563 @hughip

By @jobsataramcoeu · 9days ago

Good morning to all of our twitter followers! Our

MY COUNSELOR

MY VLM

AHMED AL DOSSARI
Computer Science

JOB ALERTS   MESSAGE

Junior Buyer
Alghanim Industries   12:23 PM

Electrical Engineer
Kuwait food company (Americana)   09:46 AM

Technical Manager
Tepco   YESTERDAY

Junior Buyer
Alghanim Industries - Saudi Arabia

Job Description:
• To continually strive to exceed our customers' expectations.
• To deliver a comprehensive, profitable and customer focused product range to the business.
• To select and effectively manage a world class supply base that can contribute to the success.

Key Tasks:
• Prepares buying plans based on sales budget/forecast with the Merchandisers.
• Manages product performance, including sell through, to recommend price action.
• Attends international Trade Fairs and Exhibitions to select products, monitor market trends.
• Works closely with Merchandising to ensure that optimal stock levels are being maintained.
• Clarifies roles and responsibilities of the team and briefs colleagues about what is needed.

Skills
• Preferably educated to degree level or equivalent in a Business related discipline
• Minimum 2-3 years international buying or sourcing experience.
• Product development or product marketing experience
• Customer focused
• Excellent negotiation skills
• Analytical with good commercial acumen
• Strong project management skills
• Passion for product
• Understanding of fashion trends and lifestyle
• Excellent communication skills - both verbal and written
• Well organized and excellent administration skills

Apply Now

MY COUNSELOR

MY VLM

MY INBOX   SOCIAL MEDIA   MY CALENDAR

AHMED AL DOSSARI
Computer Science

July 2012

MON	TUE	WED	THU	FRI	SAT	SUN
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5

5 July 2012

△ IT Trainer
Arabic Computer Systems   12:23 PM

△ Electrical Engineer
Kuwait food company (Americana)   09:46 AM

△ Technical Manager
Tepco   YESTERDAY

IT Trainer
Arabic Computer Systems   7:00pm - 8:00pm

Contact Person

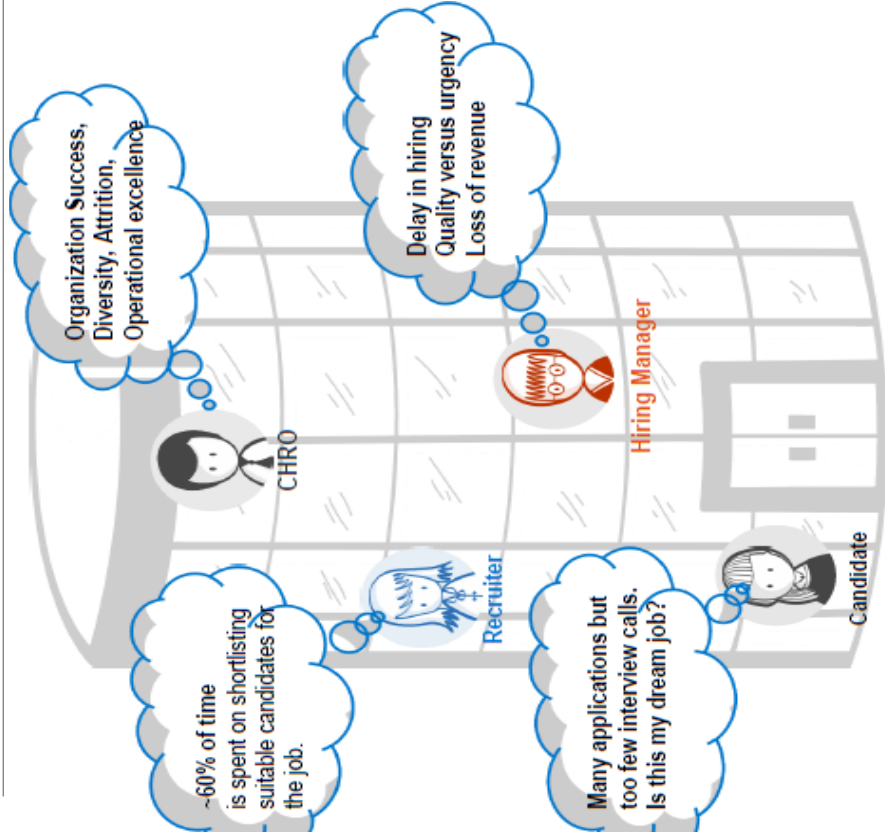View Resume

Name   Khalid Sultan
Mobile   +966 505 243650

Meeting Agenda

Training Session   20 min

Purpose   To test your training skills

Description   To prepare a training session about any product or service

Comments   You should prepare a training session, preferred with some PowerPoint slides, and explain about the topic you have chosen to a number of students attending your class.

Learning curve Test (Speed of Preparation)   20 min

Purpose   To test the speed of preparation and the amount of information acquired for your material over a certain period of time

MY COUNSELOR

Job Matching & Placement
Job Search, Talent Acquisition, Taxonomy, Scaling, …

The Washington Post

"Companies such as LinkedIn and Monster.com hold vast amounts of information on people's professional lives, but there is one organization that surpasses them all: the US federal government. Although rich and comprehensive, government labor data can often be hard to access, bound by red tape…"
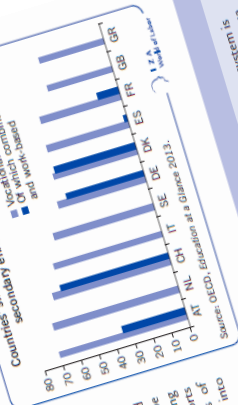
Aneesh Chopra, the White House's first chief technology officer

Organization Success, Diversity, Attrition, Operational excellence

CHRO

Delay in hiring
Quality versus urgency
Loss of revenue

Hiring Manager

Recruiter

~60% of time is spent on shortlisting suitable candidates for the job.

Many applications but too few interview calls.
Is this my dream job?

Candidate

Education for Employment... works

Learning Management System
Targeted up-skilling leveraging blended learning increases employability 80%

Online Training

Anywhere, anytime, your choice

MooCs are not the full picture. Learners need motivation & stimulation

Instructor Led Training

Instructor Lead Training (ILT) are too expensive and do not scale.

On The Job Training

Most effective way to join the workforce if a tri-party agreement is entered.

