

Fuzu

Research report

World After COVID

How to succeed
after the crisis

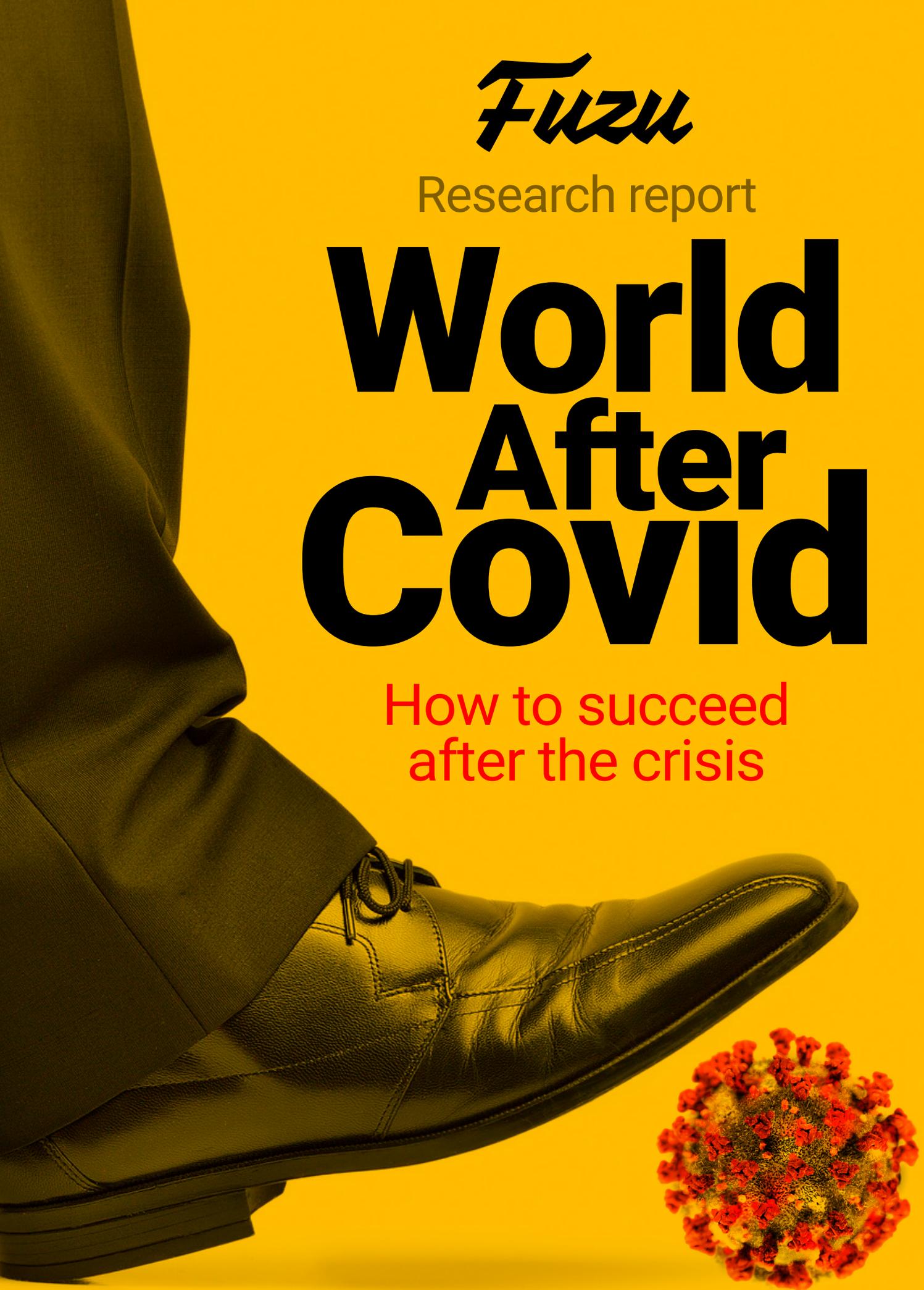


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Message from the Fuzu CEO



The first half of 2020 has seen a historic recalibration of the global economy. This recalibration, caused by a disease called Covid19, has sent shock waves throughout the global supply chains, closed down borders, halted air travel and tourism, closed down retail outlets and restaurants and caused millions and millions of people being laid off, not to mention the tragedy of the lives that have been lost.

