2020 Future of Work is Now

OIGP ANNUAL GLOBAL STUDY

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EXECUTIVE SUMMARY

This year, more than ever, change and the ability to embrace and adapt with it stand out as important leadership and organizational capabilities. The Covid-19 pandemic has certainly brought to the forefront the need to deal effectively with unexpected change.

In addition to the prominence of change and agility, we see several other implications from the pandemic through our survey. One implication is that collaboration, more than productivity, has been negatively impacted by the pandemic because so many employees are working remotely and have fewer opportunities to interact face-to-face. As a result, employees are feeling more disconnected from each other and the organization.

Another impact of so much remote work is that organizations are utilizing self-directed learning portals for employee development to a greater extent than in previous years. Other development methods, especially the use of assessments and one-on-one coaching with external providers, are taking more of a back seat.

At the same time, the vast majority of organizations want to continue with at least some degree of remote work in the future. This means that we will need to continue to find ways to stay connected and to collaborate effectively in virtual environments. We also need to continue to develop opportunities and tools for virtual learning, as such learning methods are likely here to stay. While this trend was already underway prior to the pandemic, the pandemic has likely rapidly increased the rate of adoption and utilization of virtual learning tools.

We also anticipate that the demand for employee learning is not likely to diminish anytime soon. Technology advancements are increasing the need for employees to be able to demonstrate social skills, and most organizations are already reskilling or plan to reskill their staff.

Finally, while most organizations value and have clearly defined their purpose, many could further support employees' in developing their own individual purpose. There is also more work that can be done to align organization and individual purposes.

2020 OIGP GLOBAL RESEARCH STUDY

This year has certainly not gone as any of us had planned. A global pandemic and its impact have made those of us at OI Global Partners more curious than ever about what is happening in organizations around the world and how experiences are similar and different. OIGP is a global partnership of leading Career Consultancy firms serving 28 countries across all continents. We now present to you our fifth annual Future of Work Is Now Survey conducted in September and October 2020.

We conducted the fifth annual Future of Work survey in September and October, 2020. Business and HR Leaders from 585 organizations in 16 countries where OI Global Partners does business responded to the online survey.

To continue tracking ongoing trends, OI Global Partners investigated several issues captured in previous surveys:

- Important skills required in today's environment
- Significant people challenges currently facing organizations
- Impact of new technology on jobs
- Most effective ways to develop talent

We also investigated a few additional topics this year:

- Impact of Covid-19 on organizations
- Reskilling as a result of technology advances
- Importance of developing a sense of purpose
- Reasons for employee turnover

Survey respondents represent organizations of all sizes. Nearly half (44%) come from small organizations with 500 or fewer employees, while 18% are from large organizations with 10,000 or more employees. The remainder (38%) represent organization sizes in between.

Responses also come from every one of 16 major industry groups, with the greatest representation from Financial Services; Technology, Telecom, Internet and Electronics; Business Support and Logistics; Not-for-Profit Organizations; Education; and Manufacturing.
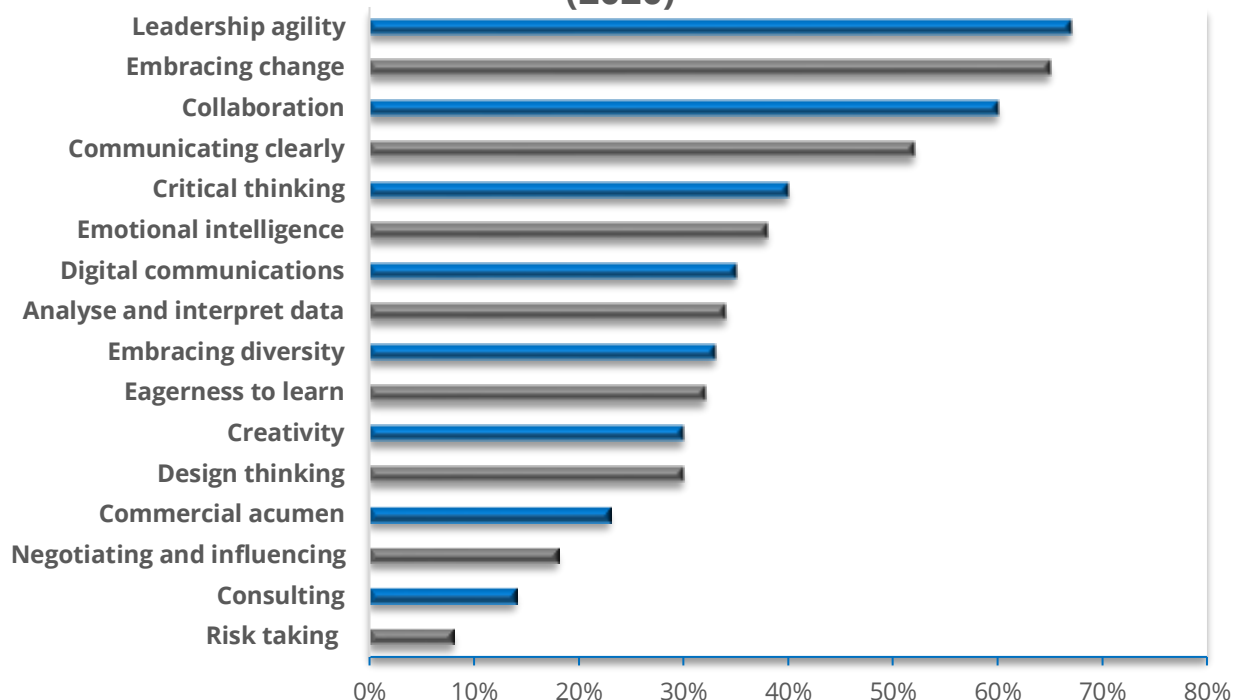
Likewise, survey respondents represent a variety of geographical locations. About 50% of the respondents are from the UK and Europe, with the largest representation from Ireland, Netherlands, and Nordic countries. Slightly fewer respondents (48%) come from Canada and the US, and 3% represent Australia.

MOST VALUED SKILLS

We asked survey participants to identify up to six skills that are most valued in their organizations in 2020. Leadership agility (defined as being able to take effective action in complex, rapidly changing conditions) and embracing change (continually adapting with agility and curiosity in a world of constant change) stand out as the top two most valued skills, selected by 66% and 65% of respondents, respectively. These two skills certainly align with a year filled with unexpected twists and turns.

Collaborating with others, which was the top skill in 2019, takes the third spot with 61% of respondents naming it as a most valued skill. Communicating clearly (52%) and critical thinking (40%) round out the top five most valued skills.

MOST VALUED SKILLS IN ORGANIZATIONS (2020)

Skill	
Leadership agility	
Embracing change	
Collaboration	
Communicating clearly	
Critical thinking	
Emotional intelligence	
Digital communications	
Analyse and interpret data	
Embracing diversity	
Eagerness to learn	
Creativity	
Design thinking	
Commercial acumen	
Negotiating and influencing	
Consulting	
Risk taking	

Rank	Small Organizations (<500 employees)	Medium-Sized Organizations (500-10,000 employees)	Large Organizations (>10,000 employees)
1	Collaboration	Leadership agility	Embracing change
2	Embracing change	Embracing change	Leadership agility
3	Communicating clearly	Collaboration	Collaboration
4	Leadership agility	Communicating clearly	Communicating clearly
5	Critical thinking	Emotional intelligence	Analyze and interpret data

Breaking down responses by size of organizations shows some differences in the value placed on particular skills. While organizations of all sizes emphasize the same top four skills, small organizations place greatest emphasis on collaboration, medium-sized organizations most value leadership agility and large organizations most value embracing change.