Multiple stakeholders with an exponentially increasing complexity.
A Learning management System is required to provide a successful learner experience

SME & Entrepreneur Empowerment (SME3) Platform

The needs of the Entrepreneur

Economist Intelligence Unit   The Economist

1. Sell more & access new markets

2. Financial Solutions

3. Needs to have trusted advice & to access Talent

4. Productivity tools

5. Deal with Red Tape

SME/SMB sector will create the Jobs of the Future
What entrepreneurs & SME/SMBs need

Real Time Robust Collaborative Platform

- SME/VSE
- Mentor
- Markets
- National Awareness Campaign
- Policy Finance Cooperate Laws
- Home Mobility Train Employ Incentives
- Training
- Counsellors
- $$$ Loans $$ $$$ Equity $$
- Tools Productivity
- Recruitment Agencies
- Employment Agency
- EMPLOYEE
- Blended Training based on needs and objectives

Analytics | **Learning Management Services** | **Recruitment engine** | **Case Management Social Services** | **Mobile** | **Database & Technology**

Governance
Workforce Analytics

ACTIONABLE DATA

Governance

Compliance

Risk

Equity   Effectiveness   Efficiency
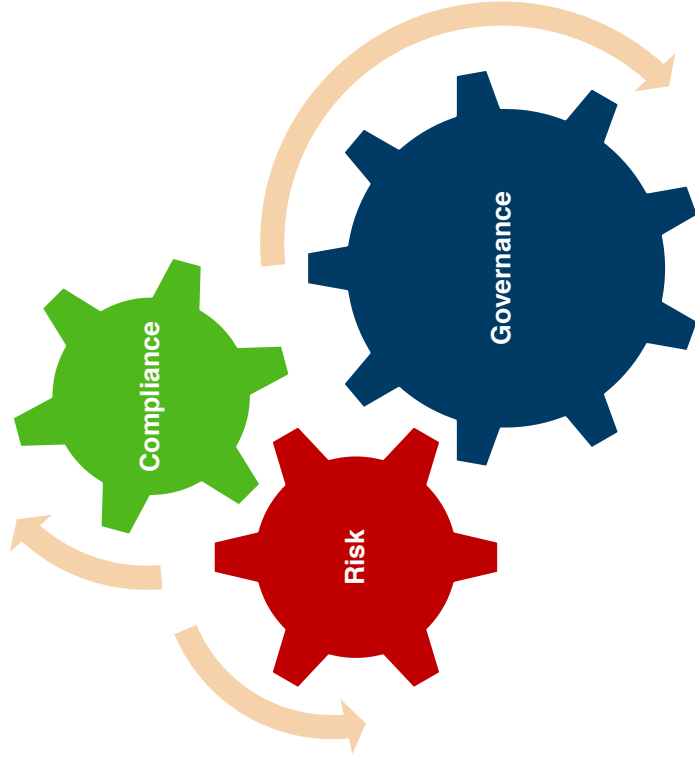
Period: Today ▶   Category: Unemployed ▶

Number of Applicants By Gender
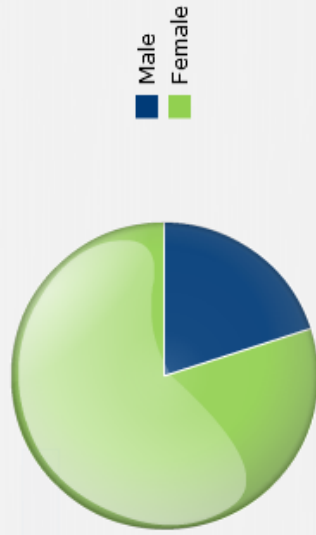
Number of Applicants By Age Group
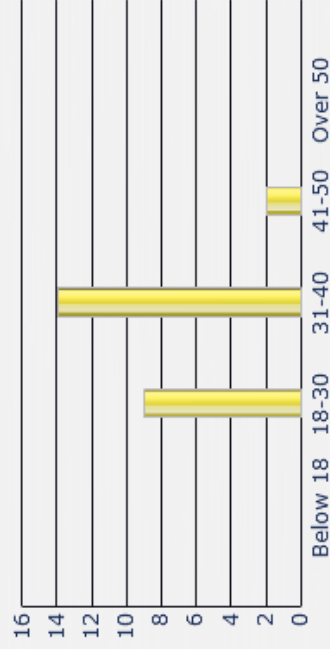
Number of Applicants By Region
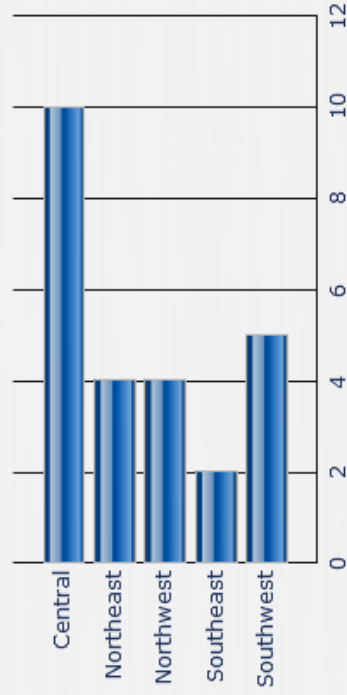
Number of Applicants By Marital Status

Male
Female

Single
Married

16
14
12
10
8
6
4
2
0

Below 18   18-30   31-40   41-50   Over 50

Central
Northeast
Northwest
Southeast
Southwest

0   2   4   6   8   10   12

Period: Today

Equity | Effectiveness | Efficiency
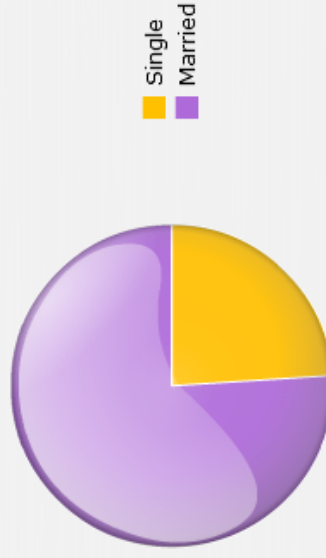
Access | Coverage | Quality

Number of Contacts By Channel

Online
Call Center
Fax/Letter
Walk-in
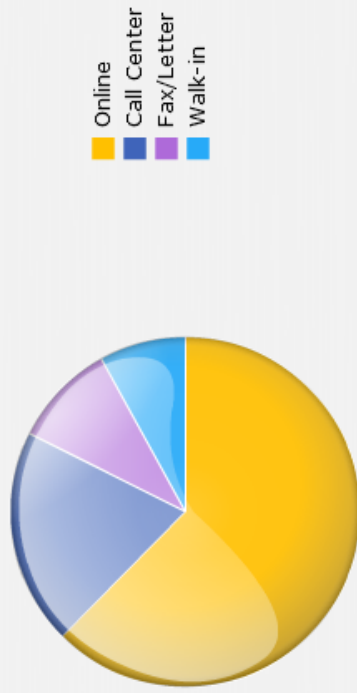
Average Processing Time (in Minutes) By Channel

