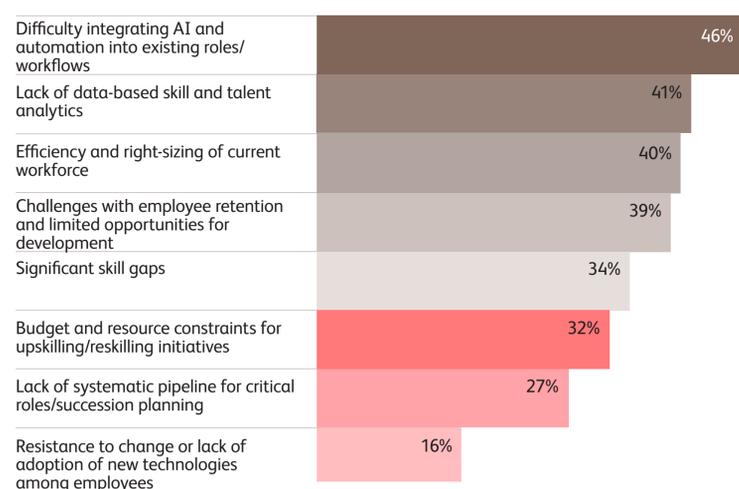**BearingPoint**

How future-ready are organizations for workforce transformation?
A look into data-based skills and talent practices

Organizations still experience major challenges in their workforce transformation

Technical and capability-related issues pose the main challenges even before cultural or structural barriers.
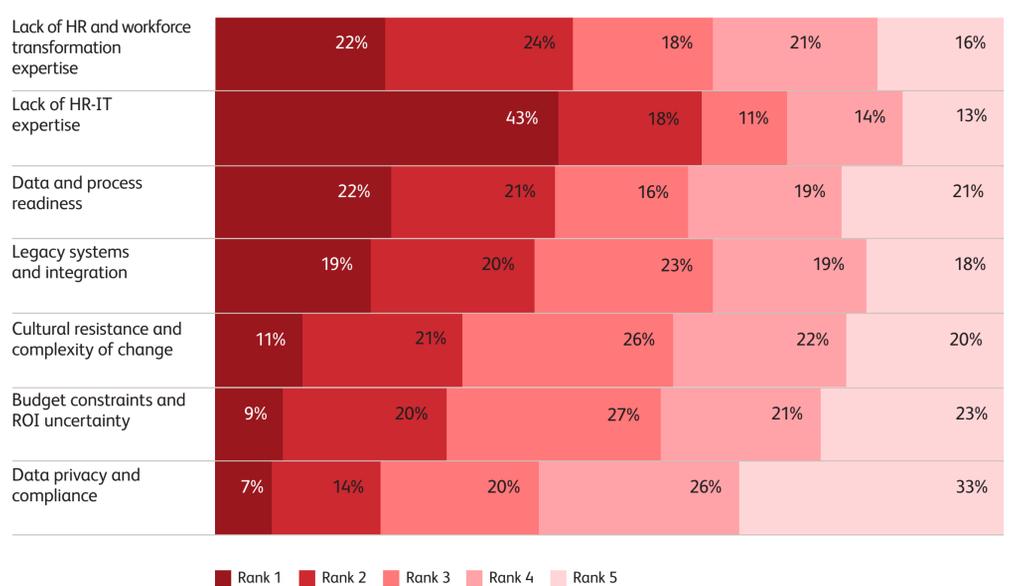
Challenge	%
Difficulty integrating AI and automation into existing roles/workflows	46%
Lack of data-based skill and talent analytics	41%
Efficiency and right-sizing of current workforce	40%
Challenges with employee retention and limited opportunities for development	39%
Significant skill gaps	34%
Budget and resource constraints for upskilling/reskilling initiatives	32%
Lack of systematic pipeline for critical roles/succession planning	27%
Resistance to change or lack of adoption of new technologies among employees	16%

