# Nordic Executive Survey

Theme 2015: How to organise for digital success?

# 1 Table of Contents

# 2 Summary

In total, 1 073 respondents answered. 54% of the respondents are female, almost half are between 41-50 years old, 40% are Swedish, 39% Finnish and 18% Norwegian.

More than 7 out of 10 have a permanent employment, 17% are self-employed and 31% are board members. Three quarters (76%) work within the private sector.

A majority of the respondents has an annual salary of between 50.000 and 90.000 Euros. The salary is highest in Norway and lowest in Finland where over 20% earn less than 50.000 Euros a year.

**Theme 2015: How to organise for digital success?**

The biggest challenge to deal with digitalisation is staff competence followed by technical solutions and organisational structures. The respondents believe that a network organisation is the best way to organise to meet new demands from digitalisation because it’s flexible, helps break down organisational silos and empower the staff.

The most critical part for successful adoption of digitalisation is to create understanding and commitment that the transformation is necessary and meaningful. The respondents think that developing current staff is a better approach for their organisation to succeed in the digitalisation, rather than recruiting external digital teams or hire consultants. 43% of the respondents answer that all parts of their organisation are involved in the digitalisation.

For leaders, the greatest challenge around digitalisation is to manage the activation of the strategy successfully. 1 out of 5 respondents feel stressed by digitalisation, mainly because they find it hard to keep up with technical development and feel behind on current trends.

Some examples of new roles that will follow digitalisation are according to the respondents:

- Network Explorer
- Data Visualisers
- Human Interaction Expert
- Relationship Developer
- Content Evangelist

# 3 About the survey

The aim with this survey is to focus on the work situation for Nordic executives and to study how the digital transformation affects organisations in the Nordic countries. The survey is conducted by Hammer & Hanborg in Sweden and Norway, in cooperation with the marketing association MARK and the recruitment agency Pro-Source Oy in Finland.

Hammer & Hanborg develops business through people. We are a consulting company that develop businesses and organisations by providing competence development, talent and consulting services in management and communication. We provide all parts of the organisation with talent and knowledge in a world where everything - and everyone - communicates. We are located in Stockholm, Oslo, Oresund and Gothenburg and work with clients and projects all over the Nordic region. Executives in our network are experienced leaders with strong communicative skills.

Would you like to know more about the survey or our executive offer? Visit hammerhanborg.com or contact us at info@hammerhanborg.com.

# 4 Target group

The survey has been answered by Nordic communication and marketing executives from the networks of the consultant company Hammer & Hanborg in Norway and Sweden and from the consultant company Pro-Source Oy and the Nordic Marketing Associations, MARK, in Finland.

# 5 Response rate

The survey was sent out to 13 973 addresses in October 2015: 8 195 in Sweden, 3 274 in Finland and 2 504 in Norway. 1 073 responded, giving a total response rate of 8%.

The response rate varied with 6,1% in Sweden (381 answers), 8% in Norway (154 respondents), 10% for Pro-Source in Finland (304 respondents), MARK (Finland) and the social media link add 234 respondents. This brings the total to 1 073 respondents.

# 6 Segments

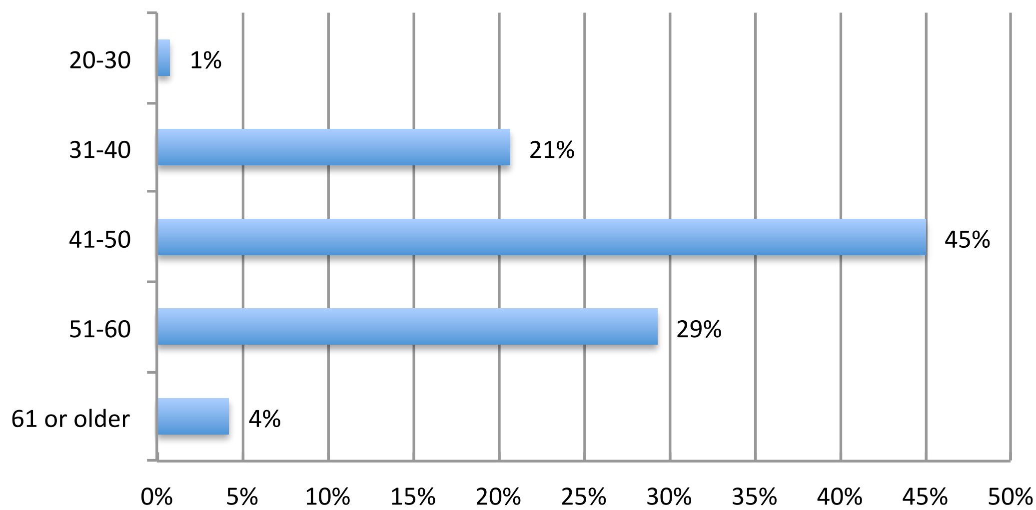
The segments below will be used throughout the results to investigate whether results differ among various types of respondents. For most of the segments a respondent can only belong to one group, with exception for Employment where a respondent can, for instance, be both permanently employed and self-employed at the same time.

| | | Respondents | |
|---|---|---|---|
| | | Amount | % |
| Total | | 1 073 | 100% |
| Age | 20-30 | 8 | 1% |
| | 31-40 | 221 | 21% |
| | 41-50 | 481 | 45% |
| | 51-60 | 313 | 29% |
| | 61 or older | 45 | 4% |
| Gender | Female | 570 | 54% |
| | Male | 483 | 46% |
| Nationality | Finnish | 417 | 39% |
| | Norwegian | 191 | 18% |
| | Swedish | 426 | 40% |
| | Other | 31 | 3% |
| Employment | Permanent | 768 | 72% |
| | Self-employed | 180 | 17% |
| | Temporary | 59 | 6% |
| | Unemployed | 83 | 8% |
| Board member | Yes | 302 | 31% |
| | No | 671 | 69% |
| Sector | Private | 709 | 76% |
| | Public | 143 | 15% |
| | Non-profit | 80 | 9% |

# 7 Results

## *7.1 Basic demographic information*

### 7.1.1 How old are you?

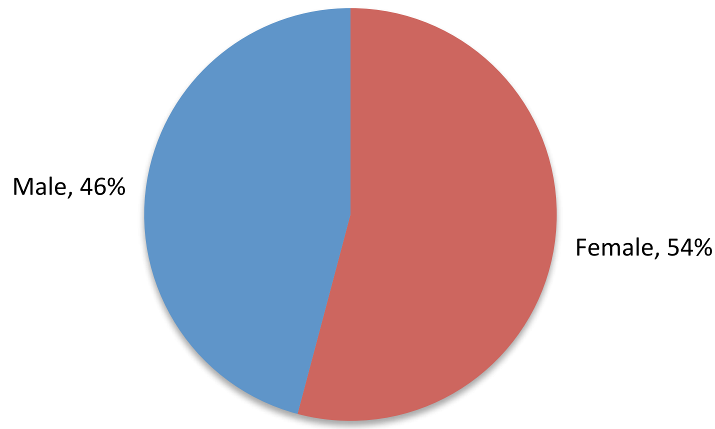



45% of the respondents are between 41-50 years old with 22% being younger and 33% being older. The age distribution is very similar to 2014 year’s survey.

Swedish respondents are slightly older with 40% being older than 50 years. Norwegian respondents are younger with only 27% being older than 50 years.

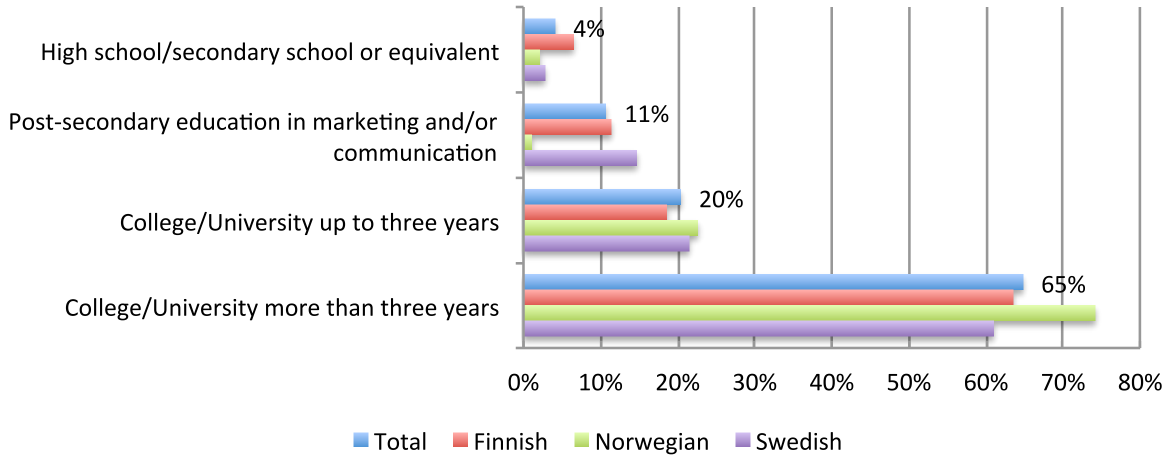
Board members, respondents working within the public sector, and respondents being self-employed have a slightly older age distribution than the average.

### 7.1.2 Are you male or female?




A slight majority of the respondents are female. The majority shifts to male among older respondents (50,1% for the 50+ respondents), board members (50,3%) and respondents being self-employed (58%) or working in small organisations (51,3%).