18
12
6
0

Online | Call Center | Fax/Letter | Walk-in

Average QueueTime | Average Application Handling Time | Average Approval Time
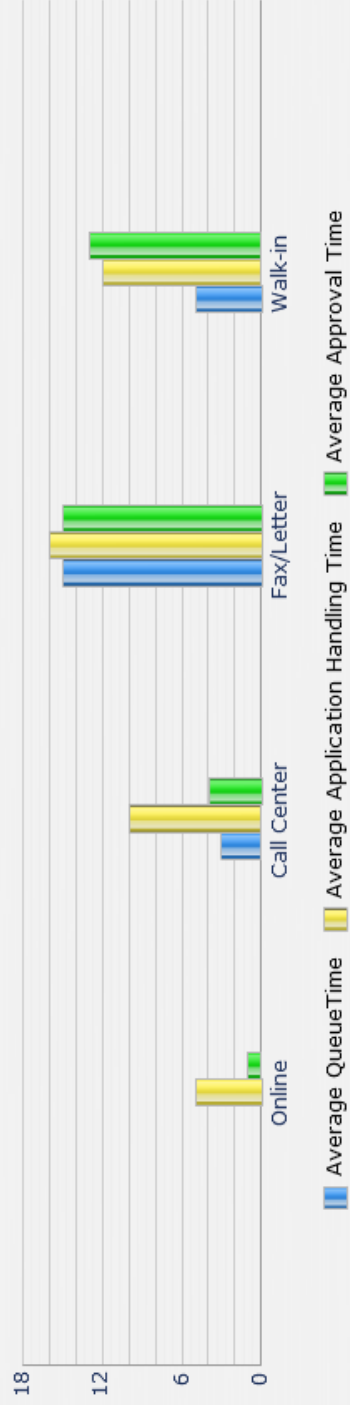
Rectangular Snip

Period: Today

Agent	Category	Opportunities	Workload
Agent 1	Graduates	40	🟢
Agent 2	Graduates	23	🟢
Agent 3	SME's	20	🟢
Agent 4	SME's	22	🟢
Agent 5	Unemployed	17	🔴
Agent 6	Employers	37	🟡
Agent 7	SME's	20	🟢
Agent 8	Graduates	12	🟢
Agent 9	Unemployed	8	🟢

Opportunities by Priority
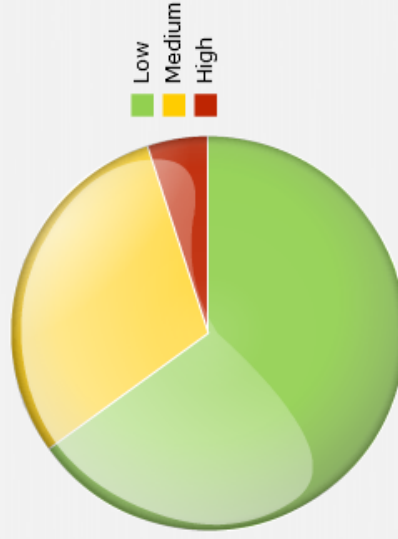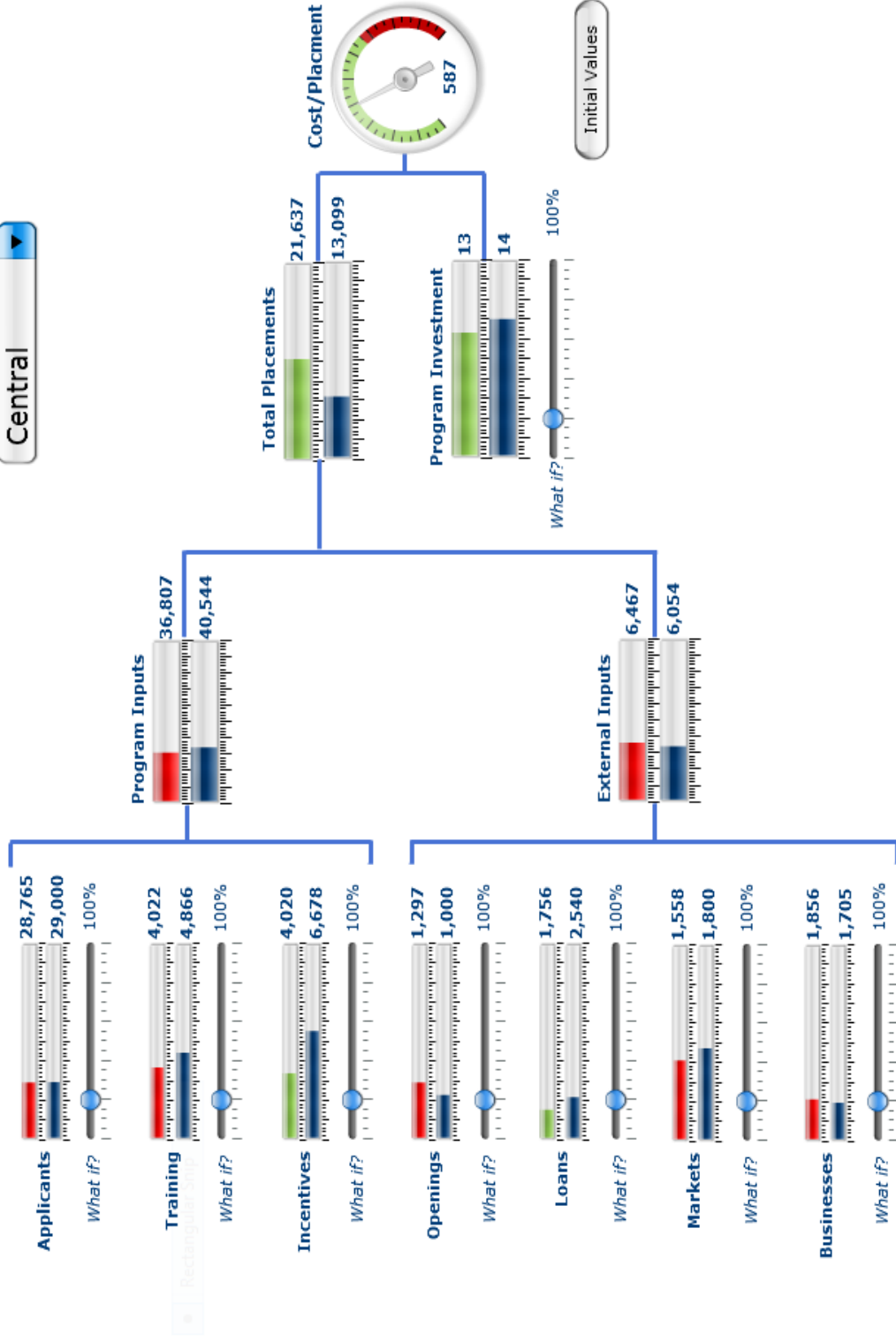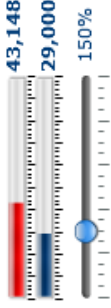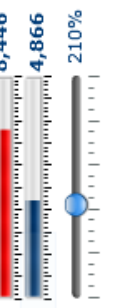
Low
Medium
High

Region

Central ▶

Cost/Placment

587

Initial Values

Total Placements
21,637
13,099

Program Investment
13
14
100%
What if?

