

# Charting the Skilling Journey to Build the IT Services Talent of Tomorrow: Replacing the Commodity IT Services Role Definitions

August 2020: Complimentary Abstract / Table of Contents



# Our research offerings for global services

- ▶ **Market Vista™**  
Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available

▶ Application Services	▶ Finance & Accounting
▶ BPS   Banking & Financial Services	▶ Human Resources
▶ BPS   Healthcare & Life Sciences	▶ ITS   Banking & Financial Services
▶ BPS   Insurance	▶ ITS   Healthcare
▶ Catalyst™	▶ ITS   Insurance
▶ Cloud & Infrastructure	▶ IT Services Executive Insights™
▶ Customer Experience Management Services	▶ ITS   Life Sciences
▶ Contingent Workforce Management	▶ Locations Insider™
▶ Data & Analytics	▶ PricePoint™
▶ Digital Services	▶ Procurement
▶ Engineering Services	▶ Recruitment Process Outsourcing
▶ Enterprise Platform Services	▶ Service Optimization Technologies

## Membership information

- This report is included in the following research program(s)
  - Application Services, Catalyst™, Cloud & Infrastructure Services, Data & Analytics, Digital Services, Enterprise Platform Services, Banking & Financial Services ITS, Healthcare ITS, Insurance ITS, Life Sciences ITS
- If you want to learn whether your organization has a membership agreement or request information on pricing and membership options, please contact us at [info@everestgrp.com](mailto:info@everestgrp.com)

## More about membership

In addition to a suite of published research, a membership may include

- Accelerators™
- Analyst access
- Data cuts
- Pinnacle Model® reports
- PriceBook
- Virtual Roundtables
- Workshops

## Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

# Contents

<b>1. Introduction and overview</b>	<b>5</b>
• Research methodology	6
• Background and introduction	7
<b>2. IT roles evolution continuum – drivers and trends</b>	<b>8</b>
• Align the IT services role definition to the evolving IT operating model and business needs	9
• IT services roles continuum	14
<b>3. Charting the skilling journey to build the IT services talent of tomorrow</b>	<b>16</b>
• The criticality of internal skilling programs for talent development	17
• Everest Group recommended approach for enterprises to build the <i>roles of tomorrow</i>	18
• Replacing the commoditized IT services roles definitions and the need for service delivery pyramids	19
• Detailed skilling journeys for key roles of tomorrow	
– Connected ecosystem architect	20
– Consumer experience designer	23
– Cybersecurity advisor	26
– Data ethnographer	29
– DevSecOps engineer	32
– Edge computing AI architect	35
– Full stack developer	38
– 5G systems engineer	41

For more information on this and other research published by Everest Group, please contact us:

**Ashwin Venkatesan**, Vice President

**Ronak Doshi**, Vice President

**Nisha Krishan**, Senior Analyst

# Contents

– Intelligent cloud architect	44
– Machine learning data scientist	47
– Mixed reality developer	50
– Salesforce Einstein developer	53
– SAP Leonardo developer	56
– Quantum machine learning analyst	59
– Case studies for enterprise skilling journeys	62
<b>4. Appendix</b>	<b>66</b>
• Glossary	67
• Research calendar	68

## Background and introduction of the research

### Background of the research

IT roles and their definitions are evolving at a swift pace driven by rapid technology advances and need for stronger “business orientation” of IT teams. The expanse and nature of technical and non-technical competencies that constitute IT roles are undergoing a massive shift. Consequently, the roles of yesterday are redundant today, and the roles of today will be redundant tomorrow. Demand-supply gap for next-generation IT services skills has been a huge talking point for the IT industry over the past few years. Prior to the COVID-19 crisis, 58% of enterprises mentioned that they have insufficient internal resources to drive digital transformation programs. Post the onset of the COVID-19 crisis, this proportion of enterprises has in fact increased to 69% – enterprises realize that digital transformation is no longer a choice but a necessity, and that access to the right talent is pivotal to execute this mandate.

The COVID-19 disruption is creating a new talent dynamic – while generic IT talent supply is currently overpowering demand, the market for emerging roles remains supply constrained:

- About 75% of enterprises believe that, despite COVID-19, there will still be a talent shortage for key roles across next-generation IT and analytics
- About 67% of enterprises believe new skill gaps will emerge due to structural changes in businesses as a result of the current disruption

The “pause” created by COVID-19 provides an ideal opportunity for enterprises to take stock of their IT strategy and requirements, and correspondingly build a robust skilling program focusing on emerging IT roles (“roles of tomorrow”).