East Africa, and Kenya in particular, have not remained insular to the impacts of this global crisis. The Kenyan economy is highly dependent on free flow of people and merchandise and severe limitations to movement and business operations in general have caused businesses and organizations to move to remote work and to lay off people in unprecedented scale.

To understand better the impact of the past few months and to prepare for the gradual return to normal, Fuzu team conducted a study in late May 2020 within the Kenyan workforce to understand how they have been impacted, how people have had to modify their ways of working and living and what we can learn from this all to be better prepared for the future.

Great cultural and historic leaps are often caused by severe crisis. It is up to all of us to decide on how we cope with the new normal. Do we give in to despair or do we fight back, with even more rigor and with higher level of ambition than before? Our position at Fuzu is very clear. We are all in this together and our obligation is to think past the momentary challenges and to build together a society that is more resilient, fair and successful to us all.

Happy reading!

Nairobi 17 June 2020

Jussi Hinkkanen
CEO, Fuzu

Executive summary

'World after Covid' survey sought answers for how the Covid crisis had impacted Kenyan job market and how professionals and organizations will be able to succeed after the crisis. The survey was conducted at the end of May 2020 in the middle of the Covid crisis and thus one needs to acknowledge that the conclusions could be different were the survey conducted at a different stage of the crisis.

Around 7.500 Fuzu users responded to the survey. The average age of respondents was 28 years and majority of them had a university degree. Most respondents were junior or senior level professionals, while also entry and managerial level was represented. The analysis focused mainly on the 11 top professions predominantly in white collar expert roles.

As the major conclusion, all professions and industries had suffered significantly from the Covid crisis. The unemployment rate was almost 60% across professions, and some 35% of unemployed professionals had lost their job because of Covid and almost 20% of the professionals that retained employment were on unpaid leave. For all the professionals that continued working through the crisis the workload had significantly decreased. However, in some cases the workload of the management had remained or even increased – as opposed to other seniority levels.

Battling the crisis had required new skills and fresh approaches. Creativity and innovation was identified as the most important soft skill during the pandemic. Respondents' main advice for management was to focus on keeping the spirits up and preparing for the recovery.

Regardless of all the adversity there was a lot of optimism about the future. Around 70% of respondents expected more work in their profession. Most respondents expressed their desire to learn new skills, reflect on their career and dreams, and to become an entrepreneur. Respondents identified three activities that would make them competitive in the job market: building personal networks, learning new skills and studying the job market and employers. Important skills in the future will be computer skills like Microsoft Office, data analysis, communication and collaboration skills and general organization of work.

The respondents quoted a number of unselfish acts of individuals and organizations that exemplified grit, resolve and creativity in overcoming obstacles during the Covid crisis. The crisis had shown that organizations and individuals care about the community, not just their own gains and bottom line.

World After Covid

The World after Covid study was conducted by Fuzu to deepen our shared understanding of the changes in the job market and what opportunities have emerged during the crisis. This study measures the impact of the Covid pandemic in Kenya and probes into what will happen after the crisis: where the opportunities will be, which professions and industries will recover fastest and what skills and competencies will be sought after. While a lot of industries and professions have been hit hard by the crisis, there will be a lot of opportunities for both individuals and organizations taking their growth to the next level.

A total of 7,473 Fuzu users participated in the survey between 29th of May and 2nd of June 2020. It is good to note that this study was conducted in the middle of the crisis so the impact has continued and may have changed after this analysis.

Who participated in the study: average age 28 years, most having a university degree

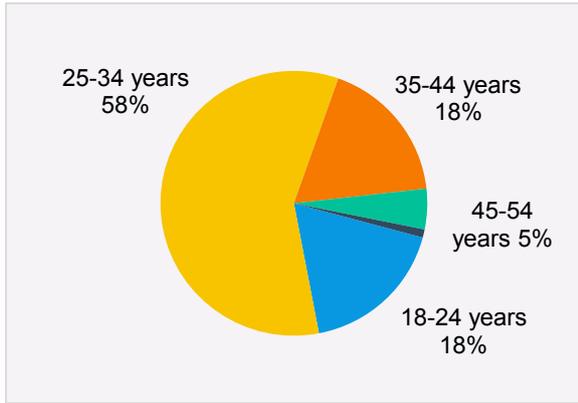
The age range of respondents was 18 to 44 years old and the ages from 25 to 34-years represented the largest group (59%). Participants represented a good gender mix with women making up about 43% of the overall survey participants.

The majority of respondents have received higher education certifications with about 61% having a bachelor's, and 11% having a master's degree. The rest of the survey participants held either a diploma or other form of professional certification.