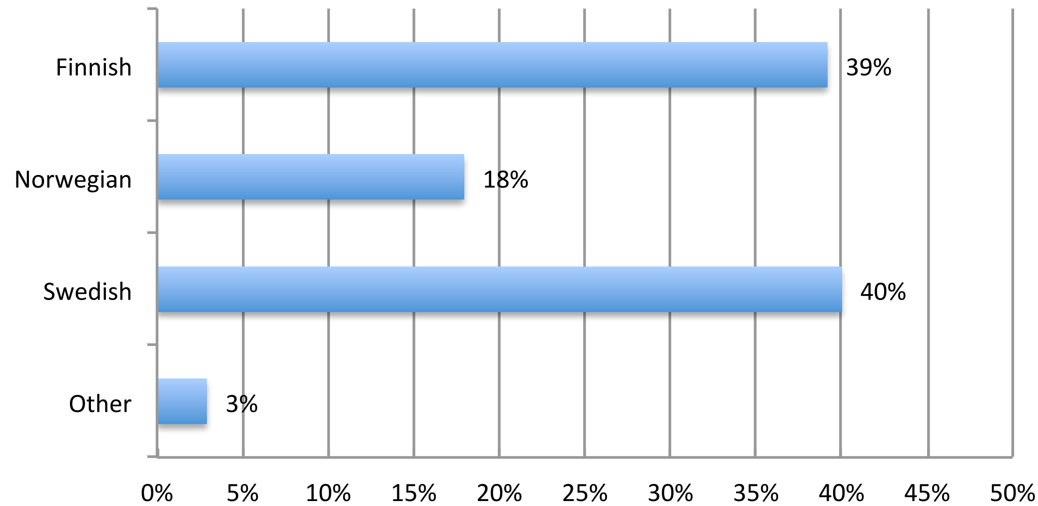
### 7.1.3 What is your highest completed level of education?




85% of the respondents have attended university, the vast majority for more than three years. It's more common to have a university degree among Norwegian respondents, whereas Swedish and Finnish respondents to a larger degree have attended some other kind of post-secondary education in marketing and/or communications.

There are no major differences in education level for other segmentation of the respondents.

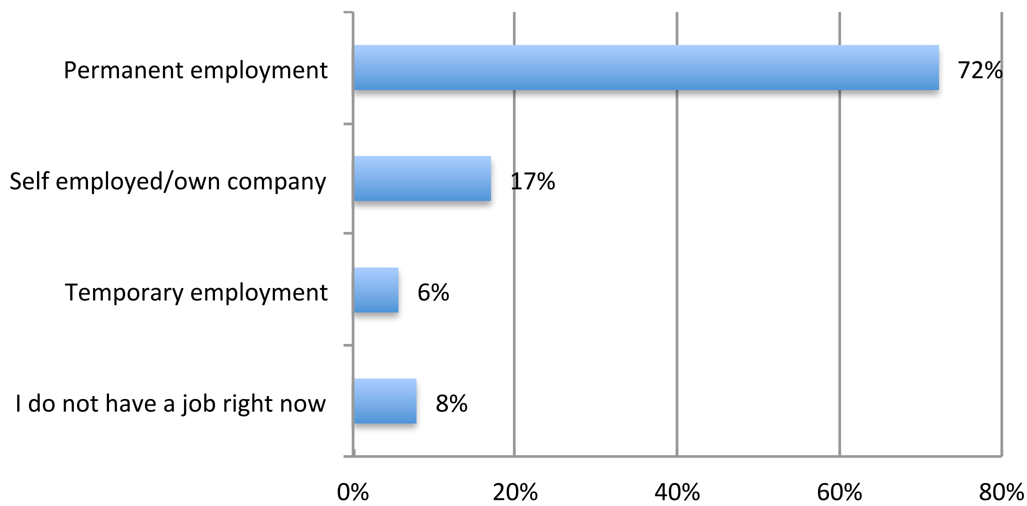
### 7.1.4 What is your nationality?




Swedish (40%) and Finnish (39%) respondents make up for a vast majority of the respondents while Norwegian respondents have a smaller share (18%).

A majority of the self-employed respondents are Swedish (53%) while 70% of the temporary employed are Finnish. Norwegian respondents work in big organisations (22%) and in the public sector (31%) to a larger extent than average.

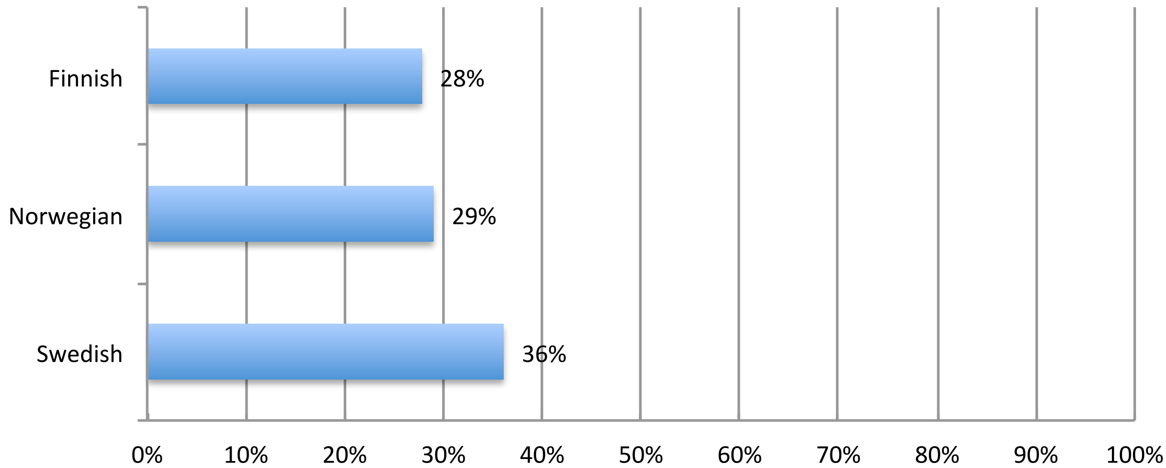
### 7.1.5 What kind of employment do you currently have?




72% of the respondents have a permanent employment with an additional 17% stating that they are self-employed. The results are similar to the ones from 2014.

Among Norwegian respondents, almost all are permanently employed (93%). Finnish respondents have the largest unemployment rate (12,5%). Respondents from the non-profit sector are to a larger degree temporarily employed (14%).

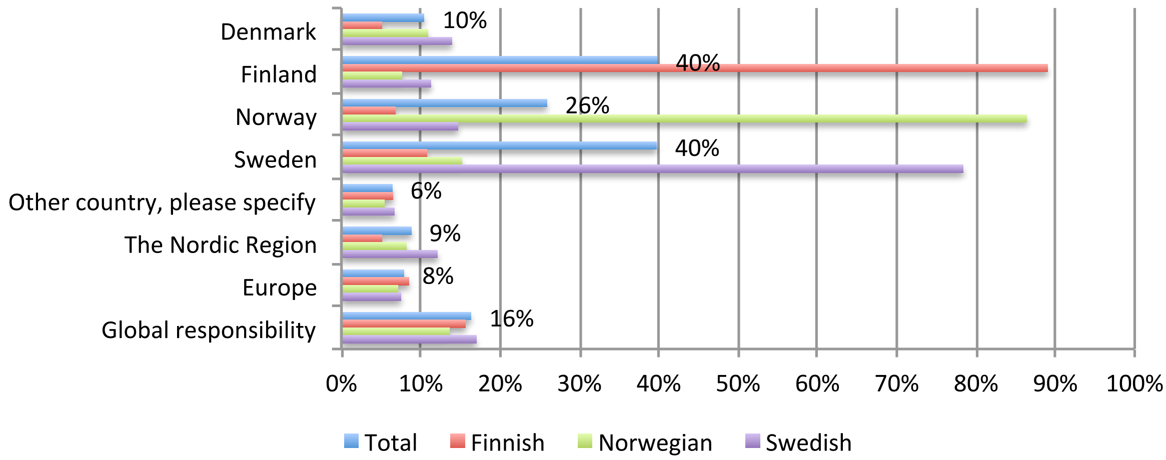
### 7.1.6 Are you a board member?




In general, 31% of the respondents answer that they are board members, a slightly lower share than 2014 (35%). It's somewhat more common to be a board member among Swedish respondents (36%), and less common among respondents from Norway and Finland.

The share increases with age. There's also a difference between the genders, as 29% of the female respondents say they are board members compared to 34% of the male respondents. Respondents from the non-profit sector are board members to a larger degree than respondents from the other sectors (36%).

## 7.1.7 What countries are included in your responsibility?

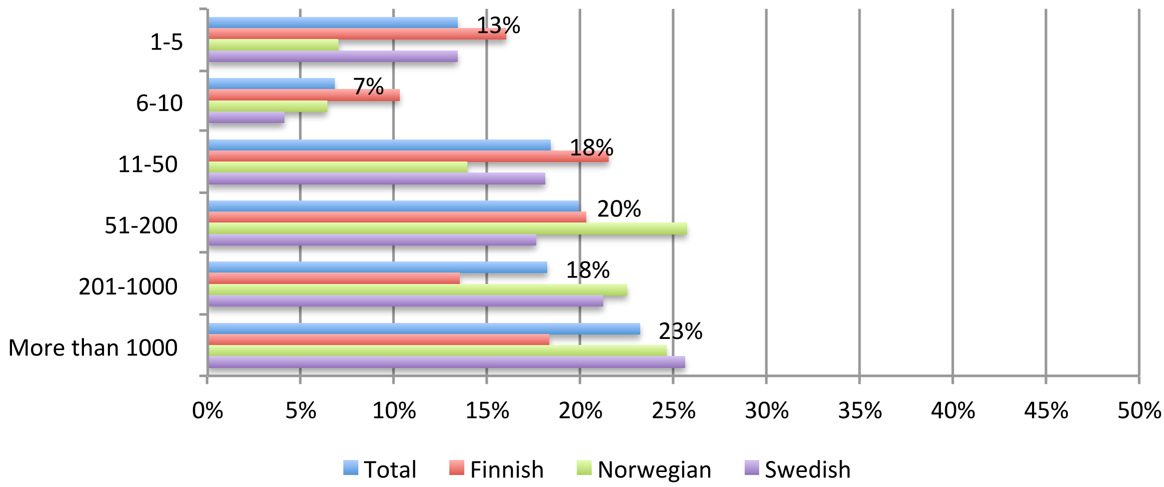



Respondents frequently have responsibility for more countries than the one where they are natives. 9% are responsible for the Nordic region, 8% are responsible for Europe and 16% are globally responsible. All results are slightly up from last year.