It is with the fifth most highly valued skill where we see more variation: small organizations value critical thinking, medium-sized organizations include emotional intelligence and large organizations include analyzing and interpreting data.

Rank	2017	2018	2019	2020
1	Communicating clearly	Leadership agility	Collaboration	Leadership agility
2	Leadership agility	Collaboration	Embracing change	Embracing change
3	Eagerness to learn	Creativity	Leadership agility	Collaboration
4	Emotional intelligence	Communicating clearly	Communicating clearly	Communicating clearly
5	Understanding analytics	Eagerness to learn	Creativity; Critical thinking (tie)	Critical thinking

Comparing skill profiles by country and geography, leadership agility rates highest among survey participants from Canada whereas collaboration is the most valued skill across much of Europe. In Ireland, UK and Australia, embracing change takes the top spot. Respondents from the US are the most different from others, valuing clear communications most highly.

In other noteworthy inclusions, embracing diversity is the third most valued skill among Canadian participants. With those from UK, digital communication ties with embracing change as the most valued skill. This is rather remarkable because in no other country or geography does digital communication show up as one of the most highly valued skills.

MOST SIGNIFICANT PEOPLE CHALLENGES

We began asking survey participants in 2016 about the greatest people challenges faced by their organizations, and up until this year, responses had stayed relatively stable. As 2020 has been a notably different year, the most significant people challenges are also different from past years. Survey participants could select up to five people challenges their organizations have faced in 2020.

Similar to the results around the most valued skills, respondents note overall that adapting to change is the people challenge their organizations are facing the most in 2020 (46%). This is closely followed by managing remote workers (43%), employee engagement (42%), managers lacking coaching skills (40%) and preparing for the unknown (40%).

THE BIGGEST PEOPLE CHALLENGES (2020)

While adapting to change has consistently been a significant people challenge reported in our survey over time, managing remote workers and preparing for the unknown are new top challenges. It appears the current focus needs to be on helping managers to engage their people working in remote environments. The past 5 years results have shown managers lacking coaching skills as a key challenge. This challenge has been brought to the fore more so with the rise in remote work. The pandemic's effects on our ways of working clearly seem to be showing up in the people challenges reported this year.

Rank	2016	2017	2018	2019	2020
1	Attracting and hiring talent	Adapting to change	Attracting and hiring talent	Adapting to change	Adapting to change
2	Adapting to change	Employee engagement	Adapting to change	Attracting and hiring talent	Managing remote workers
3	Retaining key talent	Attracting and hiring talent	Managers lack coaching skills	Retaining key talent	Employee engagement
4	Managers lack coaching skills	Managers lack coaching skills	Retaining key talent	Managers lack coaching skills	Managers lack coaching skills
5	Employee engagement	Retaining key talent	Employee engagement	Employee engagement	Preparing for the unknown

Small organizations, in particular, are facing the greatest challenges of preparing for the unknown and adapting to change. For medium-sized organizations, it is managing remote workers that is posing the biggest people challenge. Large organizations are struggling most with adapting to change.

Internal communication makes a unique appearance among the top challenges for small organizations, while diversity and inclusion does so with medium-sized and large organizations.

Rank	Small Organizations (<500 employees)	Medium-Sized Organizations (500-10,000 employees)	Large Organizations (>10,000 employees)
1	Preparing for the unknown	Managing remote workers	Adapting to change
2	Adapting to change	Managers lacking coaching skills	Diversity and inclusion
3	Employee engagement	Adapting to change	Preparing for the unknown
4	Managing remote workers	Employee engagement	Managing remote workers
5	Internal communication	Diversity and inclusion	Employee engagement

For most countries and geographies, the biggest people challenges are some combination of adapting to change, managing remote workers, preparing for the unknown and employee engagement, all challenges that make sense during a global pandemic.

While challenges with attracting, hiring and retaining talent are overall not nearly as big this year as in previous years, the UK and the rest of Europe are still facing these kinds of talent challenges to some extent and reportedly more than others.

As with the most highly valued skills, Canadian respondents rate diversity and inclusion as a top people challenge. While the challenge of managers lacking coaching skills has typically been a highly rated overall people challenge, it seems to be taking more of a back burner this year, only showing up as a top challenge in the US and Australia.

Rank	Canada	US	Australia	UK	Ireland	Netherlands	Nordics	Rest of Europe
1	Diversity and inclusion	Managers lacking coaching skills	Managing remote workers	Adapting to change	Preparing for the unknown	Adapting to change	Managing remote workers	Adapting to change
2	Employee engagement	Employee engagement	Preparing for the unknown	Preparing for the unknown	Employee engagement	Employee engagement	Preparing for the unknown	Managing remote workers
3	Managing remote workers	Managing remote workers	Managers lacking coaching skills	Attracting and hiring new talent	Adapting to change	Managing remote workers	Adapting to change	Retaining key talent

MOST EFFECTIVE TALENT DEVELOPMENT ACTIVITIES

According to the survey, organizations utilize a wide variety of talent development activities that they find to be effective. Respondents could select up to three development activities in this category.

Again, 2020 is proving to be a little different from previous years. The most significant difference is in self-directed learning portals, which are web-based e-learning offerings. Self-directed learning portals garner support from 45% of survey participants this year, the highest rated development activity and one that has not made the top list in previous years. For comparison, in 2019, only 16% of respondents included self-directed resources in their top three development activities.
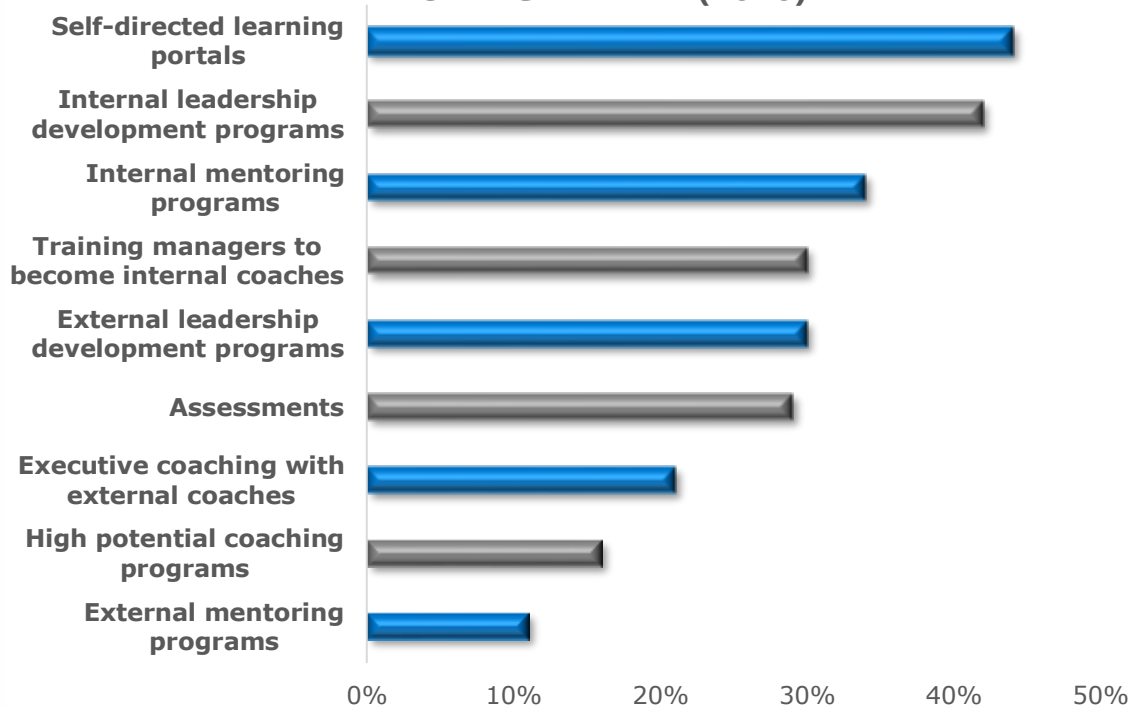
The transition to a remote working environment has increased responsibility for each employee to self-direct their own career development. This has lessened the opportunity to informally ask a question of your colleague at a nearby desk and receive 'just in time' job mentoring support. This can impact the onboarding of new people unless intentional career development experiences are planned. It is not enough to offer people self-directed learning portals without creating meaningful digital learning experiences. In our personal lives, we have become used to premium quality personalized learning which we now expect from our employer.