Program Inputs
36,807
40,544

External Inputs
6,467
6,054

Applicants
28,765
29,000
100%
What if?

Training
4,022
4,866
100%
What if?

Incentives
4,020
6,678
100%
What if?

Openings
1,297
1,000
100%
What if?

Loans
1,756
2,540
100%
What if?

Markets
1,558
1,800
100%
What if?

Businesses
1,856
1,705
100%
What if?

Region

Central ▶

Cost/Placment

387

Initial Values

Total Placements
32,846
13,099

Program Investment
13
14
100%
What if?

Program Inputs
55,614
40,544

External Inputs
10,079
6,054

Applicants
43,148
29,000
150%
What if?

Training
8,446
4,866
210%
What if?

Incentives
4,020
6,678
100%
What if?
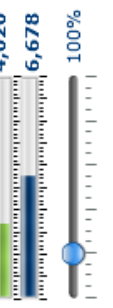
Openings
1,297
1,000
100%
What if?
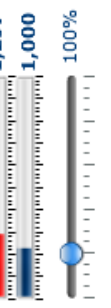
Loans
3,512
2,540
200%
What if?
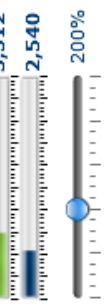
Markets
1,558
1,800
100%
What if?
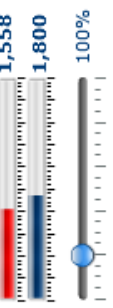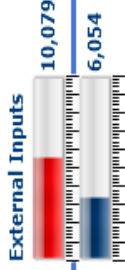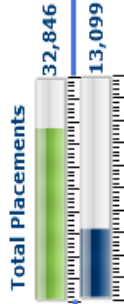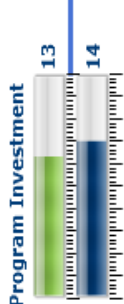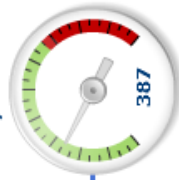
Businesses
3,712
1,705
200%
What if?

The Mixed eGovernment Experience

Citizens are not satisfied with current "eGov": Service needs to improve

Citizens are less satisfied with state services than with private-sector services

Citizen Satisfaction Score (CSS) for private sector and state government services[1]

- ▒ Private-sector services
- ▮ Public-sector services

Service	Score
E-commerce site	78
Favorite retailer	76
Primary bank or credit union	75
Primary physician	72
Credit card company	68
Car insurance	67
State parks	66
Airline	57
Electric company	55
Cultural facilities / activities	54
Mobile phone	53
Sporting licenses	50
Public safety	50
Environmental protection	47
Cable or Satellite TV	37
Higher Education	35
Professional licenses	35
DMV	34
Taxes	30
Public transportation	25
Business regulation	19
State-run healthcare facilities	16
K-12 Education	16
Medicaid services	9
Small business assistance	5
Job programs	2
Unemployment benefits	1
Food stamps	-9
Public housing and assistance	-13

1 Scores include both users and non-users of each service
SOURCE: McKinsey CSS Database (November 2013)

2016 Edelman Trust Barometer
Rank: NGOs, Business, Media & ...Government

Trust Rising

Percent trust in the four institutions of government, business, media and NGOs, 2015 vs. 2016

	2015	2016

Informed Public

	NGOs	Business	Media	Government
2015	63	57	51	48
2016	67	63	57	51
change	+4	+6	+6	+3

General Population

	NGOs	Business	Media	Government
2015	51	48	45	41
2016	55	53	47	42
change	+4	+5	+2	+1

Edelman
trustbarometer
2016 | ANNUAL GLOBAL STUDY

2016 Edelman Trust Barometer
Global Report
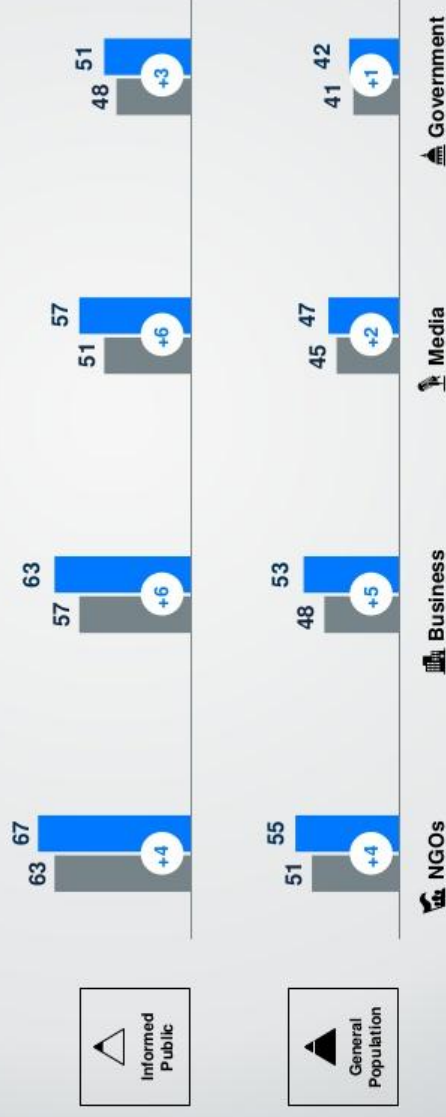
" Innovation should be a trust accelerator, but today it is not. To invent is no longer enough. There must be a new contract between company and individual, where companies demonstrate that innovations are safe based on independent research, provide both societal and personal benefit and are committed to the protection of customer data." Edelman-