A broader responsibility is most common among Swedish respondents, where 12% have a Nordic responsibility, 8% a European and 17% are globally responsible. Norwegian and Finnish respondents have lower shares on Nordic responsibility but when it comes to European and global responsibility the share is almost the same for respondents from all countries.

6% of the respondents answered “Other” and got the possibility to write their own answer. 60 respondents did so and the most common answers were one, or all, of the Baltic States, United Kingdom, Germany or Russia.

### 7.1.9 How many employees are there in the organisation where you work?

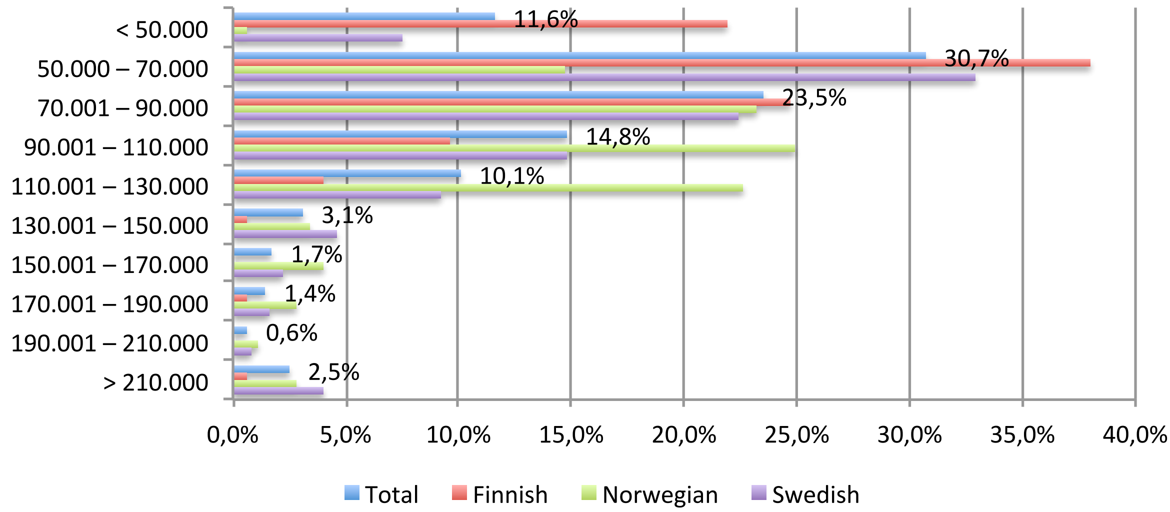



41% of the respondents work in organisations with more than 200 employees. Overall the results are similar to last year’s survey.

Swedish and Norwegian respondents are more likely to work in big organisations, while Finnish respondents work in small organisations to a larger extent with 16% stating they work in an organisation with less than 5 employees. This can be compared to Norwegian respondents where only 7% say they work in an organisation of that size.

Older respondents (51+) are more likely to work in a small organisation (21%), the same is true for male respondents (15%). Self-employed respondents work to a larger extent in small organisations (55%) and respondents from the public sector more often work in big organisations with more than 1000 employees (37%).

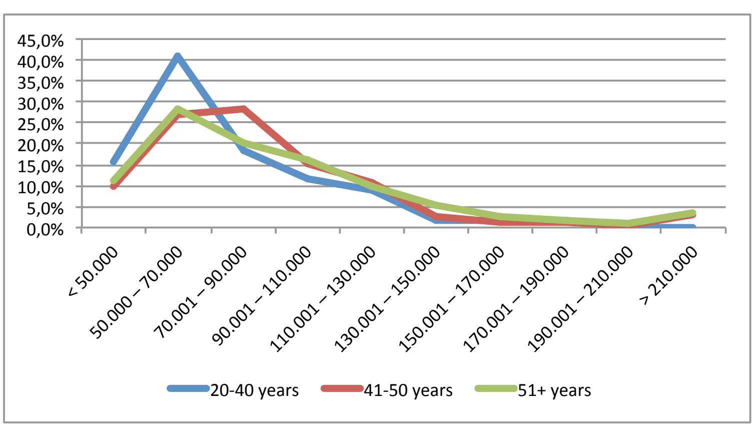
### 7.1.10 What is your annual salary (Euros)?




The salary differs strongly between countries, much like in 2014. In Finland, 60% of the respondents have an annual salary of less than 70.000 Euros, compared to only 15% of the Norwegian respondents. In fact – less than 1% of the Norwegian respondents earn less than 50.000 Euros per year. Swedish respondents are more similar to their Finnish counterparts with 40% making up to 70.000 Euros early.

The Norwegian respondents have to a larger extent a higher annual income with 37% making more than 110.000 Euros a year compared to 6% in Finland and 22% in Sweden. In the highest income bracket, an annual salary of more than 210.000 Euros a year, 4% of Swedish respondents are found, compared to 3% of the Norwegian respondents and 1% of the Finnish respondents.

Male respondents have a higher annual salary than female respondents, 25% state they earn more than 110.000 Euros a year compared to 15% of the female respondents. This is exactly the same result as 2014.

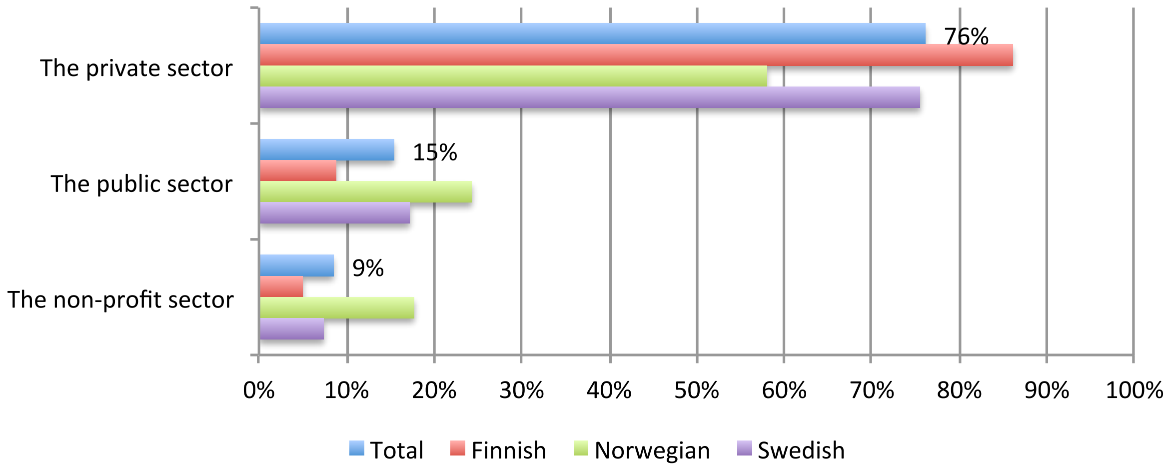



Respondents younger than 40 years old have a lower income bracket with a clear peak earning between 50.000-70.000 Euros a year. The peak is flatter for older respondents. Respondents between 41-50 years have a slight peak in the next income bracket.

16% of the self-employed respondents earn more than 110.000 Euros per year compared to 21% of those permanently employed. The share of top earners increase with the size of the organisation they are working for.

10% of the respondents from the non-profit sector earn more than 110.000 Euros per year, compared to 22% in the private sector and 12% in the public sector.