**This report delves into the need and considerations for skilling programs for the roles of tomorrow. The coverage includes:**

- Key drivers for rapid evolution of IT roles
- The IT roles evolution continuum – roles of yesterday, today, and tomorrow
- The criticality of internal skilling programs for talent development for the roles of tomorrow
- Framework to design skilling journeys for roles of tomorrow
- Detailed skilling journeys for 14 roles of tomorrow

### Scope of this report:



**Geography**  
Global



**Industry**

Communication, energy and utilities, financial services, healthcare and life sciences, hi-tech, manufacturing, and retail and consumer processed goods



**Services**  
IT services

## Overview and abbreviated summary of key messages

This report examines the need for enterprises to move away from traditional IT roles definition to create multi-functional roles of tomorrow. Enterprises need to take stock of existing skills in their organization and assess the gap that exists to build these roles of tomorrow by modeling internal demand and external market factors such as competition and industry- and geography-specific demand-supply gap for these skills. This report provides tools, data and insights, and case studies to help enterprises craft their unique skilling journeys.

**Some of the findings in this report, among others, are:**

### The perfect talent storm

- Rapid technology evolution is consistently shrinking the shelf life of IT skills, while creating new roles
- Collapsed IT stacks resulting from enterprise digital transformation and modernization initiatives require a new talent profile
- New operating models in a post-COVID-19 world will lead to redefinition of existing job descriptions and emergence of new roles
- About 75% of enterprises believe that, despite COVID-19, there will still be a talent shortage for key roles across next-generation IT and analytics

### IT roles evolution continuum

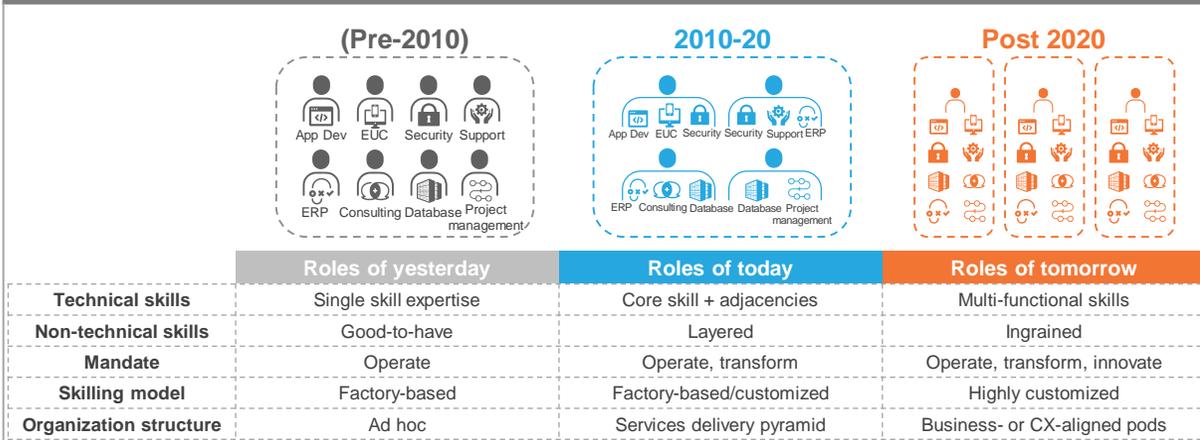
- Pyramid model of services delivery organization and commoditized definition of roles will fade as enterprises adapt to the evolving business models shaping the IT roles continuum
- The IT services roles continuum is being shaped by emergence of new technologies and need for better business alignment across all the IT services lines