A Constituent Engagement Platform approach addresses the core of the problem

THE CORE
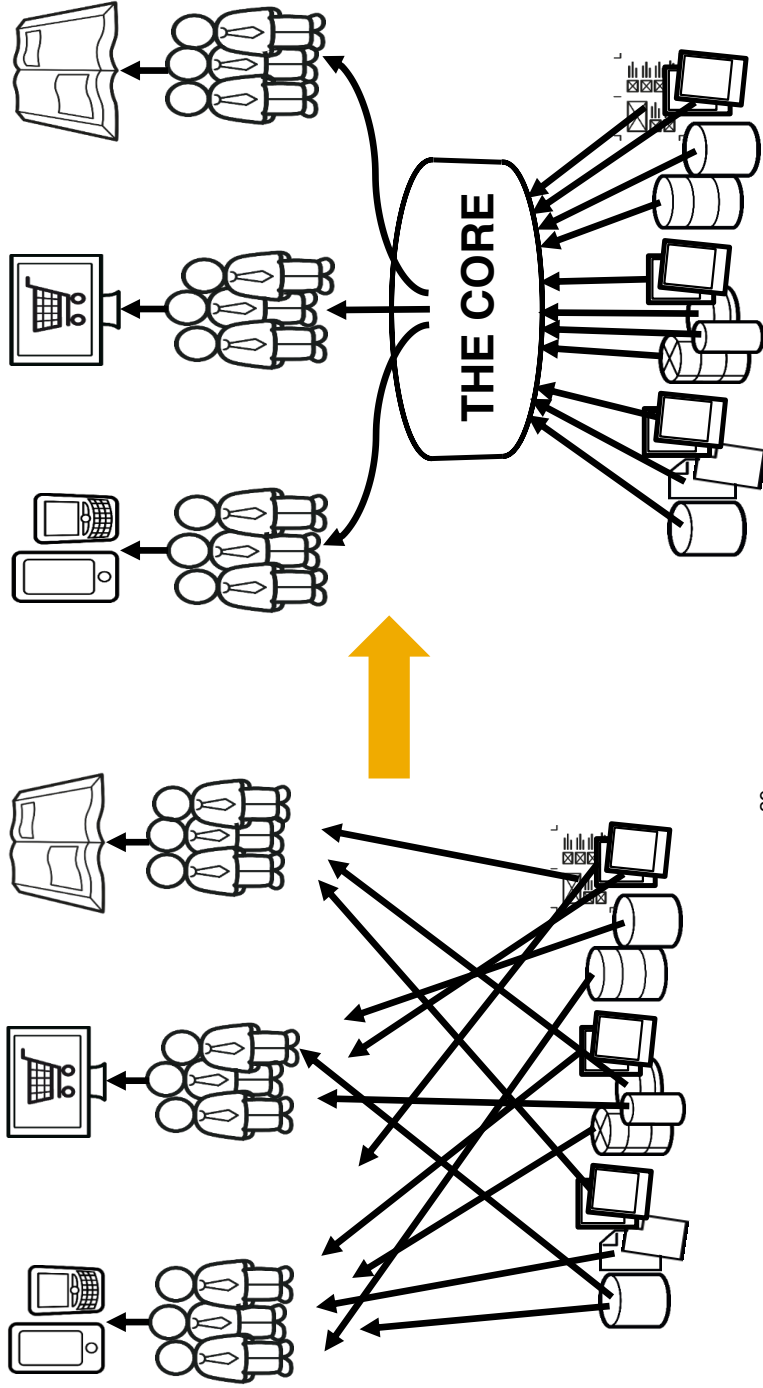
29

Omnichannel Stakeholder Engagement Platform
Every touch point & channel. Anytime, Anywhere, Stakeholder choice

WEB MOBILE CALL CENTER SELF-SERVICE EMAIL SOCIAL MARKET PLACE DIGITAL GOODS INTERNET OF THINGS CONTACT CENTER MARKETING CHANNELS AGENCY

OPEN APIs

WCMS	CxM	PCM/PIM

Marketing
(Social listening, Contextual Targeting, Real-Time Segmentation & Individualization)

Business Engagement Platform
(Forms, Content, Personalization, Payments, Services, Applications, Filings, Entitlements, Search)

Service & Case Processing
(360 degree customer view, 311/115 Call Center, Case Management, Agent Support)

Tax & Revenue	Social Services	Grants	ERP	Permits & Licenses

Customer Data Management & Citizen Insights

In-Memory Platform, Infrastructure, Integration

SEAMLESS Stakeholder journey across all channels

SINGLE VIEW of the constituent

INTEGRATED across sales, service, marketing and commerce

Specific to **PUBLIC SECTOR**

Omni-channel engagement platform in the private sector

Currently being deployed at multiple Public Sector accounts globally

Digital

Manufacturing

Retail

Wholesale

Telco

Social Services in a hyper connected economy

Empowering people to achieve their social and economic potential
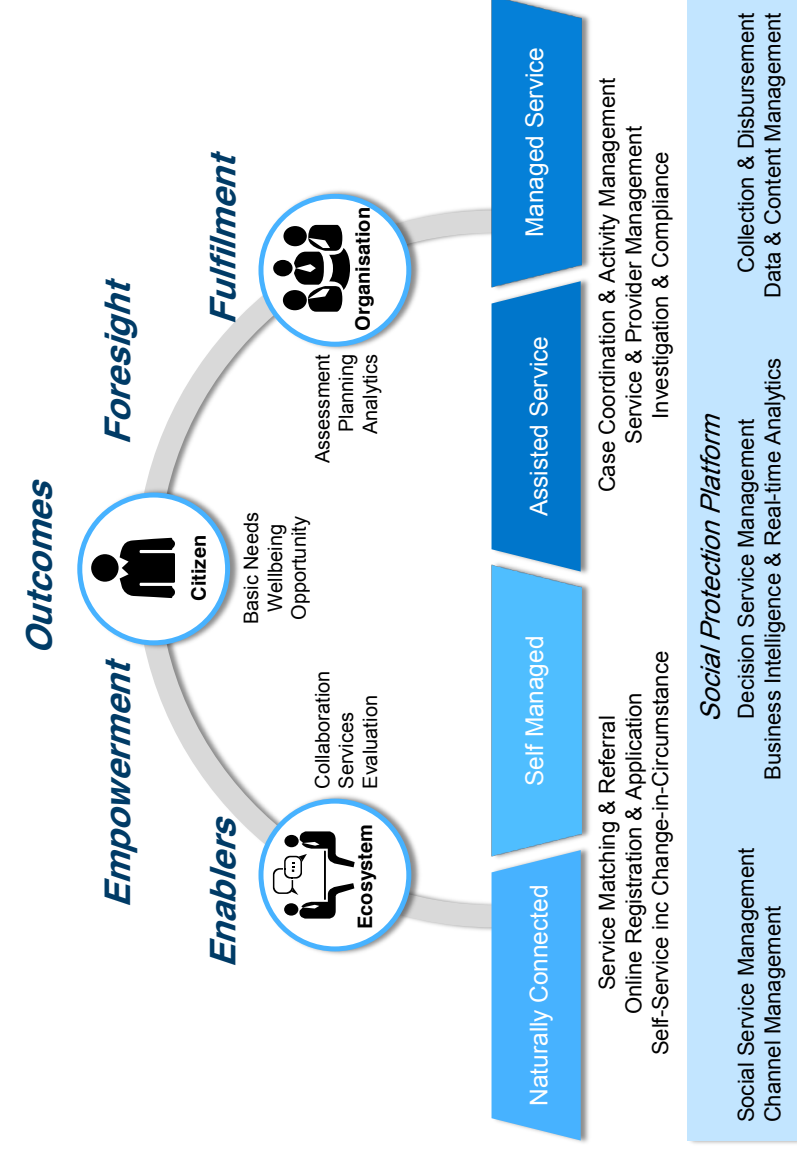
Omni-channel