### 7.1.11 Which sector do you work in?

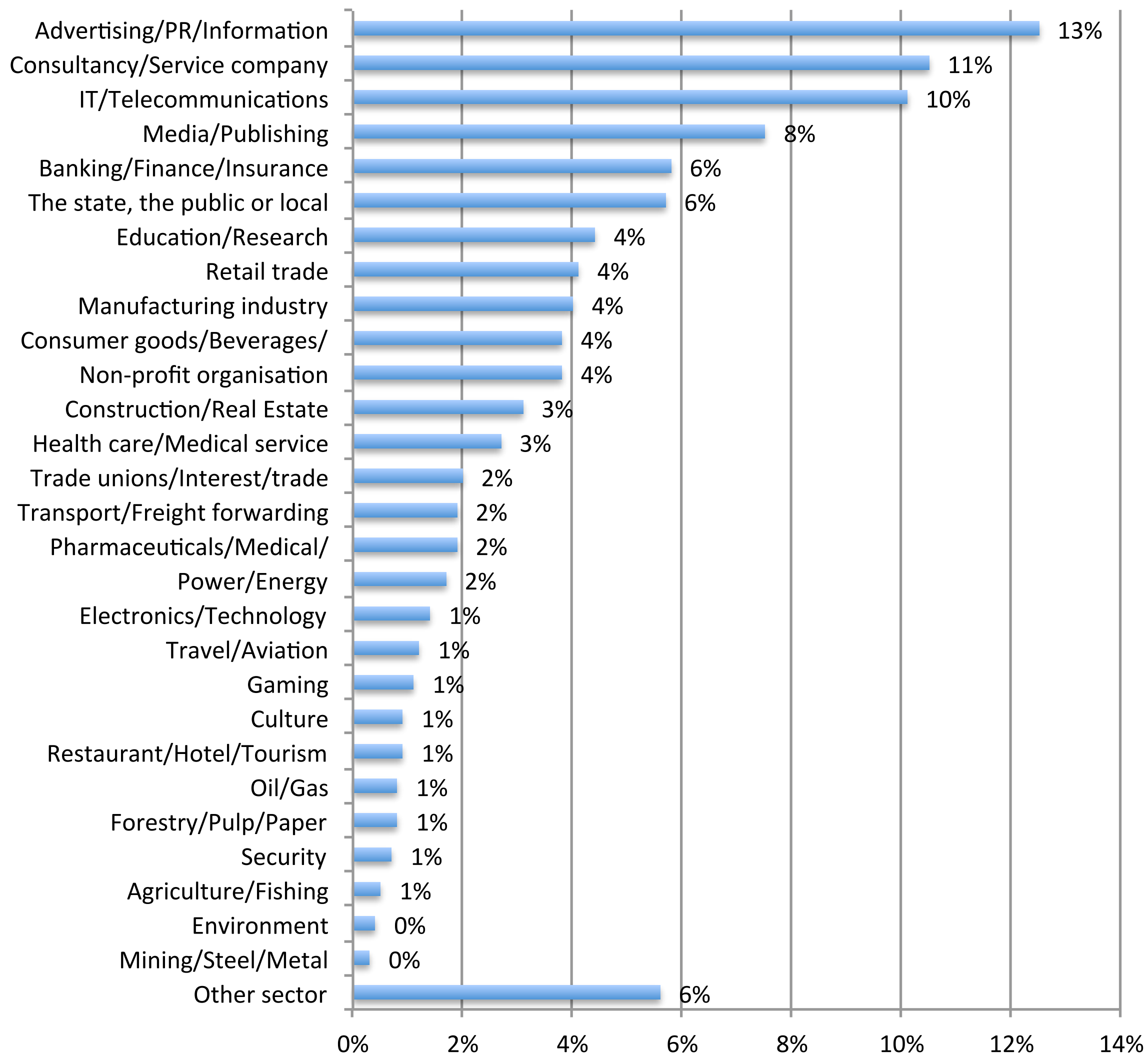



Like in previous surveys (2013 and 2014), most respondents work in the private sector. However, in Sweden and Norway, the public sector makes up for 15-25% of the respondents. The highest share of respondents working in the non-profit sector is from Norway (18%).

Older respondents are more likely to work in the public or non-profit sectors, as are female respondents.

25% of respondents from organisations with more than 200 employees are working in the public sector. Respondents from the non-profit sector are overrepresented in organisations with up to 200 employees (13%).

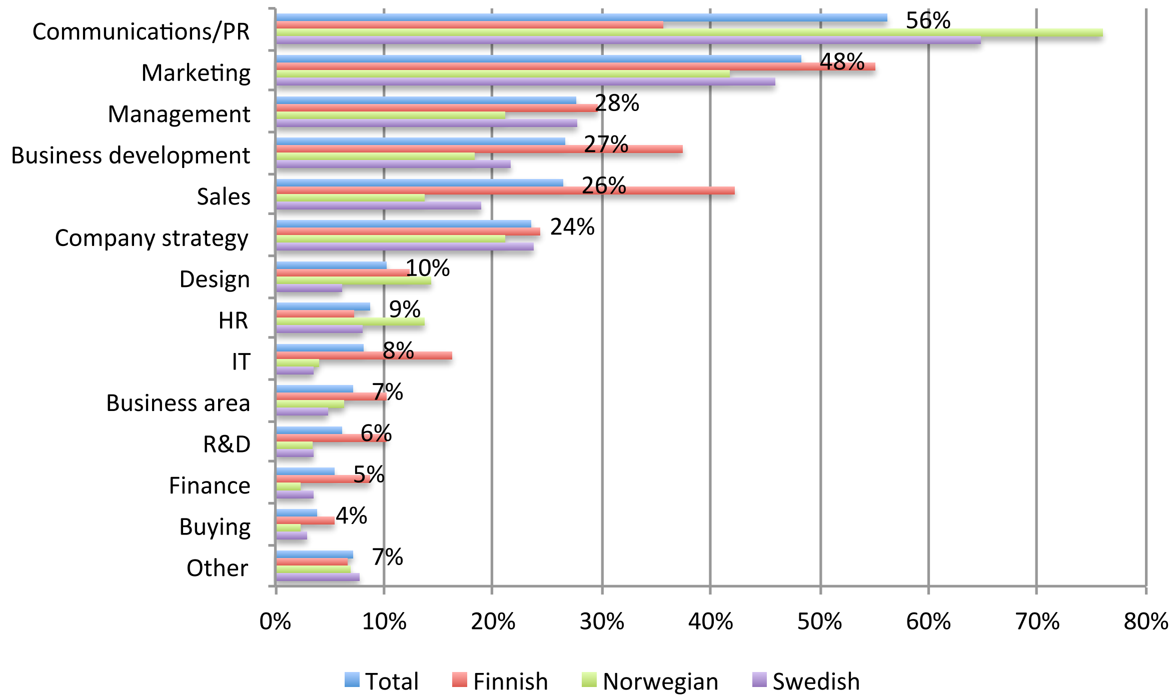
### 7.1.12 What industry do you mainly work in?




The Advertising/PR/Information industry has the biggest share of the respondents with 13%. Consultancy/Service company and IT/Telecommunications come next.

6% of the respondents couldn't find their industry in the list and chose to write their own answer. Those answers have a wide range and include for example Cyber security, Entertainment, Automotive industry, Software and Sports.

### 7.1.13 Which area/areas are you responsible for?




The respondents could choose one or more areas of responsibility. 56% of the respondents state that they are responsible for Communications/PR with Marketing in second place (48%). Management, Business development and Sales all have similar shares at 26-28%.

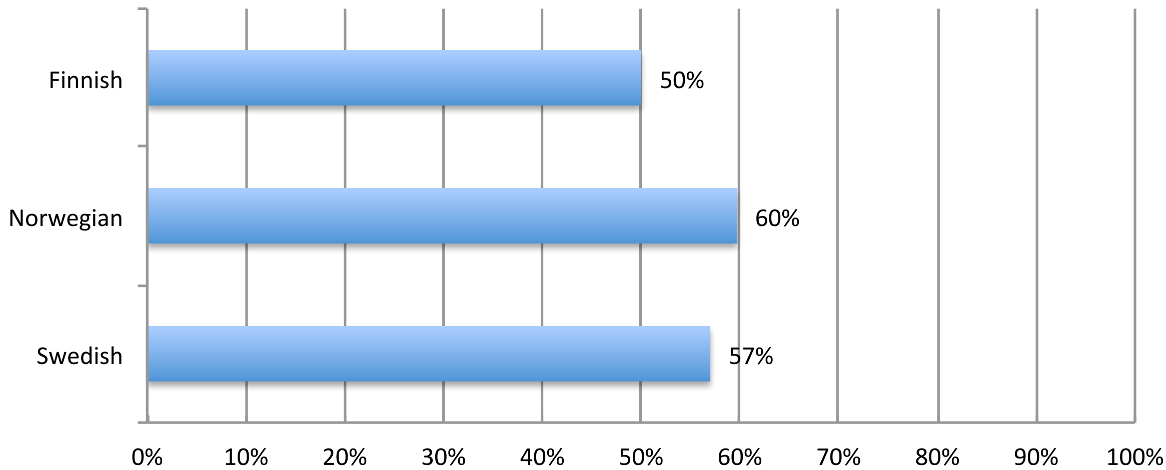
Respondents from Norway and Sweden are more likely to have responsibility for Communications/PR while 55% of the Finnish respondents are responsible for Marketing. Sales is the second most common answer for Finnish respondents (42%).

Older respondents are more likely to be responsible for Company strategy, HR or Management. Female respondents are more likely to be responsible for Communications/PR or Marketing while Sales, IT, Company strategy or Business development all have bigger shares among male respondents.

The shares get lower for all responsibility areas with increasing size of the organisation that the respondent works in. This implies that respondents from smaller organisations are more likely to be responsible for several areas and therefore have chosen more alternatives than respondents from larger organisations. Overall the respondents' responsibility area is to a larger degree focused on Communications/PR and Marketing since those two areas still have high shares among respondents from larger organisations.

7% of the respondents wrote an open answer to the question. Those answers were about responsibility areas such as Brand, Events, Production, CSR, Public affairs, Internal communication or simply overall responsibility as CEO.

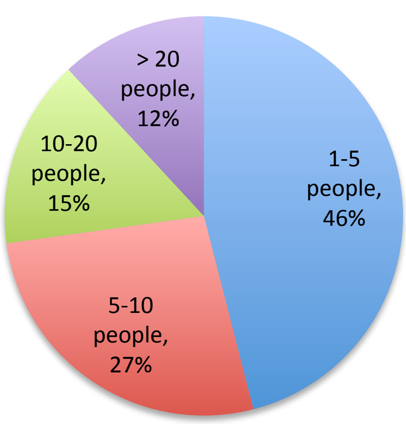
### 7.1.14 Do you have responsibility for a group of staff




In total, 55% of the respondents are responsible for a group of staff. Staff responsibility is most common among the Norwegian respondents, with the Swedish and Finnish respondents not too far behind. In 2014, less than 50% of the Norwegian respondents had staff responsibility indicating a slightly different profile of the respondents this year.

It is more common for male respondents to have staff responsibility (58%, compared to 53% for female), and only 28% of respondents who are temporarily employed have staff responsibility.