The use of assessments, which has typically been one of the highest-rated development activities, fell this year to the sixth spot with only 28% of respondents rating assessments as one of the most effective development activities.

The use of external executive coaches also lost steam in 2020. It is included as a most effective development activity by only 21% of respondents this year compared with 30% in 2019.

As in previous years, however, internal leadership development programs are favored (43%) over programs provided by external sources (30%). This differential has remained consistent in every survey we have conducted.

## ACTIVITIES MOST EFFECTIVE IN DEVELOPING TALENT (2020)

Horizontal bar chart (approximate values):
- Self-directed learning portals: ~44%
- Internal leadership development programs: ~42%
- Internal mentoring programs: ~34%
- Training managers to become internal coaches: ~30%
- External leadership development programs: ~30%
- Assessments: ~29%
- Executive coaching with external coaches: ~21%
- High potential coaching programs: ~16%
- External mentoring programs: ~11%

Rank	2017	2018	2019	2020
1	Career conversations	Internal LD programs	Internal LD programs	Self-directed learning portals
2	Internal LD programs	Annual personal development reviews	Assessments	Internal LD programs
3	Assessments	Assessments	One-to-one coaching with external providers	Internal mentoring programs
4	Mentoring programs	Mentoring programs	Mentoring programs	Training managers to become internal coaches
5	One-to-one coaching with external coaches	Training managers as internal coaches	External LD programs	External LD programs

CHANGING LANDSCAPE OF JOBS, TECHNOLOGY AND RESKILLING

Just over half of survey participants predict that new technology (e.g., artificial intelligence, big data, machine learning) will have no impact on jobs (56%). This is an increase from 2019, when 38% of responses fell into the "no impact on jobs" bucket.

The percentage of respondents anticipating a loss in jobs has decreased slightly from 27% in 2019 to 22% in 2020. Similarly, the percentage of respondents anticipating more jobs added has decreased from 35% in 2019 to 22% in 2020.

IMPACT OF TECHNOLOGY ON JOBS 2019-2020
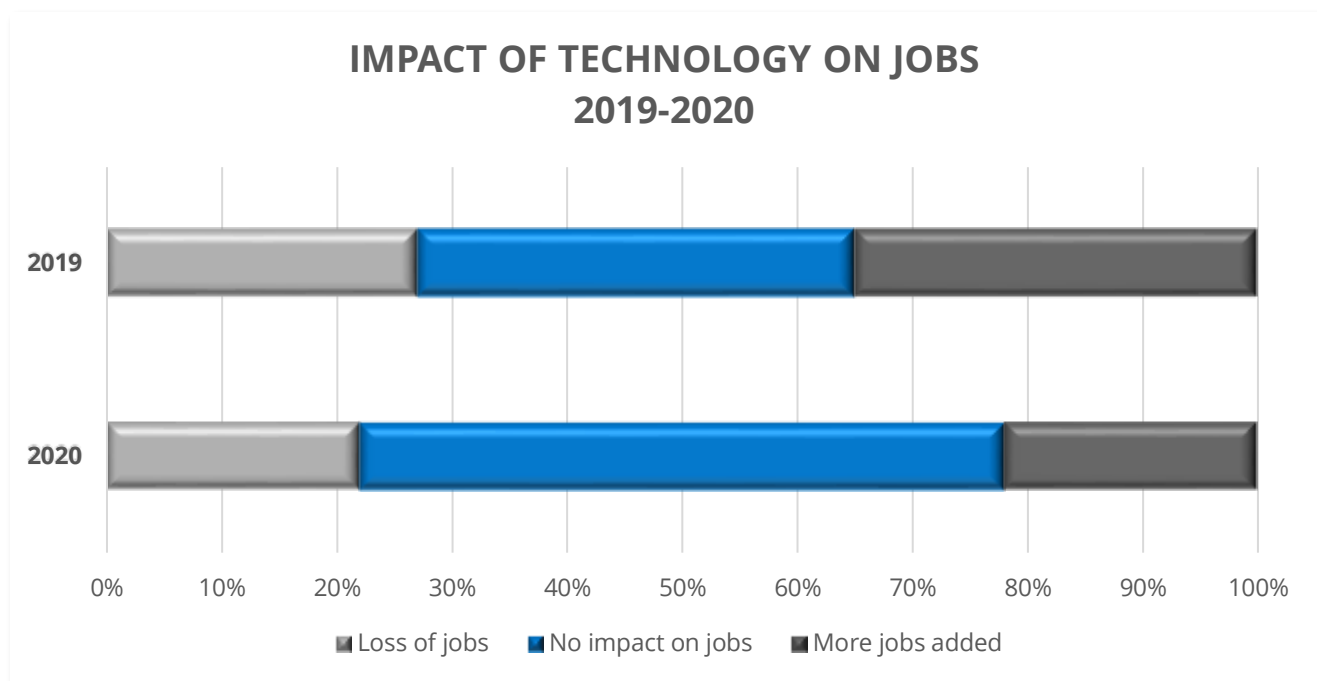
Survey respondents from the UK are the most optimistic, with 56% believing that new technology will lead to more jobs and none of them anticipating a loss of jobs. Those from northern Europe (Netherlands and the Nordic countries) are more likely than their counterparts to see new technology as leading to a loss of jobs.

Perceptions by organization size vary only slightly. Respondents from large organizations are more likely to see new technology leading to loss of jobs (28%) than those from the smallest organizations (19%). Conversely, respondents from the smallest organizations are more likely to anticipate no impact on jobs (62%) compared to those from large organizations (45%). Survey participants from medium-sized companies fall somewhere in between.

	More Jobs Added	No Impact on Jobs	Loss of Jobs
Canada	22%	57%	21%
US	25%	61%	14%
Australia	23%	62%	15%
UK	56%	44%	0%
Ireland	18%	62%	20%
Netherlands	18%	51%	32%
Nordics	18%	57%	25%
Rest of Europe	32%	56%	12%
<500 employees	19%	62%	19%
501-10,000 employees	24%	56%	20%
>10,000 employees	27%	45%	28%
All respondents	22%	56%	22%

New technology impacts more than the number of jobs required. It can also alter the types of skills that are needed. Reskilling pertains to training employees to learn new and different skills.

Overall, two-thirds of survey respondents note that their organization will invest more in reskilling at some point in the future due to new technology. Sixteen percent are already reskilling now, and 18% do not believe they will need to invest much or at all in reskilling.

We note the sudden huge impact of Covid-19 has had on the way we now work. Similarly, we see much more reskilling required than many are anticipating. The pandemic has increased exponentially the investment in Digital Transformation Projects which will inevitably lead to job losses and require a major reskilling of the workforce. We currently see skills changing in importance within jobs, such as the one's highlighted already like collaboration, communication and critical thinking.