❯ *lower cost channels*

❯ *improved service levels*

Self Evident Business case

Cost for a constituent service

$10-$20 in person (Agency)

$1-$5 via Government Call Center

$0.50 Mobile & Web Self-Service

Empowerment

Outcomes

Foresight

Fulfilment

Enablers

Citizen

Basic Needs
Wellbeing
Opportunity

Organisation

Assessment
Planning
Analytics

Ecosystem

Collaboration
Services
Evaluation

Naturally Connected	Self Managed	Assisted Service	Managed Service

Service Matching & Referral
Online Registration & Application
Self-Service inc Change-in-Circumstance

Case Coordination & Activity Management
Service & Provider Management
Investigation & Compliance

Collection & Disbursement
Data & Content Management

Social Protection Platform

Social Service Management
Channel Management

Decision Service Management
Business Intelligence & Real-time Analytics

Public Sector service challenge & Citizen Engagement Promise

Citizen , Consumer, Customer

Consumer

- Services are perceived as fast, convenient, and easy to use

Citizen- Constituent

The Omnichannel Consumer Grade Experience

Workers, Employers in a hyper connected world

"Delight" the user

Fraud Management
Detection, Governance, Predictive
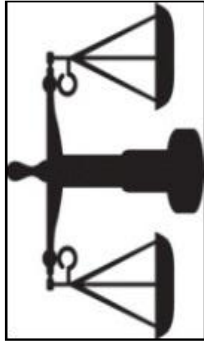
Predictive for Fraud Management Industries at Risk

Financial services — 49%
Retail & consumer — 49%
Communications — 48%
Hospitality & leisure — 41%
Govt/state owned enterprises — 41%
Manufacturing — 36%
Insurance — 35%
Transportation & logistics — 34%
Other — 34%
Engineering & contrution — 33%
Energy, utilities & mining — 31%
Entertainment & media — 31%
Aerospace & defence — 28%
Automotive — 28%
Pharma & life sciences — 27%
Chemicals — 27%
Technology — 27%
Professional services — 20%

Fraud Management

:itnews

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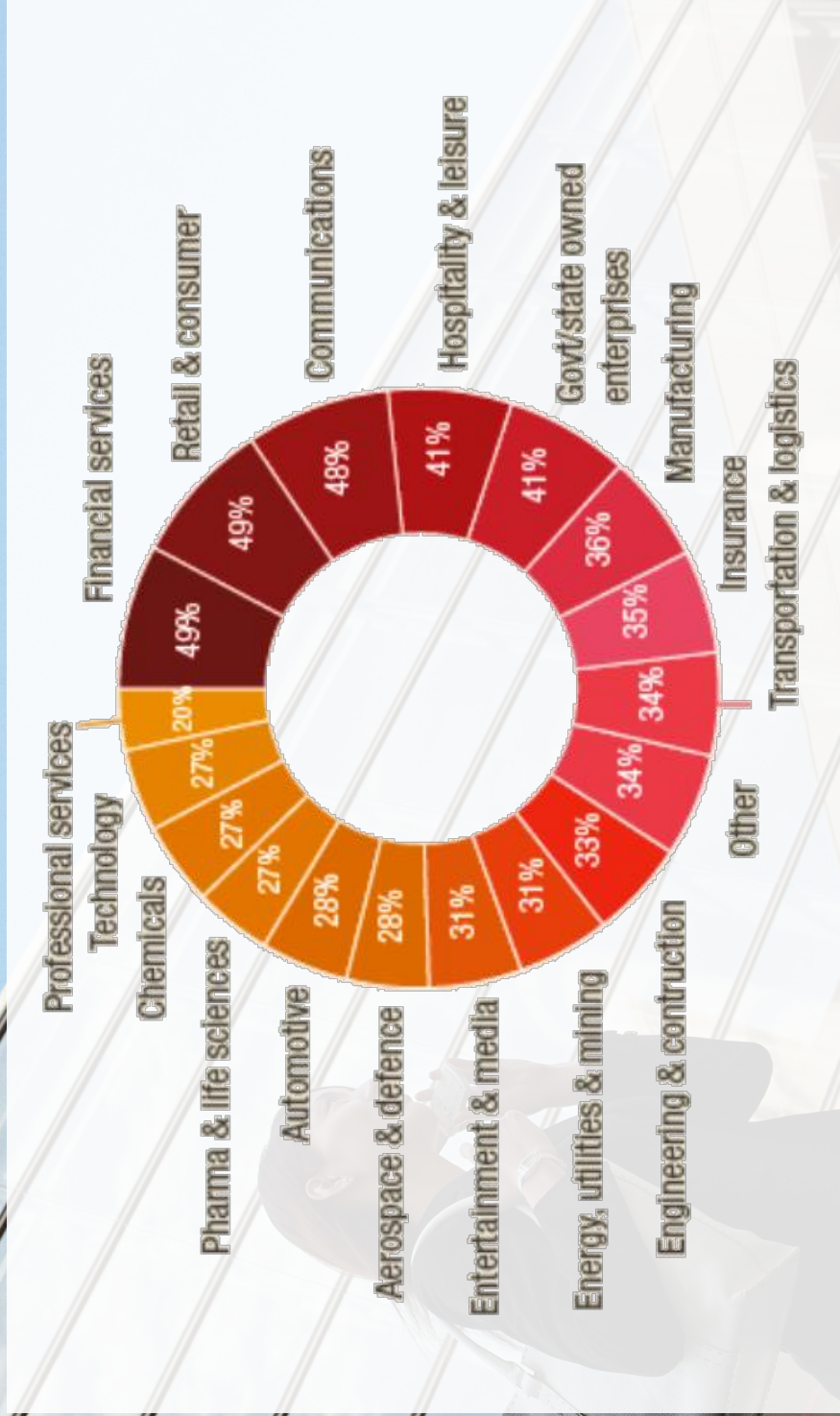
DHS discovers $1.7bn in welfare fraud through data matching

By Paris Cowan
Jun 3 2015
4:01PM

8 Comments

Tech advances open the way for DHS to chase extra payments.