Lack of HR-IT expertise represents the biggest barrier to adopting technology

43% of executives list lack of HR-IT expertise as their number one barrier to adopting technology in talent management space.
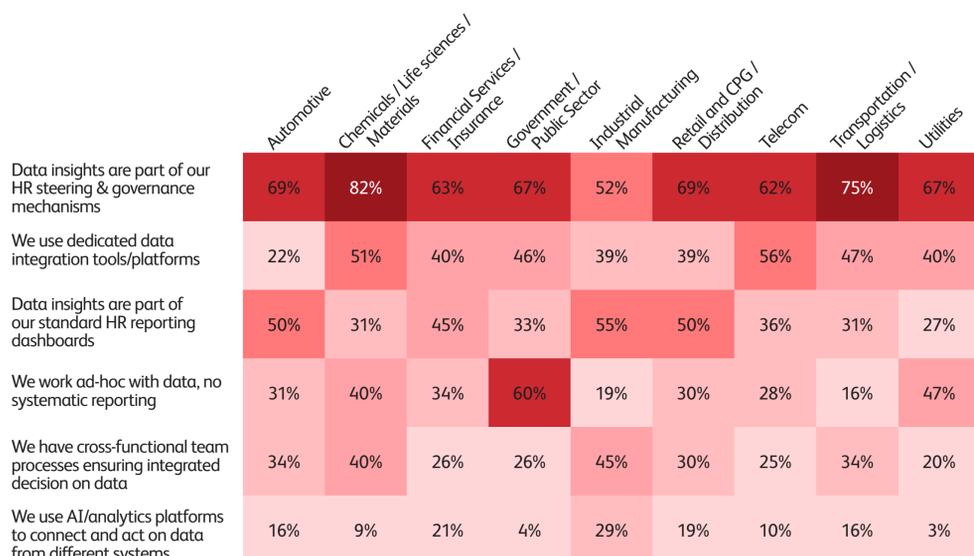
Barrier	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5
Lack of HR and workforce transformation expertise	22%	24%	18%	21%	16%
Lack of HR-IT expertise	43%	18%	11%	14%	13%
Data and process readiness	22%	21%	16%	19%	21%
Legacy systems and integration	19%	20%	23%	19%	18%
Cultural resistance and complexity of change	11%	21%	26%	22%	20%
Budget constraints and ROI uncertainty	9%	20%	27%	21%	23%
Data privacy and compliance	7%	14%	20%	26%	33%

Legend: ■ Rank 1 ■ Rank 2 ■ Rank 3 ■ Rank 4 ■ Rank 5

Lots of potential for actionable skills and talent insights remains untapped

35% of organizations lack systematic reporting and rely on ad hoc data practices, preventing reliable, evidence-based workforce decisions.

Method	Automotive	Chemicals / Life sciences / Materials	Financial Services / Insurance	Government / Public sector	Industrial Manufacturing	Retail and CPG / Distribution	Telecom	Transportation / Logistics	Utilities
Data insights are part of our HR steering & governance mechanisms	69%	82%	63%	67%	52%	69%	62%	75%	67%
We use dedicated data integration tools/platforms	22%	51%	40%	46%	39%	39%	56%	47%	40%
Data insights are part of our standard HR reporting dashboards	50%	31%	45%	33%	55%	50%	36%	31%	27%
We work ad-hoc with data, no systematic reporting	31%	40%	34%	60%	19%	30%	28%	16%	47%
We have cross-functional team processes ensuring integrated decision on data	34%	40%	26%	26%	45%	30%	25%	34%	20%
We use AI/analytics platforms to connect and act on data from different systems	16%	9%	21%	4%	29%	19%	10%	16%	3%

ROI measurements don't fully capture the strategic returns of modern HR technologies

The reliance on a limited set of indicators limits companies to optimize their HR ecosystem as a strategic engine for long-term workforce effectiveness.

Approach	%
Improved talent acquisition outcomes	58%
Improved productivity / performance outcomes	53%
Better workforce planning & decision-making from analytics	51%
Employee retention / lower attrition costs	48%
Cost savings / efficiency gains	43%
Improved employee experience / engagement	30%
Compliance & risk reduction	12%
ROI is not formally measured	0%