# IMPACT OF TECHNOLOGY ON INVESTMENT IN RESKILLING
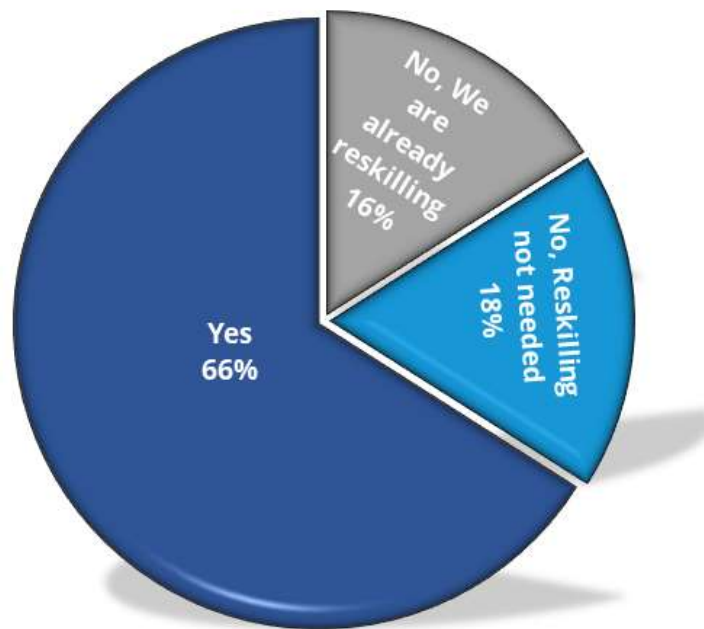
While there are not significant differences in reskilling perceptions and plans across countries and geographies or across organization size, reskilling patterns do appear to vary by industry.

Industries more likely to be already investing in reskilling include advertising and marketing (38% of respondents in this industry are already reskilling), business support and logistics (23%) and pharmaceuticals and biotech (27%). Those least likely to be reskilling already include construction, machinery and homes (4%), food and beverage (7%), and not-for-profits (8%).

Nearly half (44%) of organizations in the construction, machinery and homes industry do not believe they need to reskill, as do 33% of those in the food and beverage industry, 32% in retail and consumer goods, and 19% of those in hospitals and healthcare.

According to the survey, education is the industry with the greatest gap between current reskilling efforts and what lies ahead. Only 13% of respondents in this industry indicated that their organizations have begun reskilling, while 84% anticipate future investment in reskilling.

IMPACT OF TECHNOLOGY ON INVESTMENT IN RESKILLING FOR SELECT INDUSTRIES
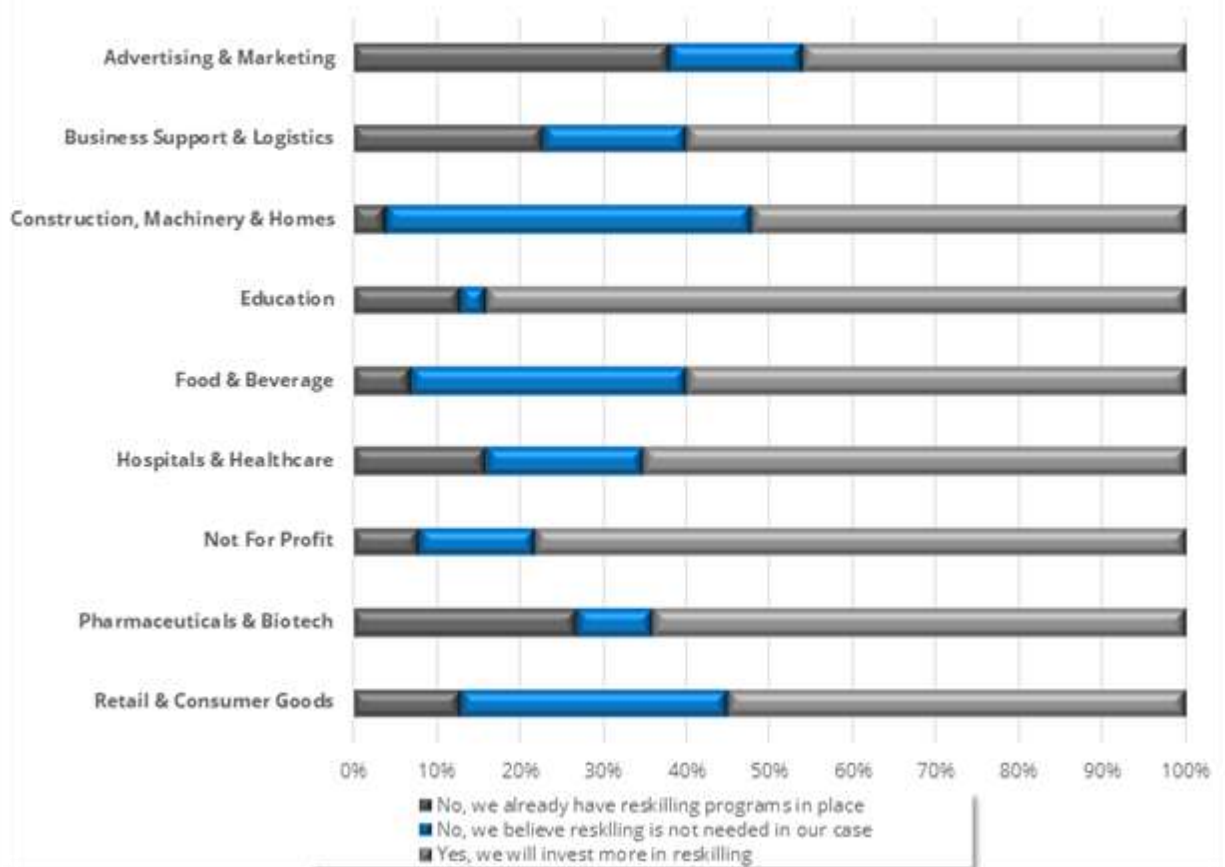
Turning to the impact of new technology on social skills, more than 3 out of 4 of overall survey participants (77%) believe that new technology will require *more* social skills, while very few (1%) anticipate that new technology will require fewer social skills. Approximately 22% believe new technology will have no impact on social skills.

These results fairly stable across countries and geographies as well as across organization size. A few industry comparisons, however, stand out. The vast majority of respondents in the financial services industry report that technology will require more social skills (89%) and only 11% perceive no impact. The findings are similar for manufacturing and not-for-profits: 87% of respondents in manufacturing and 86% of respondents in not-for-profits believe that technology will require more social skills.

At the other end of the range, 55% of survey participants from the retail and consumer goods industry noted that technology will increase the need for social skills and 45% of them perceive there will be no impact.