The Department of Human Services has discovered $1.7 billion in welfare fraud through new data matching processes that have finally made it cost effective for the department to chase the overpayments.

Senior bureaucrats today told Senate estimates that prior to recent advances in technology, it would have cost the department more to go after these debts than it would make in collecting them.
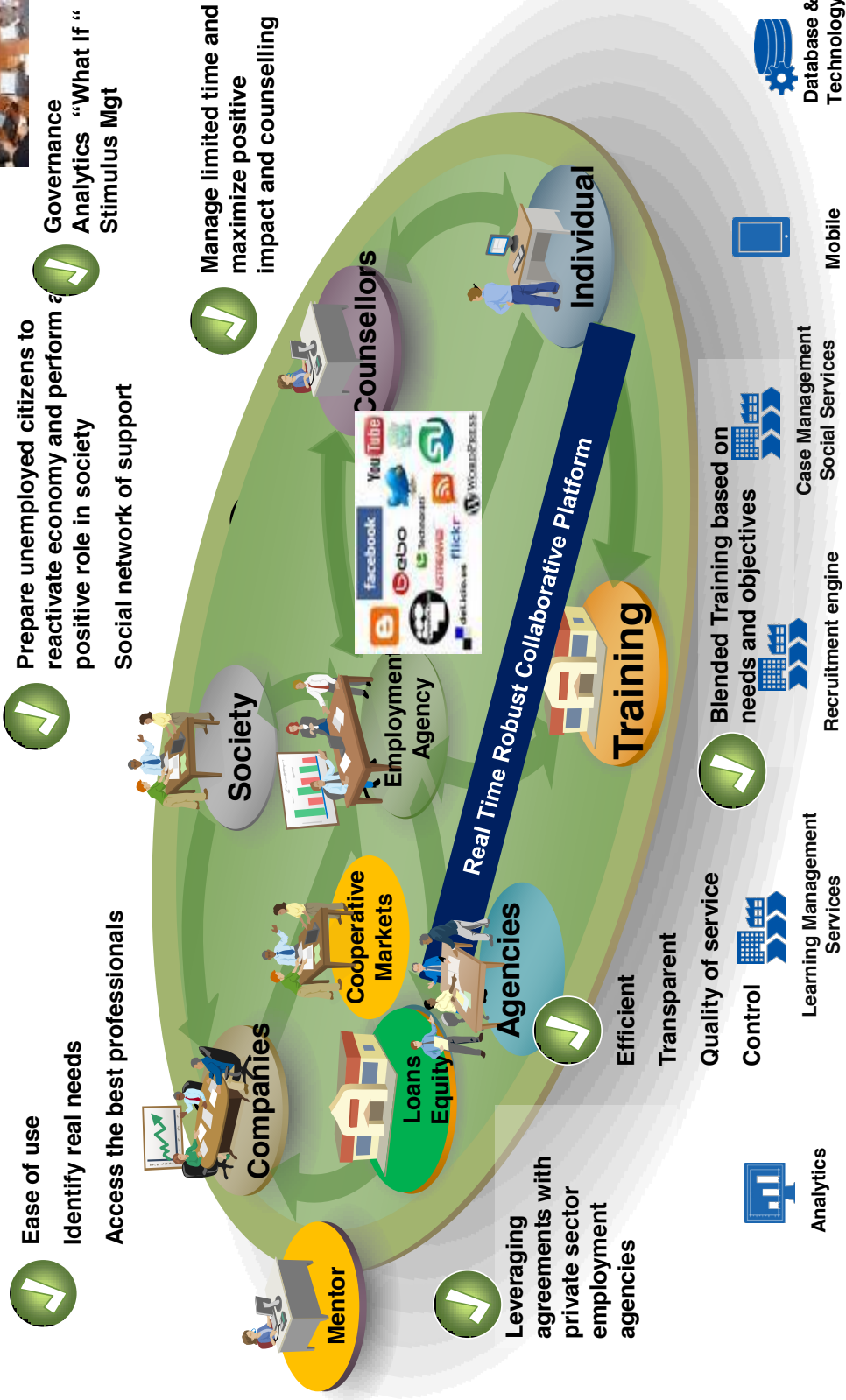
The DHS and the Australian Taxation Office routinely match their respective data sets, and in

RELATED ARTICLES

Data matching to help

Government Enterprise National Initiative for Employment GENIE
A Platform for Economic & Social Development

- Ease of use
- Identify real needs
- Access the best professionals

- Prepare unemployed citizens to reactivate economy and perform a positive role in society
- Social network of support