#### 7.1.14.1 For how many people?

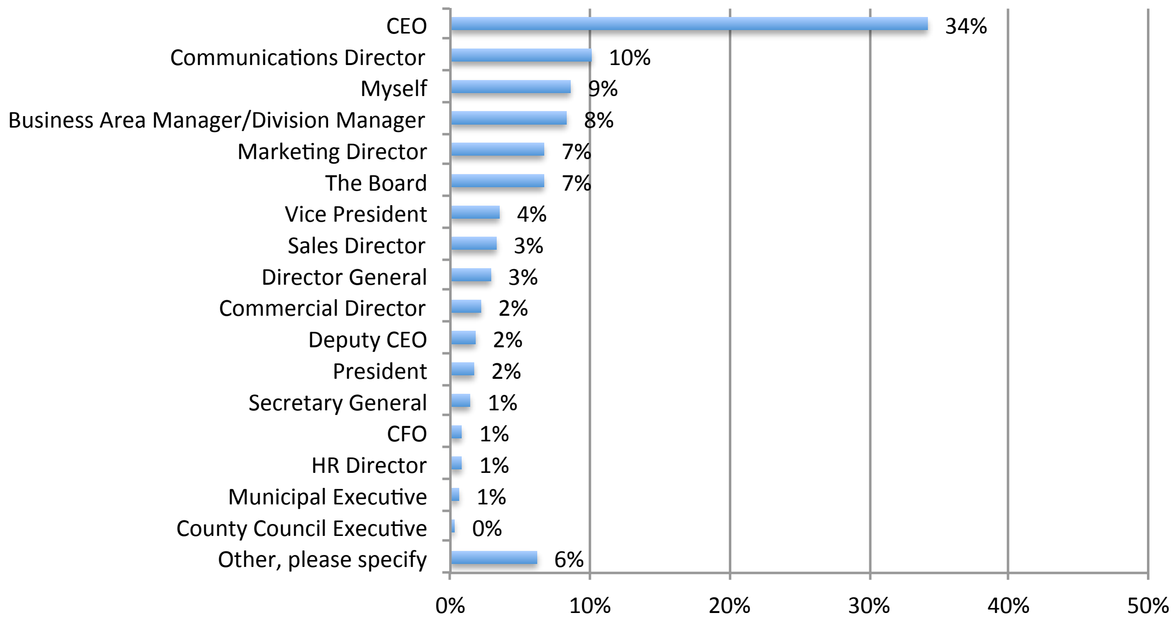



Almost half of those who have responsibility for a group of staff are responsible for a smaller group of 1-5 people. Another quarter of the respondents with staff responsibility have 5-10 people in their group, and the rest is approximately evenly divided between 10-20 people and more than 20 people. These results are very similar to the results from previous surveys in 2013 and 2014.

Swedish respondents are to a slightly larger extent responsible for a bigger group, but otherwise there are no big differences between the countries.

Older respondents have a tendency to be responsible for a bigger group as well as respondents being permanently employed and those working in the public sector.

### 7.1.15 Who do you report to?




Just as in 2014, one third of the respondents report to the CEO, which makes it the most common function to report to. Other common alternatives are Communications Director (10%), Myself (9%), and Business Area Manager/Division Manager (8%). Marketing Director and The Board comes directly after on 7% each. “Other” got 6% of the answers.

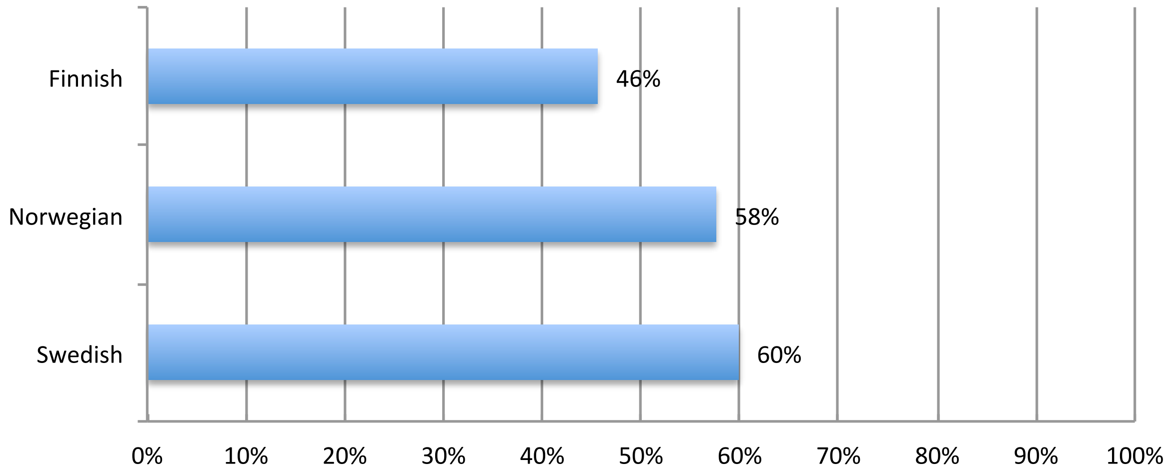
It is more common to report to the CEO or the Board with increasing age, while younger respondents report to the Marketing Director, Communications Director or Sales Director.

Female respondents are more likely to report to the Marketing Director or Communications Director than male respondents.

Reporting to the Communications Director is more common among respondents from the public sector, while respondents from the non-profit sector more often say they report to the Board or Secretary General.

The 6% that answered “Other” got the chance to specify their answer. Common answers are COO, CMO, CIO or MD. Less frequent answers are Chairman of the Board, Project Manager or some sort of other director or manager. There’s a big variety among the answers provided.

### 7.1.16 Are you part of your organisation's top management team?



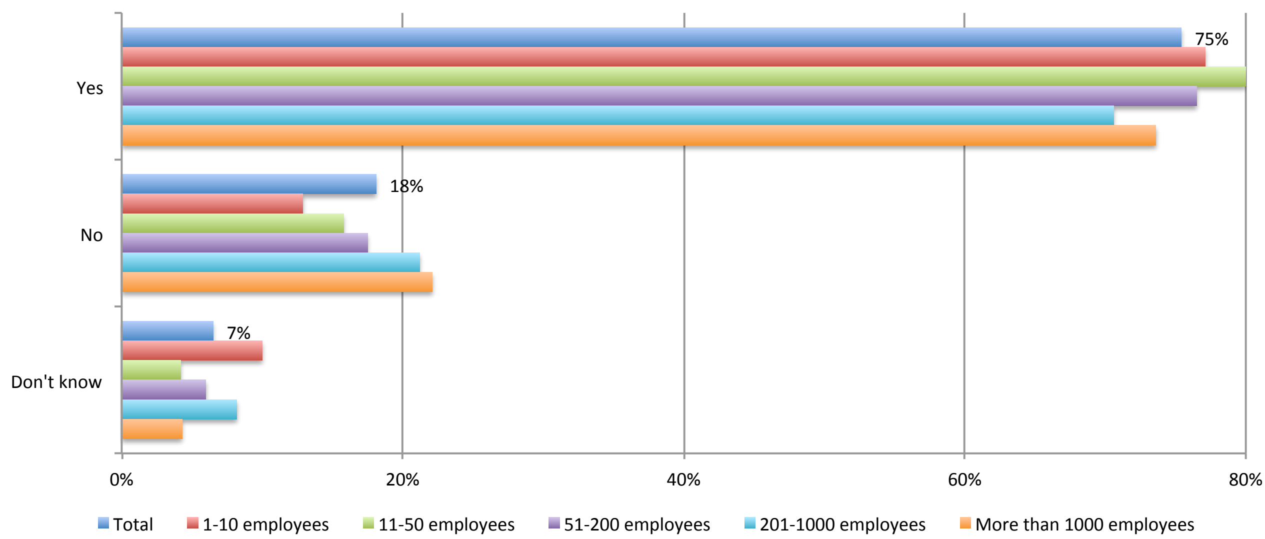

In Sweden and Norway, up to 60% of the respondents is part of the top management team in their organisation. Finnish respondents come in lower at 46%. In total, 54% of the respondents are part of their organisation's top management team.

There's a pattern regarding age and gender, where older respondents more often are part of the top management team, as well as male respondents. Permanently employed and respondents from smaller organisations are also more likely to be part of the top management team.

## *7.2 Theme 2015: How to organise for digital success?*

We are entering the third phase of digitalisation. Digital solutions and changed behaviour among consumers and customers are affecting more and more business models. Large established companies are being challenged by start-ups. New solutions appear on a daily basis. How does this affect our organisations and us as individuals? How should we best build future organisations to be successful at digitalisation? Many organisations have both strategy and technical solutions in place and now it is a question of getting the people on board. Implementation of digital strategies is according to last year's survey a challenge, therefore this year's theme is how to organise for digital success.

### 7.2.1 Is your organisation / your company equipped to deal with digitalisation?



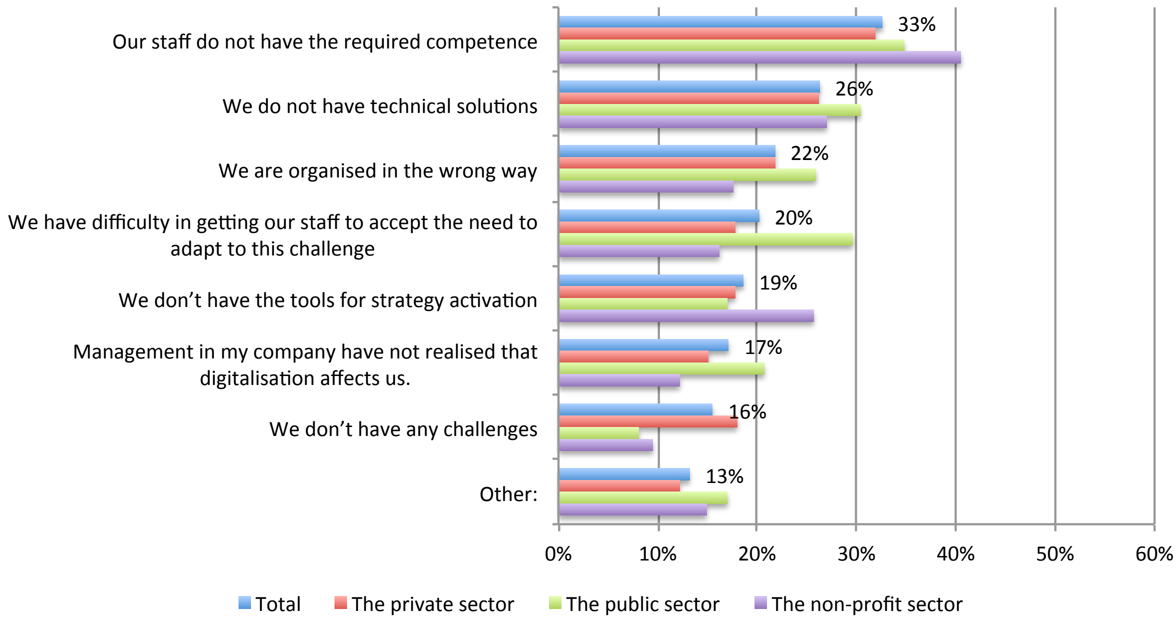

In total, 75% of the respondents claim that their organisation is equipped to deal with digitalisation.