**IMPACT OF TECHNOLOGY ON NEED FOR SOCIAL SKILLS**
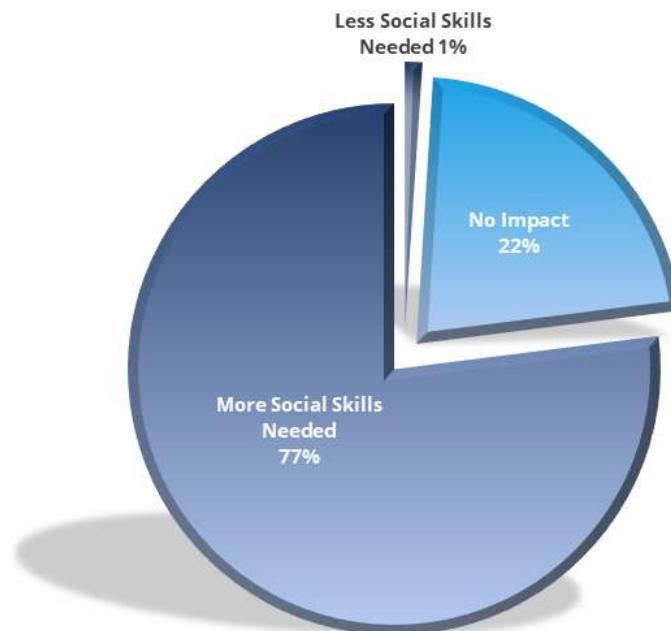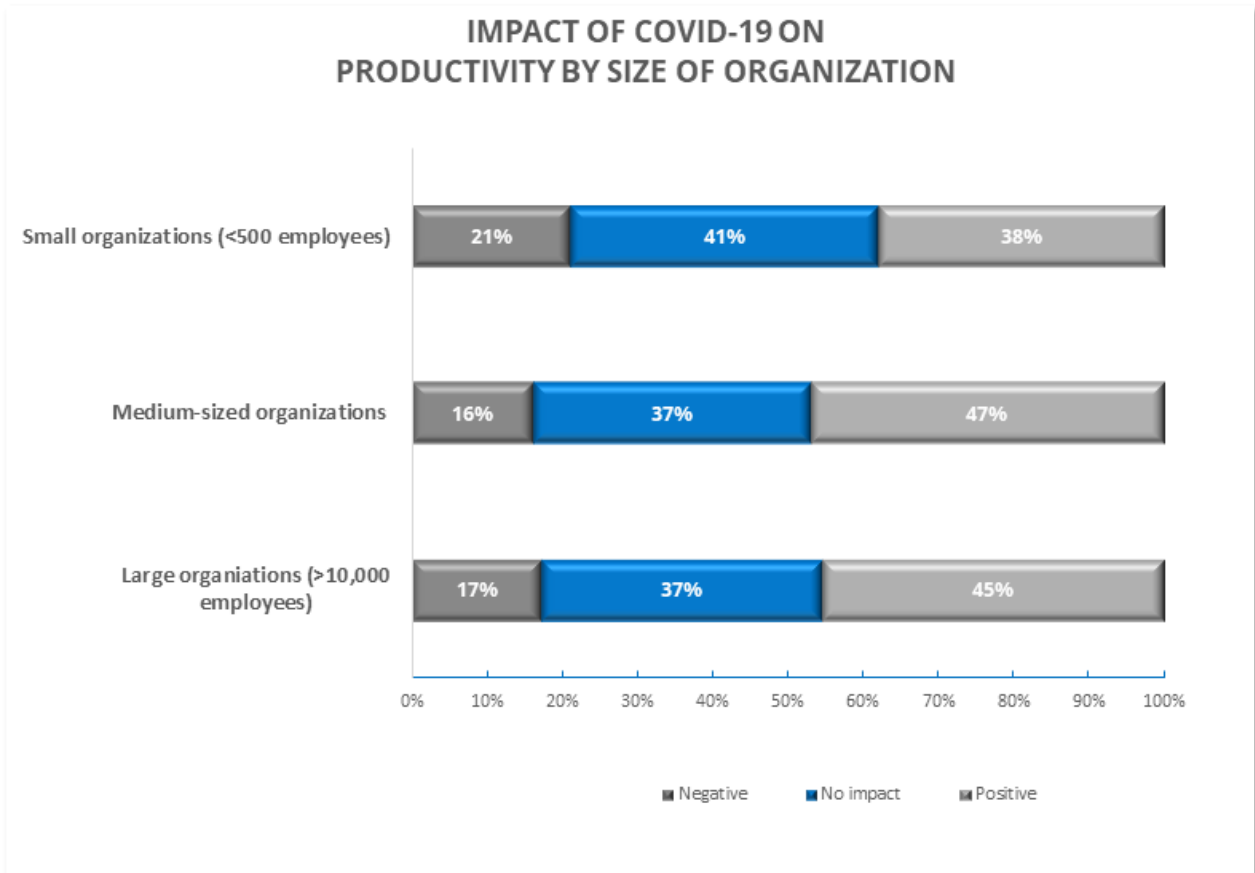
IMPACT OF THE COVID-19 PANDEMIC

The Covid-19 pandemic is clearly affecting employees and organizations around the world, whether by sending employees home to work, altering products or services, requiring operational changes or even totally shutting down operations. According to our survey participants, the pandemic is proving beneficial in some ways and detrimental in others.

In general, Covid-19's impact on *productivity* is more positive, while the impact on *collaboration* is more negative. According to 43% of our respondents, the impact of Covid-19 on their organization's productivity is positive as empowerment and self-organizing have increased. Eighteen percent say the impact on productivity is negative as employees have become somewhat disconnected from the company and each other, and 39% say that Covid-19 has had no impact on productivity.

Covid-19's effect on collaboration looks different. Thirty-seven percent of our respondents perceive the impact on collaboration as positive due to an increased use of online communications, 45% perceive the impact as negative because of fewer informal interactions, and only 18% believe that Covid-19 has had no impact.

IMPACT OF COVID-19 ON PRODUCTIVITY AND COLLABORATION

	Negative	No Impact	Positive
Productivity	18%	39%	43%
Collaboration	45%	18%	37%
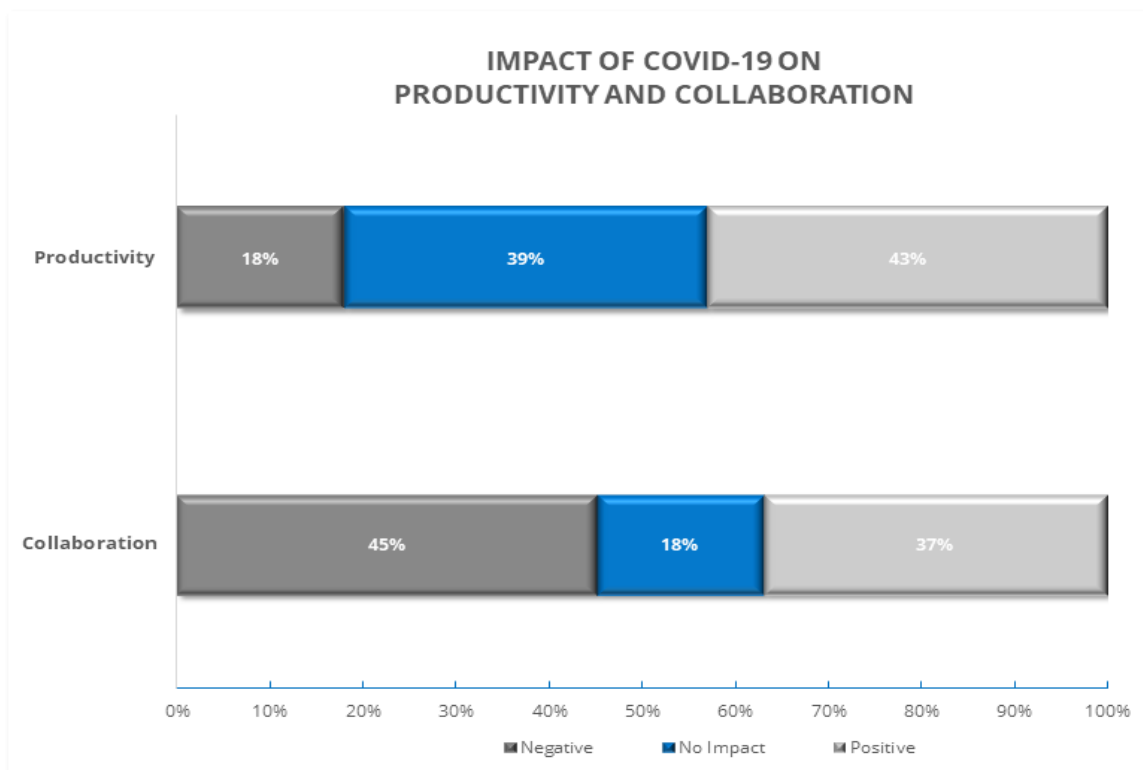
Large and medium-sized organizations are more likely to experience a positive impact of Covid-19 on productivity, while small organizations are less likely to do so. The impact of Covid-19 on collaboration does not vary by size of organization.