- Governance
- Analytics "What If" Stimulus Mgt

- Manage limited time and maximize positive impact and counselling

- Leveraging agreements with private sector employment agencies

- Blended Training based on needs and objectives

Real Time Robust Collaborative Platform

Society

Counsellors

Individual

Employment Agency

Companies

Cooperative Markets

Loans Equity

Agencies

Training

Mentor

Efficient
Transparent
Quality of service
Control

Analytics

Learning Management Services

Recruitment engine

Case Management Social Services

Mobile

Database & Technology

The "Virtuous Cycle" & the Inflection Point
Metcalfe Law & Network Economics

Value

Transformation

Digital Inflection Point

Incremental Improvements

Number of Delighted Users

Program

Delivery

Delight Experience

National Platform

Policy

Actionable Data

Increased Usage & Trust
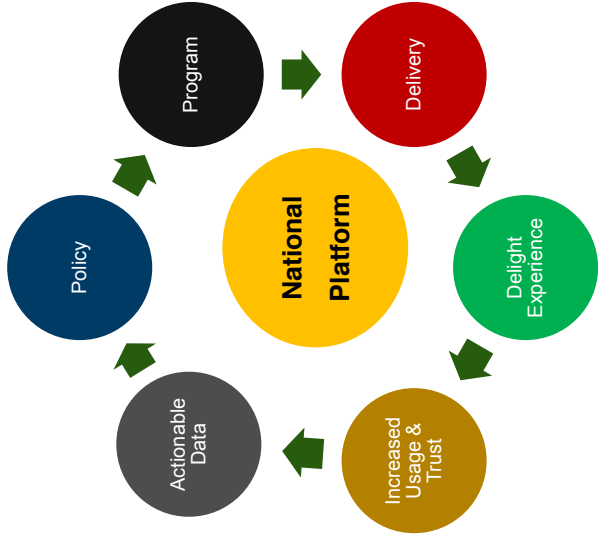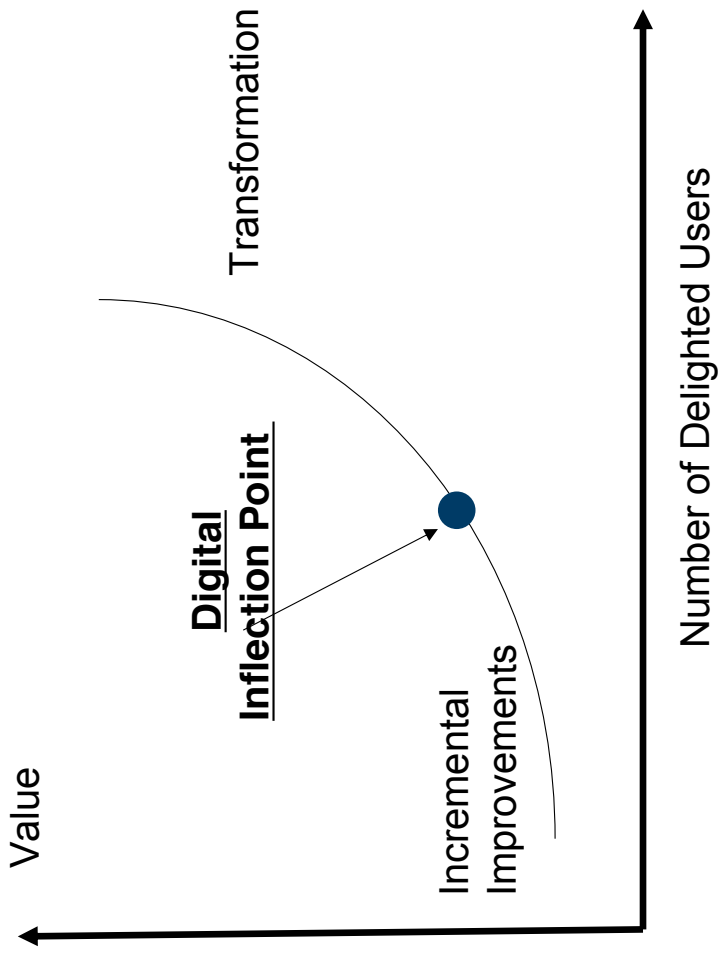
Labor Market Digitization Eco-System

Private Public People Partnership (PPP-P)

NATIONAL PLATFORM

Financial solutions
- Train local banks
- Set up specialized funds
- Sponsor loans

Policy Track
- Active Labor Market Policy Studies
- Mobility policy
- Home work policy sponsorship
- Lobby Bankruptcy law
- Stock exchange regional for SME

Integrated awareness campaign
- Market studies
- Focus group sponsorships
- "Ambassadors" recruitment /sponsorship
- New media effect study

Market Aggregation
- Build local coops
- Sponsor Industry Sector
- Sponsor Marketplace

Entrepreneur mentorship
- Build Global Eco-system
- Provide Mentors
- sponsor technology kits

Recruitment
- Facilitation sites –Jobs Exchanges
- Sponsorship

Training
- Build Eco-system
- Provide trainers
- Beneficiaries Sponsorship

Career counseling
- Build Eco-system
- Provide counselors
- Beneficiaries Sponsorship

Government role is critical

Don Tapscott

"Market Forces alone cannot meet the needs of today's connected citizens"

Don Tapscott

THE DIGITAL ECONOMY

NEW FOREWORD BY ERIC SCHMIDT, EXECUTIVE CHAIRMAN OF GOOGLE

THE NEW YORK TIMES BESTSELLER

THE DIGITAL ECONOMY

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DON TAPSCOTT

Bestselling author of *Wikinomics* and *Grown Up Digital*

WIKINOMICS

How Mass Collaboration Changes Everything

Don Tapscott and Anthony D. Williams

Labor Market Technology Driven innovation
Shaping The Formidable Coalition

Employers, SMEs
Cloud

People
Mobile

Government
Predictive

Business
Networks
value chain

Social
Networks

Big
Data
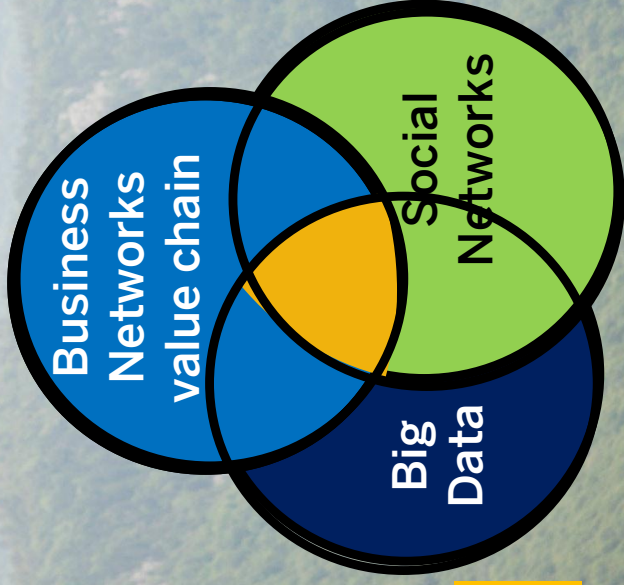
The Friction Free Labor Market
Digitization Unique Opportunity
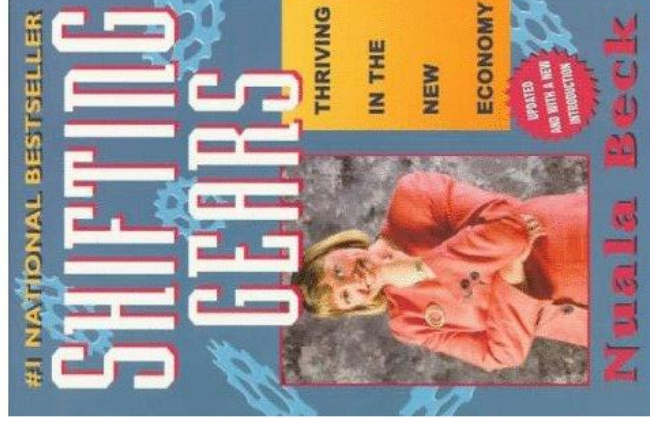
Ronald Coase
Nobel prize 1991

"Markets are efficient when cost of Transaction is negligible"

"Governments must create organizations that reduce the cost of Transactions"

"There is a way. Is there a will ?"

Thank you