### Charting the skilling journey

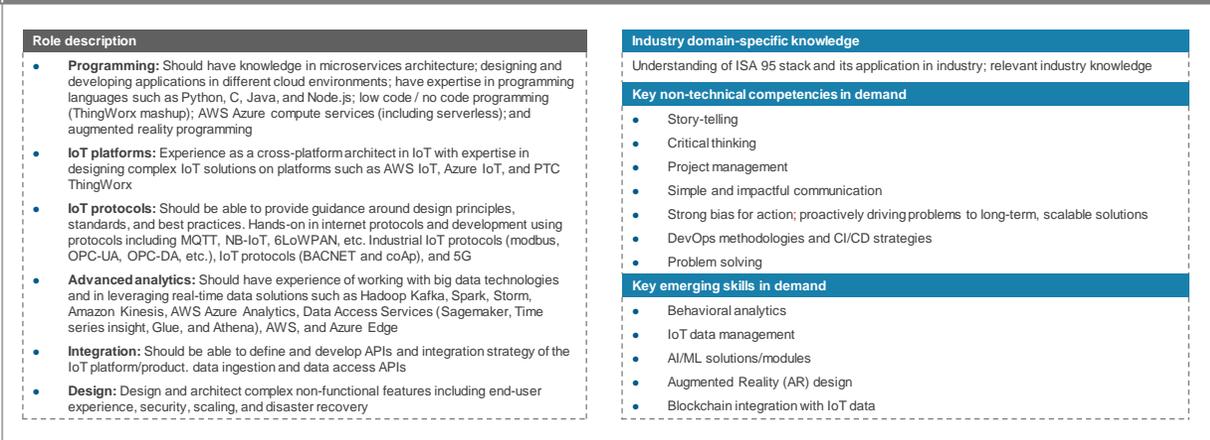
- The business case for reinventing the enterprise skilling journey for IT services is evident in the technology proliferation and the acute shortage of ready to deploy skilled resources
- The first step to build roles of tomorrow requires building skills passport and building unique skilling journey based on base skills already available in the organization

# This report delves into the need and considerations for skilling programs for building the roles of tomorrow; below are four charts to illustrate the depth of the report

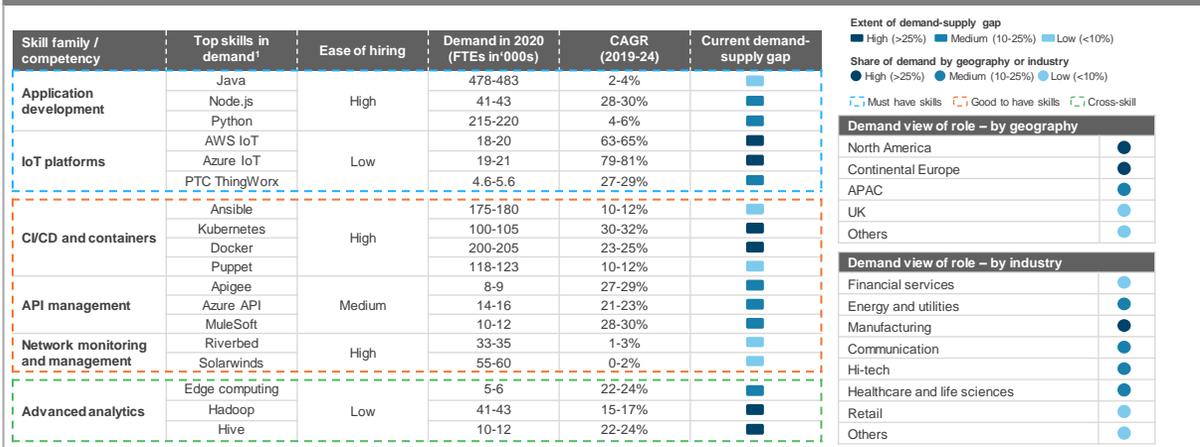
## Moving away from commoditized IT role definitions to craft roles of tomorrow