IMPACT OF COVID-19 ON PRODUCTIVITY BY SIZE OF ORGANIZATION

Size of Organization	Negative	No impact	Positive
Small organizations (<500 employees)	21%	41%	38%
Medium-sized organizations	16%	37%	47%
Large organiations (>10,000 employees)	17%	37%	45%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ Negative   ■ No impact   ■ Positive

There are some variations by country and geography regarding the impact of Covid-19. The UK and Ireland report the most positive impact of Covid-19 on productivity (78% and 67%, respectively), while Canada and the US report the most negative impact on productivity (42% and 30%, respectively).

When it comes to collaboration, again the UK reports the most positive impact (56%). Ireland (43%) and Canada (42%) are close behind. The most negative impact falls on organizations in the US (58%) and the Netherlands (56%).

	Impact on Productivity			Impact on Collaboration		
	NEGATIVE	NO IMPACT	POSITIVE	NEGATIVE	NO IMPACT	POSITIVE
Canada	42%	10%	48%	33%	24%	42%
US	30%	38%	32%	58%	17%	25%
Australia	8%	46%	46%	31%	31%	38%
UK	11%	11%	78%	22%	22%	56%
Ireland	15%	18%	67%	46%	11%	43%
Netherlands	22%	42%	36%	56%	11%	33%
Nordics	19%	52%	29%	50%	18%	32%
Rest of Europe	14%	38%	48%	47%	24%	29%

Intuitively, it makes sense that the Covid-19 pandemic would impact industries differently, and indeed, the survey responses support that. Organizations in the entertainment and leisure industry report the most positive impact on productivity (67% of respondents in entertainment and leisure say that Covid-19 has had a positive impact on productivity), while manufacturing reports the most negative impact on productivity (29%).

Fifty-nine percent of organizations in the retail and durable goods industry perceive Covid-19's impact on collaboration as positive, the most of any industry. Respondents in the utilities, energy and extraction industry (65%) note the most negative impact of the pandemic on collaboration.

	COVID-19's Impact on Productivity	COVID-19's Impact of Collaboration
Most Positive	Entertainment and Leisure (67%) Food and Beverage (60%) Retail and Durable Goods (59%)	Retail and Durable Goods (59%) Business Support and Logistics (56%) Entertainment and Leisure (50%)
Most Negative	Manufacturing (29%) Construction, Machinery and Homes (28%) Transportation (25%)	Utilities, Energy & Extraction (65%) Education (53%) Technology, Telecom, Internet & Electronics (53%)

While we don't yet know what the future looks like, we will eventually get through the pandemic. When that day comes, we wondered to what extent will organizations and employees want to continue with remote work.

Overall, the majority of survey respondents (71%) anticipate a hybrid form of work, with some combination of in-person and remote work (30-70% remote work). Seventeen percent prefer to work remotely only 0-30% of the time, and 12% want to primarily work remotely. The pattern is relatively stable across countries and geographies.

When it comes to organization size, however, only 8% of respondents in large organizations prefer a high level (70-100%) of remote work, compared to 18% of those in small organizations.

EXPECTED LEVEL OF REMOTE WORK IN THE FUTURE

High Remote (70-100%) 12%

Low Remote (0-30%) 17%

Hybrid (30-70% remote work) 71%
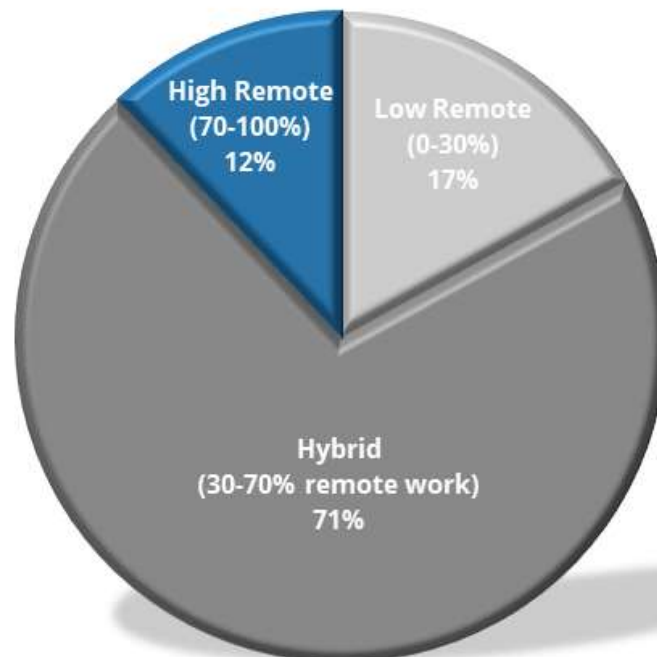
When it comes to remote work, there is variation by industry, as one might expect. Respondents from the entertainment and leisure industry most prefer to remotely full-time or near full-time.

Industries anticipating the greatest degree of in-person work include construction, machinery & homes; hospitals & healthcare; manufacturing; pharmaceuticals and biotech; retail & consumer goods; transportation; and utilities, energy & extraction.

## EXPECTED LEVEL OF REMOTE WORK IN THE FUTURE BY INDUSTRY
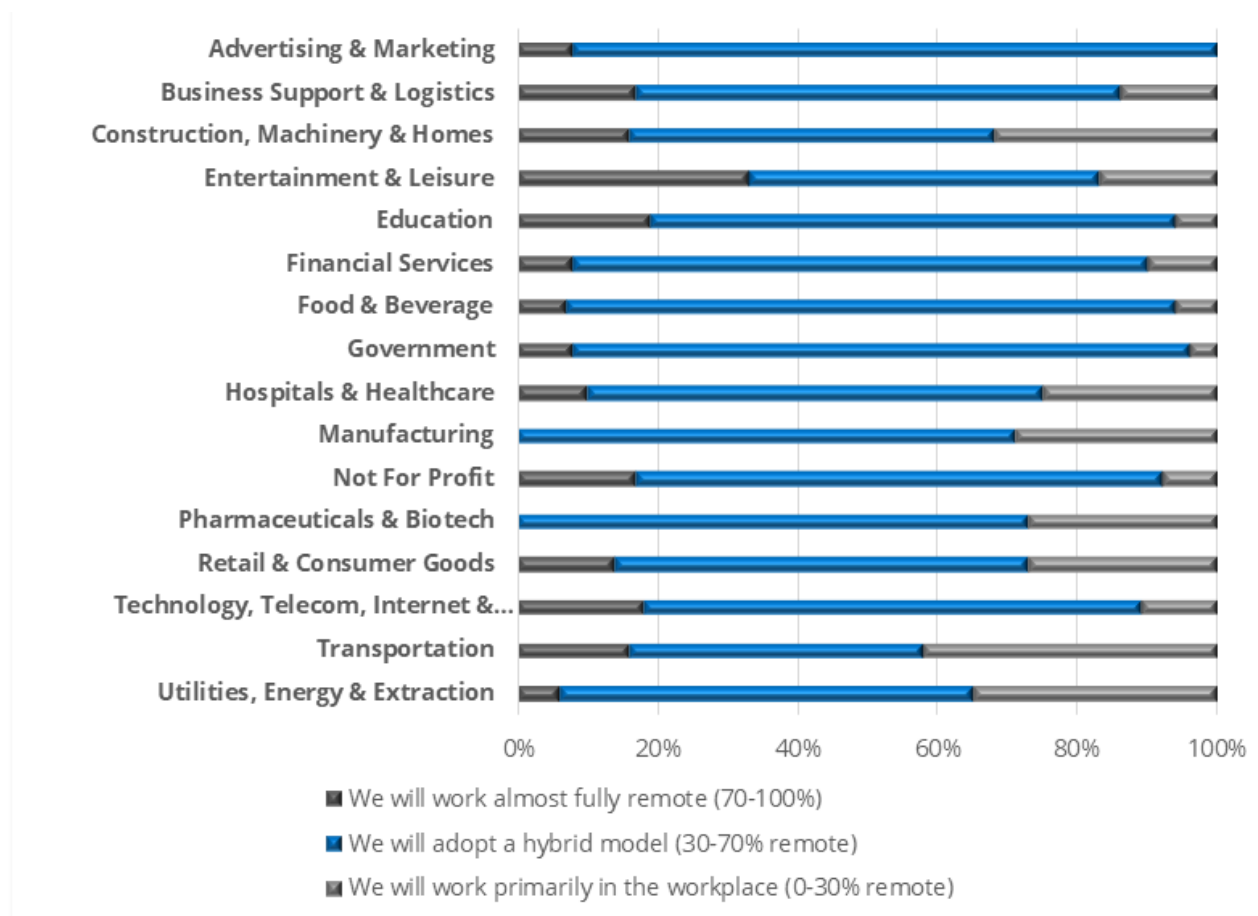
THE IMPORTANCE OF PURPOSE