Most positive are respondents from organisations with 11-50 employees. Respondents from organisations with 201-1000 employees are slightly less positive (71%) than the average. Respondents from small organisations (1-10 employees) have a slightly higher share stating they don't know (10%).

Respondents working within the IT/Telecommunications industry (86%), the Media/Publishing industry (88%) and in non-profit organisations (83%) think their organisation/company is equipped to deal with digitalisation to a larger extent than the average.

Respondents responsible for HR say that they don't know to a larger extent (13%) than the average while respondents with responsibility for sales, IT, finance, management or buying are more positive with shares between 80-82% saying yes.

## 7.2.2 What are the biggest challenges in your organisation at the moment due to digitalisation?




The respondents could choose up to three different alternatives answering this question. On average, respondents who have challenges with digitalisation chose 1,77 alternatives. 16% of the respondents stated they do not have any challenges. Respondents that are self-employed and/or work in smaller organisations are more likely to say there are no challenges.

Lack of required competence among the staff is the main challenge for respondents from all sectors. Lack of technical solutions and organisational structures come next.

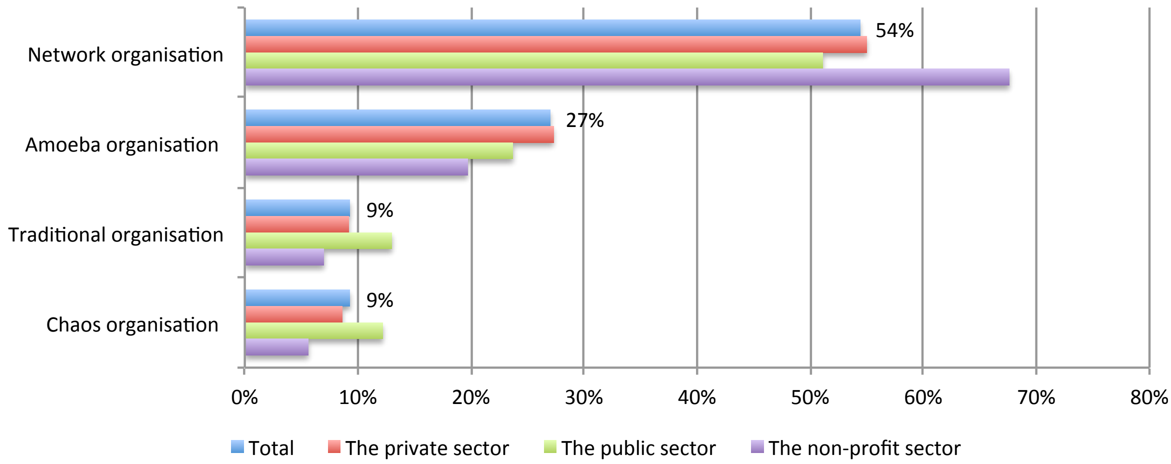
Lack of required competence is especially common in the non-profit sector (41%) while respondents from the public sector say they have difficulties getting the staff to accept the need to adapt to the challenge of digitalisation more often than the average (30% compared to 20%). Respondents from the private sector to a larger extent answer that they have no challenges (18%) compared to respondents from the public sector (8%) and non-profit sector (10%).

Respondents that are board members have a lower share believing they are organised in the wrong way (15%).

The result varies with size of the organisation. Respondents from small organisations (1-10 employees) state that they don't have challenges to a much larger extent (31%) than average. Respondents from big organisations (>200 employees) say they have challenges with organising, getting the management to realize that digitalisation affects the organisation and getting the staff to accept the need to adapt to this change.

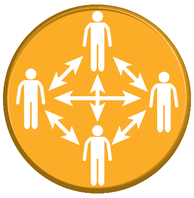
13% answered “Other” and 110 respondents chose to write an explanation. Many answers were about a lack of resources, lack of experience or that digitalisation is costly and the allocated budget is not big enough. Other answered that there are legal barriers, their market is not mature yet, their company is slow in the decision-making or just old and traditional, or IT issues with too many different systems/platforms that do not communicate well.

### 7.2.3 What do you think is the best way to organise in order to meet the new demands from digitalisation?

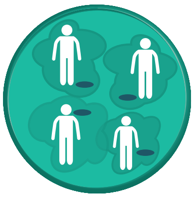



The respondents could chose one of the following alternatives:

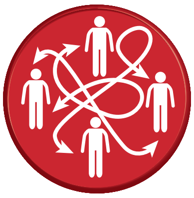
Traditional organisation with a hierarchical structure and silos.



Network organisation based on relationships between stakeholders.



Amoeba organisation – an open organisation that does not lock individuals into fixed roles and mandates. The organisation looks to each person's abilities and lets them act freely without limitations from traditional job descriptions.



Chaos organisation where silos are broken and processes are not linear. The organisation has loose structures, roles are defined but allowed to adapt based on current needs.

Respondents from all sectors agree that the network organisation is the best way to organise to meet digitalisation demands. Respondents from the non-profit sector choose the network organisation to an even larger extend (68%)

Amoeba organisation is the second most popular option in total, and respondents from the private sector seems to agree more with this way of organising than respondents from the public and non-profit sector. Also respondents being temporarily employed favour the amoeba organisation (45%).

Respondents from the public sector choose traditional organisation (13%) and chaos organisation (12%) more often than the average (9%).

Male respondents favour traditional organisation (13%) more than female respondents (7%).

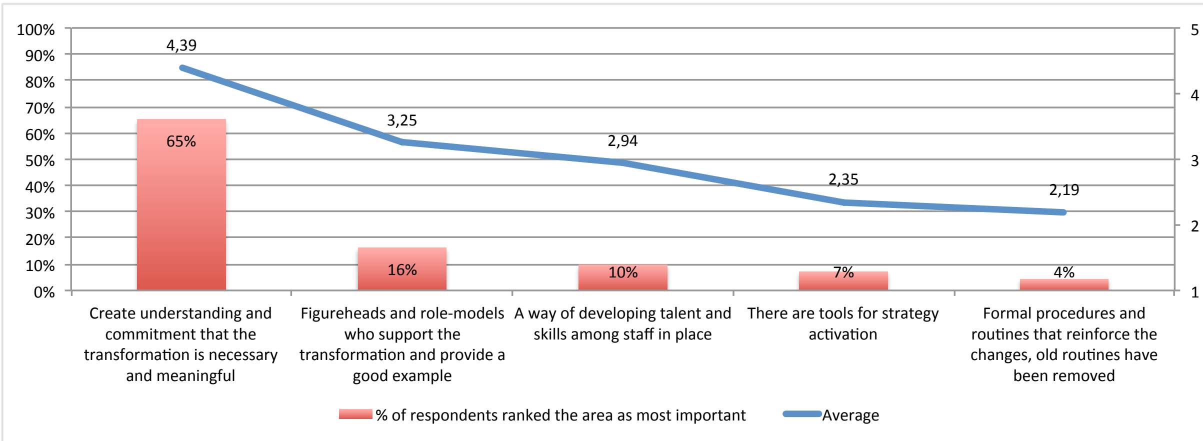
Reasons for choosing the **network organisation** are that it makes it easier to break down organisational silos and is more flexible than the traditional organisation. It is also very functional, empowers staff and is easier to grasp than the amoeba organisation, which can be hard to adapt to.

Respondents choosing the **amoeba organisation** say they did it because it enables fast adaptation, which is needed for digitalisation. It is also very innovation friendly and adds flexibility to the organisation.

Reasons for choosing the **chaos organisation** are similar to the network organisation; it breaks down silos and makes it easier to work with digitalisation since everything interacts. It is also extremely fast and good for small organisation.

Respondents choosing the **traditional organisation** say they chose this alternative because it provides structure and clear responsibility. Digitalisation needs to be centralised due to high costs and need of integration.

### 7.2.4 The following five parts are critical for successful adoption of digitalisation. What is most important in your experience?

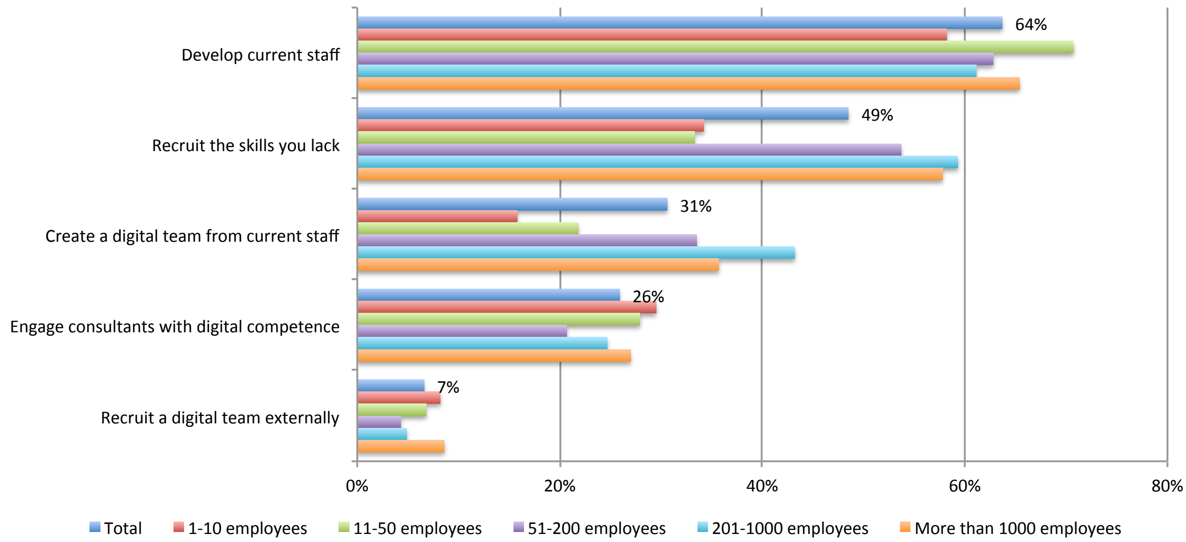



The respondents were asked to rank the five pre-given critical parts in order of importance.