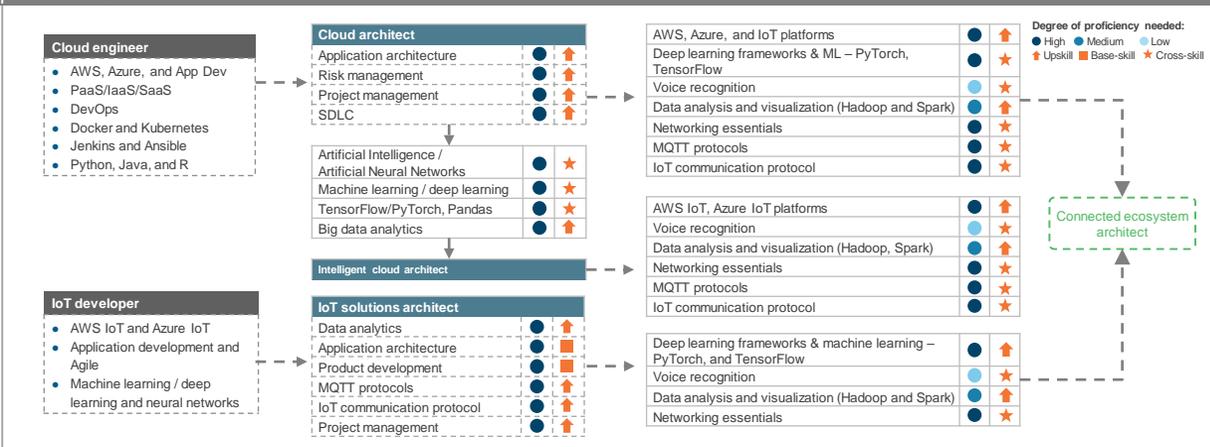
## Definitions for 14 roles of tomorrow



## Skills passport to understand the skills needed for each role



## Skilling journeys to build roles of tomorrow



# Research calendar

## Application Services

■ Published
 ■ Planned
 ■ Current release

### Flagship application services reports

	Release date
Application Transformation Services PEAK Matrix® Assessment 2020	December 2019
Application Transformation – Business Pioneering the Agenda – State of the Market	February 2020
Next-generation Quality Assurance – State of the Market	February 2020
Winning the War for Talent: An Enterprise Guide to Building a Sustainable Workforce Strategy	July 2020
Cloud-Native Application Development Services PEAK Matrix® Assessment 2020	August 2020
Application Services State of the market	Q3 2020
Cloud-Native Application Development Service Provider Compendium	Q3 2020
Cloud-Native Application Development Services State of the market	Q4 2020
Next-gen Application Management Services PEAK Matrix® Assessment 2020	Q4 2020

### Thematic application services reports

	Release date
Breakthrough Transformation	October 2019
Talent Readiness for Next-generation IT Services PEAK Matrix® Assessment 2020 – Closing the Demand-Supply Gap	December 2019
Upcoming Contract Renewals – Application Services 2020	March 2020
Rapid Application Development Platform Trailblazers: Top 14 Start-ups in Low-code Platforms – Taking the Code Out of Coding	May 2020
Strength in Adversity: Enterprise Service Resilience During the COVID-19 Crisis	June 2020
Cloud-based Application Modernization	July 2020
<b>Charting the Skilling Journey to Build the IT Services Talent of Tomorrow: Replacing the Commodity IT Services Role Definitions</b>	<b>August 2020</b>

Note: For a list of all of our published Application Services reports, please refer to our [website page](#)



Everest Group is a consulting and research firm focused on strategic IT, business services, engineering services, and sourcing. Our clients include leading global enterprises, service providers, and investors. Through our research-informed insights and deep experience, we guide clients in their journeys to achieve heightened operational and financial performance, accelerated value delivery, and high-impact business outcomes. Details and in-depth content are available at [everestgrp.com](https://www.everestgrp.com).

## Stay connected

### Website

[everestgrp.com](https://www.everestgrp.com)

### Social Media

-  @EverestGroup
-  @Everest Group
-  @Everest Group
-  @Everest Group

### Blog

[everestgrp.com/blog](https://www.everestgrp.com/blog)

### Podcast

DigitalReallTy



### Dallas (Headquarters)

[info@everestgrp.com](mailto:info@everestgrp.com)  
+1-214-451-3000

### Bangalore

[india@everestgrp.com](mailto:india@everestgrp.com)  
+91-80-61463500

### Delhi

[india@everestgrp.com](mailto:india@everestgrp.com)  
+91-124-496-1000

### London

[unitedkingdom@everestgrp.com](mailto:unitedkingdom@everestgrp.com)  
+44-207-129-1318

### New York

[info@everestgrp.com](mailto:info@everestgrp.com)  
+1-646-805-4000

### Toronto

[canada@everestgrp.com](mailto:canada@everestgrp.com)  
+1-416-388-6765

*This document is for informational purposes only, and it is being provided "as is" and "as available" without any warranty of any kind, including any warranties of completeness, adequacy, or fitness for a particular purpose. Everest Group is not a legal or investment adviser; the contents of this document should not be construed as legal, tax, or investment advice. This document should not be used as a substitute for consultation with professional advisors, and Everest Group disclaims liability for any actions or decisions not to act that are taken as a result of any material in this publication.*