Experiencing a sense of meaningfulness through work is a task that many organizations, and many individual employees, take seriously. According to our survey, 85% of organizations have a clearly defined purpose, while only 4% do not.

While there is almost no variation by organization size, respondents from Netherlands (92%), US (91%), UK (89%) and Nordic countries (85%) are most likely to report that their organizations have a clearly defined purpose. Those from Australia (50%) and the rest of Europe (72%) are least likely to do so.

Nearly all of the not-for-profit organizations (97%) and those in the hospitals & healthcare industry (96%) have a clearly defined purpose.

ORGANIZATIONS WITH A CLEARLY DEFINED PURPOSE

Somewhat/Don't Know 11%

No 4%

Yes 85%
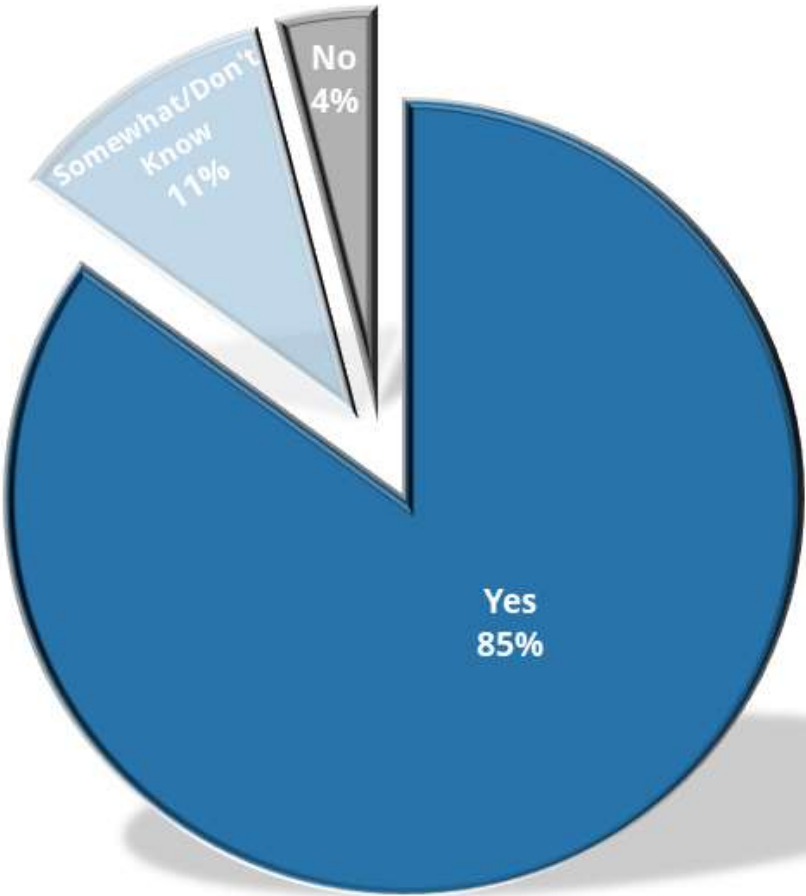
Forty-one percent of our respondents note that their organizations encourage employees to develop their own individual purpose, 43% say their organizations somewhat do so or they aren't sure, and 16% of respondents say their organizations do not encourage individuals to develop their own purpose.

Industries most likely to encourage employees to develop their own individual purpose include construction, machinery & homes (58%) and financial services (54%). Those least likely to encourage employees' own sense of purpose comes from utilities, energy & extraction (18%) and entertainment & leisure (17%).

Moreover, 40% of all respondents assert that their organizations seek to align organization and individual purpose in almost all they do. Another 40% say their organizations do so to some degree, especially through employee development programs.