“To create understanding and commitment that the transformation is necessary and meaningful” is by far the most highly ranked alternative. Respondents agree on this being the most important for successful adoption of digitalisation. 65% place it as the most important alternative and it scores an average importance of 4,39 (5 is maximum).

“To have figureheads and role models to support the transformation with good examples” is also important and 16% of respondents have placed that option as number one. “Formal procedures and routines to reinforce the change” is according to the respondents the least important alternative with only 4% of respondents placing that as number one.

### 7.2.5 What do you think is the best approach for your organisation to succeed in digitalisation?




The respondents could choose up to three alternatives.

To develop current staff is the preferred option among almost two thirds of the respondents. Since multiple options could be selected, almost half of the respondents have after that placed recruiting new skills as number two. To engage consultants or recruit an external digital team are the two least preferred options.

Respondents from the public sector are more positive to creating a digital team from current staff (44%) than the average.

Respondents from smaller organisations think the best approach is to develop current staff to a larger extent than the average, while respondents from bigger organisations more often answer that recruiting the needed skills is the best approach. Creating a digital team from current staff is most popular among respondents from organisations with 201-1000 employees.

6% of the respondents selected the “Other” option, and provided further answers such as “a mix of current staff, new staff and external consultants”, “clear goals are needed” and “management support is important to get anything to happen at all”.

Younger respondents and respondents working in big organisations to a larger degree think the best approach is to recruit the skills lacking.

#### 7.2.5.1 What skills do you lack?

This question was asked to respondents that in the previous question replied “Recruit the skills you lack”. 256 respondents chose to answer this open-ended question.

When analyzing the answers, five trends can be seen:

**1. Lack of deep digital knowledge**
Many respondents say they lack a deeper understanding of digital aspects such as e-commerce, digital business, big data, technical skills, channels etc.
Some examples are: ”Deep understanding of channels, ”Deep understanding of consumer shopping behavior in web stores”, ”Indepth understanding of big data use and usefulness”.

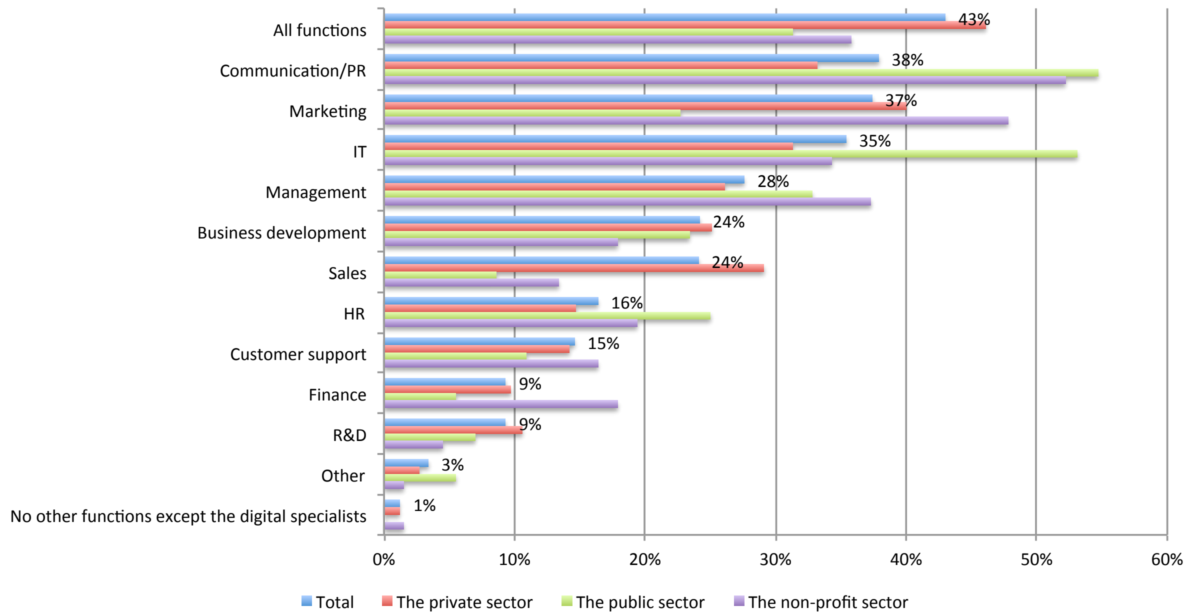
**2. Understanding of the business perspective of digitalisation**
Respondents state they lack digital competence that understands business, both in general but especially digital business and e-commerce.
Some examples: ”Digitalisation experts that think business”, ”Digital business intelligence”, ”People who know digital tools and how to integrate them in business procedures/processes”, “The link between the commercial side and the developing side of our business”.

**3. Skills means to a large extent attitude and mindset**
Even though the question is about lacking skills, many answers are about mindset and attitude. For example a digital mindset, courage and an entrepreneurial mindset.
Some examples: ”Mindset of possibilities”, “People who dare to try new things”, “Digital entrepreneurial mindset”.

**4. A need of people working with development**
According to the respondents there’s a lack of people working with development in general and business development and digital business development in particular.
Some examples: “Hard core developers and data scientists”, “Mobile service development”, “Digital business developers”, “Developing and implementing the digital strategy”.

**5. Design**
There’s a lack of competence when it comes to deign of services, apps etc. Some examples are “Interaction designer”, “Digital service design”, “Mobile app design”. “UX Designer”.

## 7.2.6 Which parts of the organisation are involved in digitalisation?

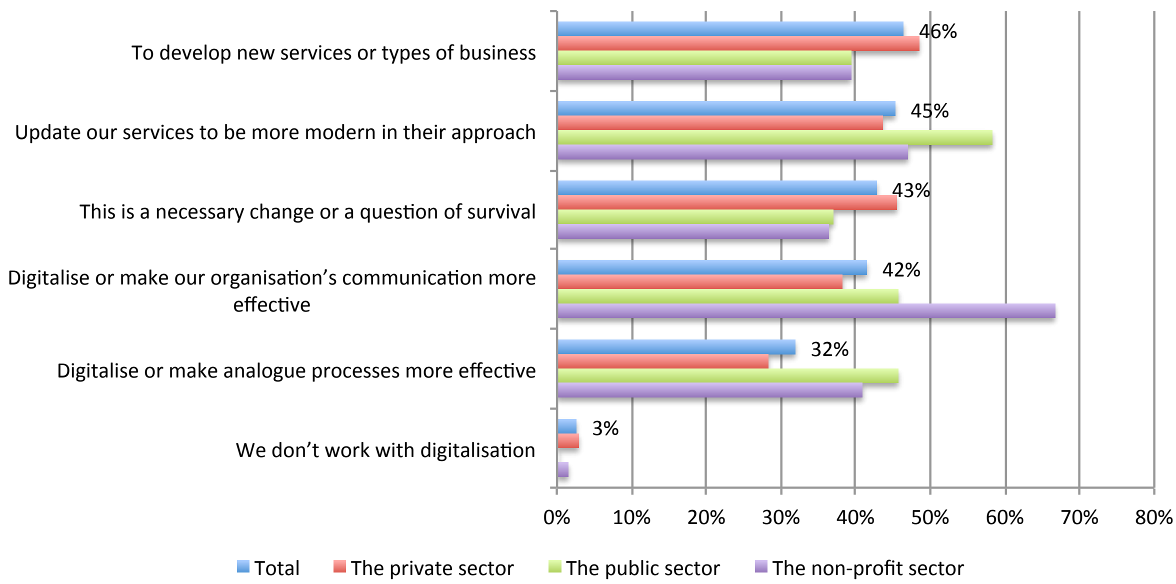



The most common answer is that all functions are involved in digitalisation (43%). Though, respondents from the public sector more often answer Communication/PR (55%) and IT (53%). Respondents from the non-profit sector answer Communication/PR (52%), Marketing (48%) and Management (37%) more often than the average. Respondents from the private sector answers Sales (29%) to a larger extent than the average.

The share choosing ”All functions” diminish with increasing size of the organisation; the alternative is chosen by 56% of the respondents working in organisations with 1-10 employees compared to 39 % of the respondents working in organisations with >200 employees.

Respondents could also give their own answer to the question, which 22 people did. The answers varied but recurring answers were “Production” and “Product development”.

### 7.2.7 What is the aim of digitalisation in your organisation?

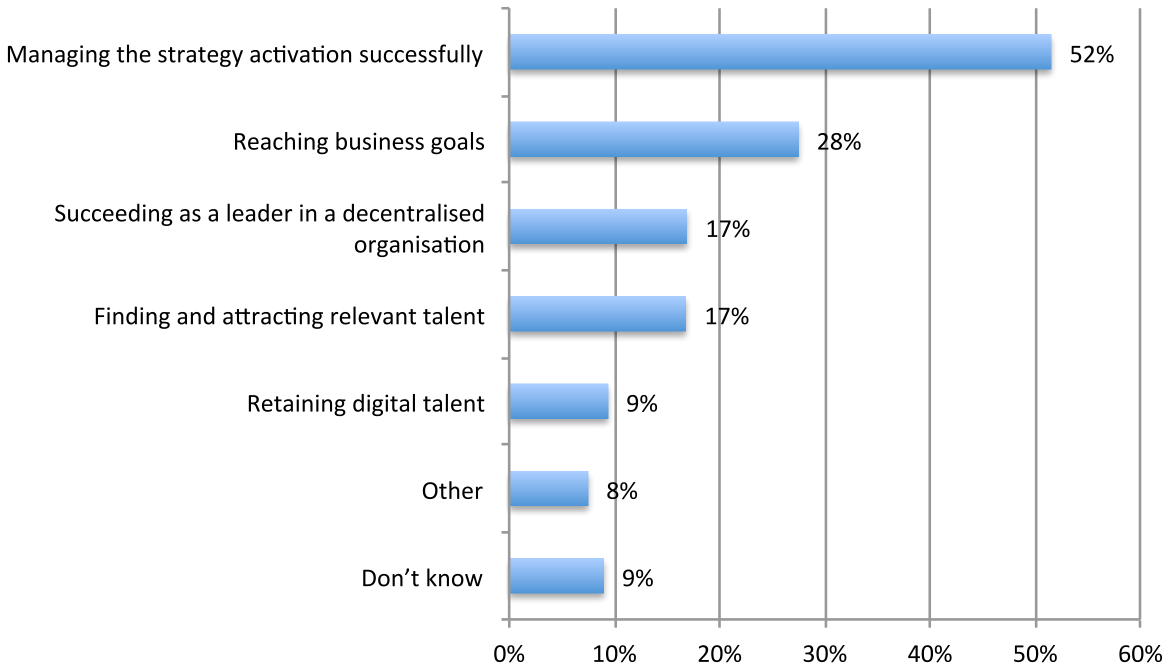



The respondents could choose as many alternatives as they wanted. It is apparent that there is not one singular aim with digitalisation. The top four alternatives are all gathering between 42-46% of the respondents, with a fifth alternative trailing at 32%.