ORGANIZATIONS ENCOURAGING EMPLOYEES TO DEVELOP THEIR OWN INDIVIDUAL PURPOSE

No
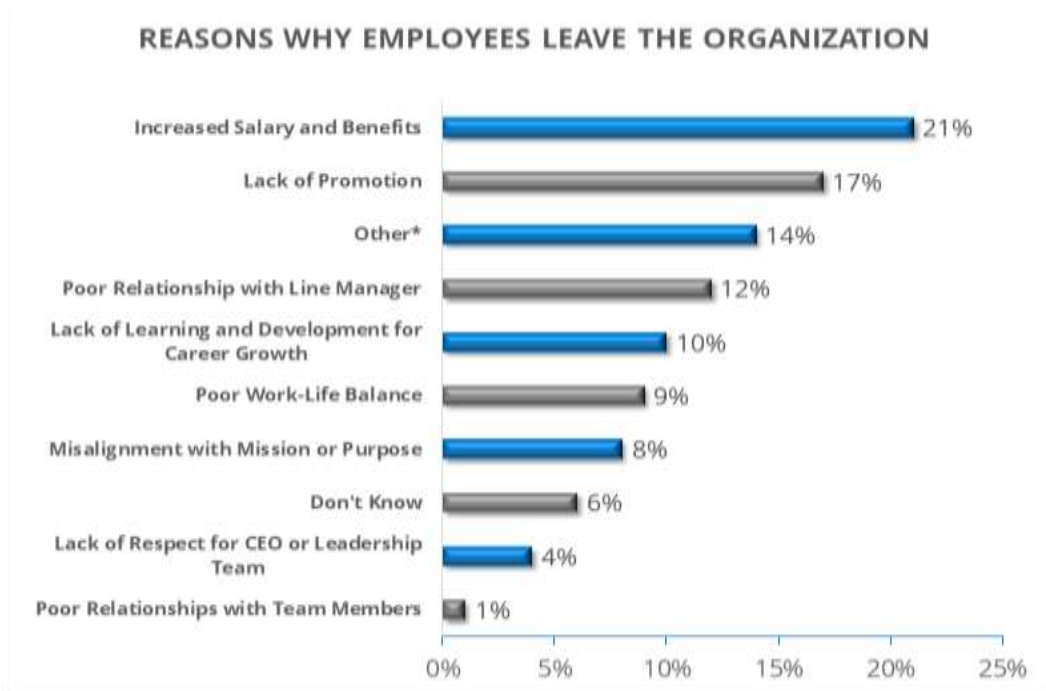16%

Yes
41%

Somewhat, Not
Sure
43%
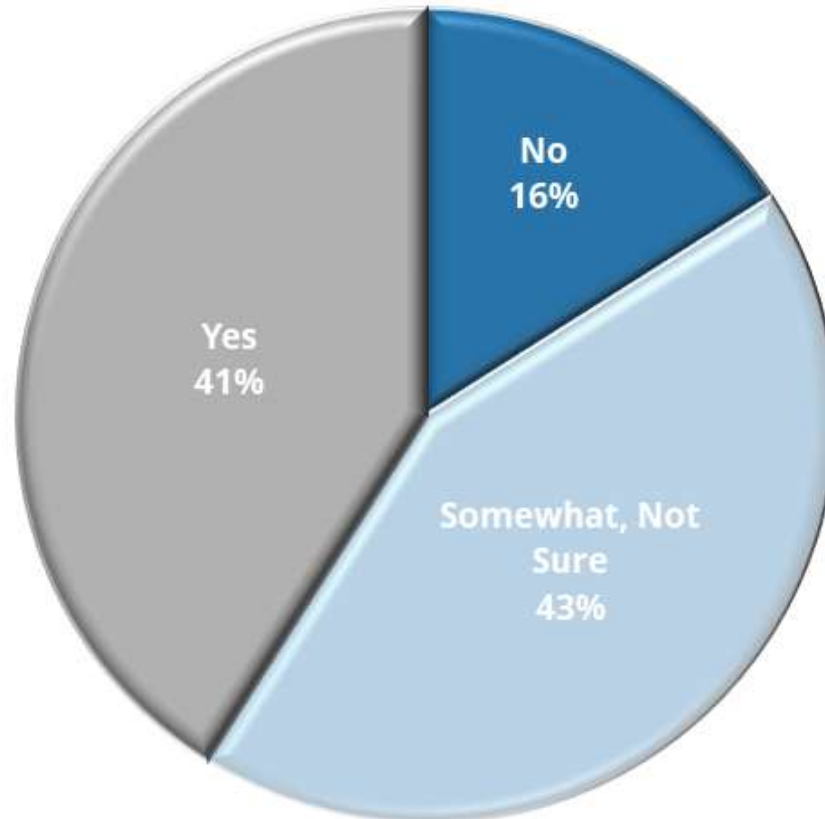
REASONS FOR EMPLOYEE TURNOVER

The survey's closing question asked about the most common reason for employee turnover. While responses span a wide range, increased salary and benefits (21%) is the biggest reason for turnover overall, followed by lack of promotion (17%) and poor relationships with line manager (12%).

The top reason for turnover varies country and geography. Below is the top reason for employee turnover by country or geography:

- Canada – Lack of promotion (26%)
- US – Increased salary and benefits (35%)
- Australia - Increased salary and benefits (33%)
- UK – Poor relationships with line managers (33%)
- Ireland – Other reasons (23%)
- Netherlands – Misalignment with the organization mission or purpose (23%)
- Nordics – Increased salary and benefits (25%)
- Rest of Europe – Lack of promotion (28%)

REASONS WHY EMPLOYEES LEAVE THE ORGANIZATION

Reason	Percentage
Increased Salary and Benefits	21%
Lack of Promotion	17%
Other*	14%
Poor Relationship with Line Manager	12%
Lack of Learning and Development for Career Growth	10%
Poor Work-Life Balance	9%
Misalignment with Mission or Purpose	8%
Don't Know	6%
Lack of Respect for CEO or Leadership Team	4%
Poor Relationships with Team Members	1%

*Those who marked 'Other' noted they did so for a wide variety of reasons. For many, it is because they report very little turnover. Other reasons for turnover include personal reasons, retirement, travel, work schedules, relocation, promotion opportunities, change in type of work or industry, desire for more permanent employment and perceived gender inequities.

DEMOGRAPHICS OF SURVEY RESPONDENTS

SIZE OF ORGANIZATION - NUMBER OF EMPLOYEES IN ALL LOCATIONS
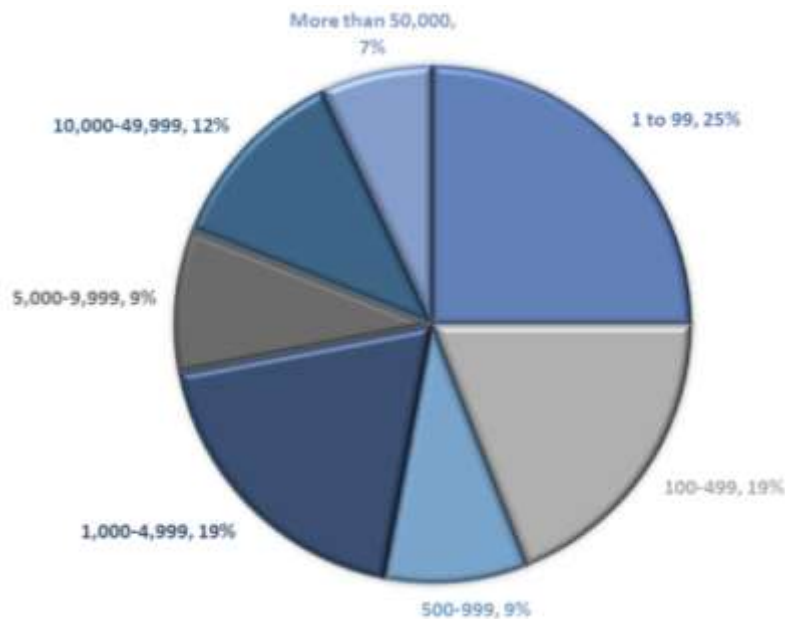
JOB TITLE OR FUNCTION
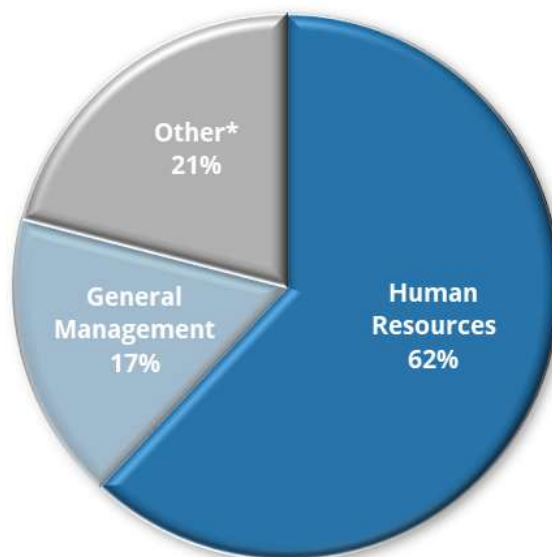
*Includes Sales & Marketing, Operations, Finance, Administration, R&D, Information Technology, Engineering, Legal, Other

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INDUSTRY AFFILIATION

Industry	Percentage
Advertising & Marketing	3%
Business Suppot & Logistics	9%
Construction, Machinery and Homes	6%
Education	7%
Entertainment & Leisure	2%
Financial Services	15%
Food & Beverage	4%
Government	6%
Hospitals & Healthcare	7%
Manufacturing	8%
Nonprofit	9%
Pharmaceuticals & Biotech	3%
Retail & Consmer Durables	3%
Technology, Telecome, Internet & Electronics	9%
Transportation	3%
Utilities, Energy & Extraction	4%
None of the above	1%

ABOUT OI GLOBAL PARTNERS

OI Global Partners is a global firm comprised of partners who are experts in the areas of outplacement, executive coaching, leadership development and recruitment. OIGP is dedicated to providing support to our partner firms and clients by continuous creation of cutting-edge solutions and research in these same arenas.

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