Within the public sector, the most common aim is to update their services to be more modern (58%) while the non-profit sector aims to digitalise or make the organisation's communication more effective (67%). In the private sector developing new services or types of businesses is the most common aim.

In large organisations (>1000 employees) the most common aim is to update services and be more modern in the approach (52 %). In small organisations (1-10 employees) digitalise or make analogue processes more effective (21%) and digitalise or make the communication more effective (35%) are less common aims than for the average.

### 7.2.8 What are the greatest challenges around digitalisation that you face as a leader?

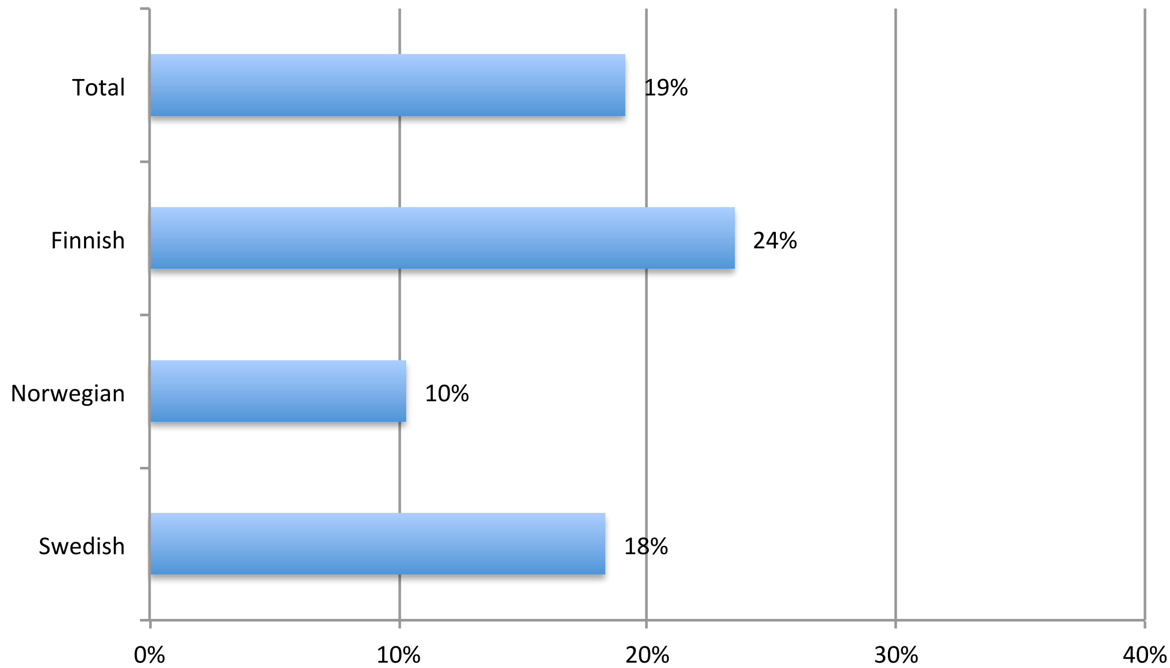



The respondents could choose up to two alternatives.

The greatest challenge is clearly how to manage the strategy activation successfully. To reach business goals comes in second place, while succeeding as a leader in a decentralised organisation and find/attract relevant talent ties for third place.

Respondents could also write their own answer, which 59 respondents did. The answers were about freeing up resources - both time and money - to achieve digitalisation, how to engage co-workers or how to get the needed buy-in from management.

### 7.2.9 Do you feel stressed by digitalisation?

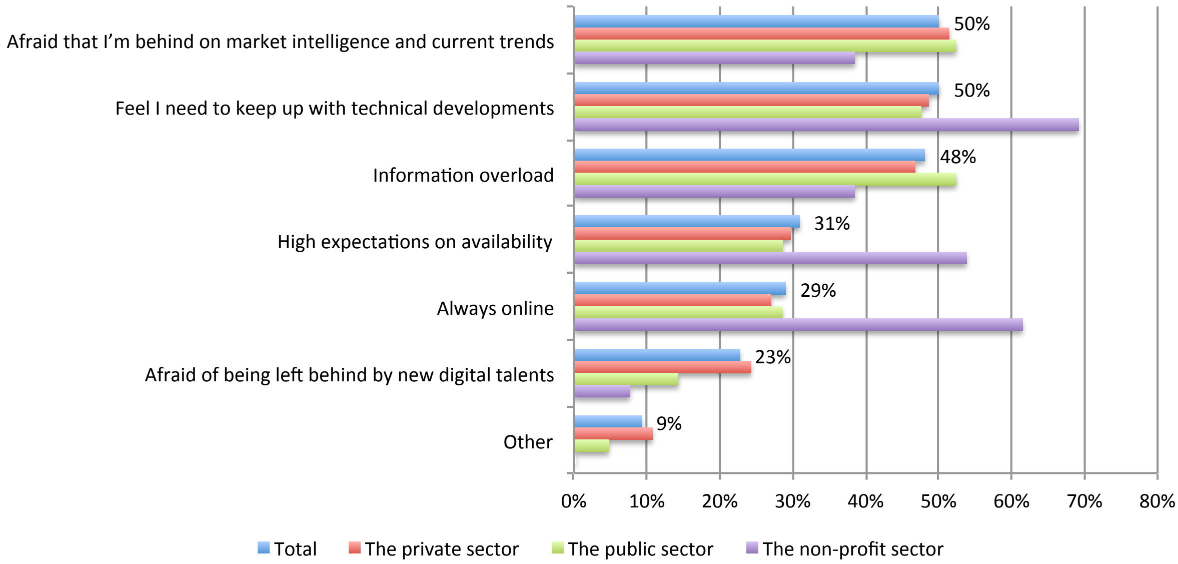



Almost one out of five respondents feel some kind of stress regarding digitalisation. The stress is higher among Finnish respondents and lower for Norwegians. A higher share of female respondents answered that they feel stressed (22%). Also self-employed respondents are more stressed (23%).

Respondents from bigger organisations (>200 employees) seem less stressed than respondents from smaller organisations.

Respondents with responsibility for HR are less stressed than the average with 9% stating they feel stressed by digitalisation. Respondents with responsibility for R&D are more stressed than the average with 25% feeling stressed by digitalisation.

### 7.2.9.1 In what way(s) do you feel stressed about digitalisation?




The respondents could choose as many alternatives as they wanted.

In total, a general feeling of not being able to keep up with technical developments, current trends and market intelligence are the most common factors that make the respondents stressed about digitalisation.

Respondents from the non-profit sector are stressed by keeping up with technical development (69%), high expectations on availability (54%) and always being online (62%) more than the average. Among respondents from the public sector, information overload are slightly more common (52%).

Younger respondents, 20-40 years old, are mostly stressed about being behind on market intelligence and trends and to keep up with technical development. They are less stressed than average by information overload. Respondents older than 51 years are less stressed by being left behind on market intelligence and trends as well as technical development.

Male respondents are to a larger extent stressed by being left behind by new digital talents than female respondents.

Respondents responsible for company strategy are less stressed about keeping up with market intelligence and trends as well as technical development. Respondents with responsibility for management are more stressed than the average by high expectations on availability but less stressed about being left behind by new digital talent.

### 7.2.10 Which new jobs/roles do you think will exist in 5-10 years as a result of the current digitalisation?

359 respondents shared their views on what jobs or roles they think will exist in the coming decade as a result of the current digitalisation. The answers were very diverse.

Many respondents say that there will not be any new jobs, there will just be new titles for the same work and digital will be incorporated throughout the business. Others think that some roles that exist today will be more common across companies and industries while new ones will emerge as well. Big data and analytics seem to be important also in the future with a number of big data focused analytical roles. There will also be more BI Managers (Business Intelligence Managers) as well as CDOs (Chief Digital Officers) or Digital Managers and Digital Marketing Managers.

Content is another area that will grow and there will be more content producing roles such as Bloggers, Vloggers and Video Producers. Social media will also expand further and there will be Social Media Managers / Specialists / Architects etc.

Some examples of future roles due to digitalisation mentioned in the survey:

- Data Visualisers
- Data Flow Analysts
- Consumer Insight Manager
- Vlog Editor
- Content Evangelist
- OT (Operational Technology) Manager
- Relationship Developer
- Human Interaction Expert
- Scenario Builder
- Narrative Designer
- Loyalty Builders
- Network Explorer

### 7.2.11 Final comments

At the end of the survey, respondents had the option to give some final remarks if they so wanted. 45 respondents chose to do so.

They expressed their thanks for an interesting survey that is right on target with what's being discussed within organisations today. This digital evolution (or revolution) will change the way business is done.

Hammer & Hanborg would like to thank all who took part in the Nordic Executive Survey 2015.

Thank you for your participation!

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Founding partners

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