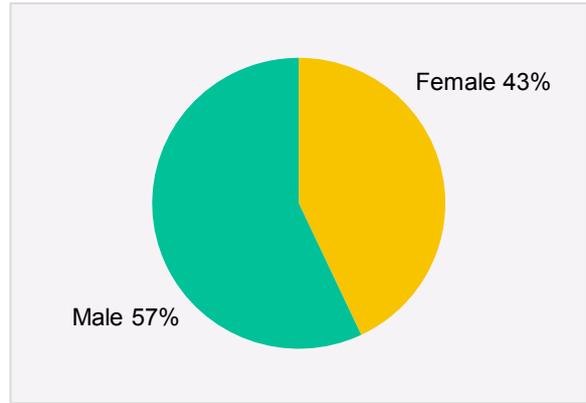
Different employment statuses are represented in the sample: unemployed (56%), employed (35%), entrepreneurs (6%) and students (4%). Among those employed, respondents were a balanced mixture of junior (including 52% entry level professionals) and senior professionals (48%).

The general findings of the study cannot be applied to the Kenyan job market as a whole. In the overall study sample (subset of Fuzu users), formally employed, fairly well educated (72% has a university degree) and certain professions (e.g. Accounting, Finance, Banking and Insurance) are over-represented.

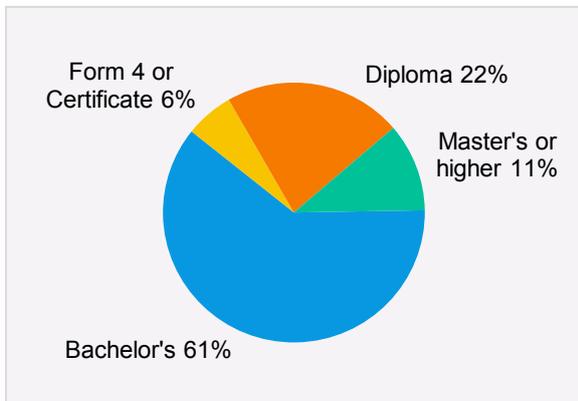
Age distribution



Gender of respondents



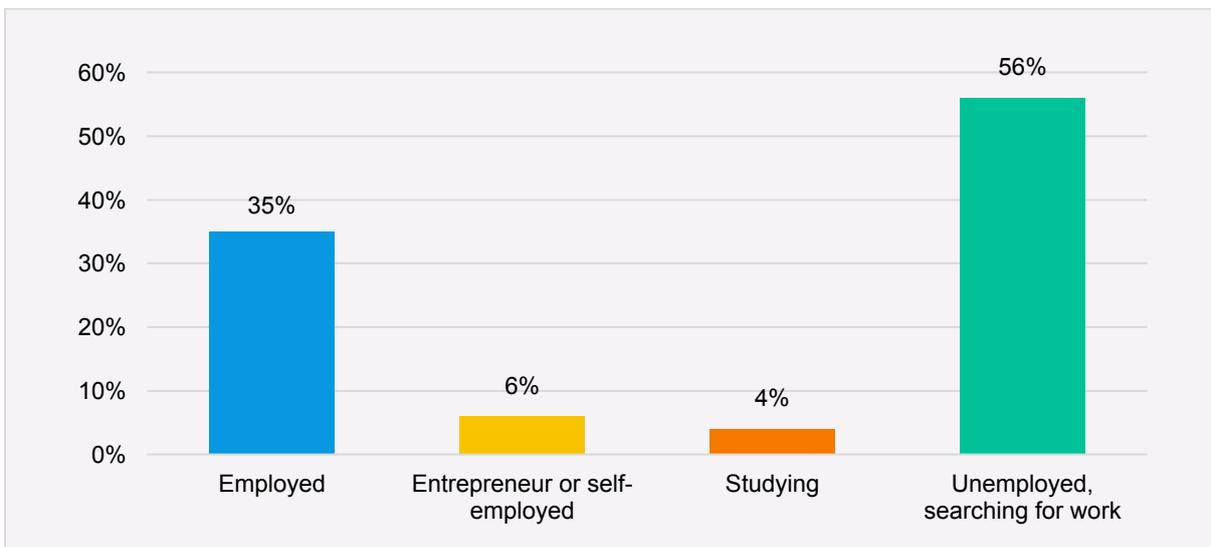
Highest education



Level of seniority



Employment status of respondents



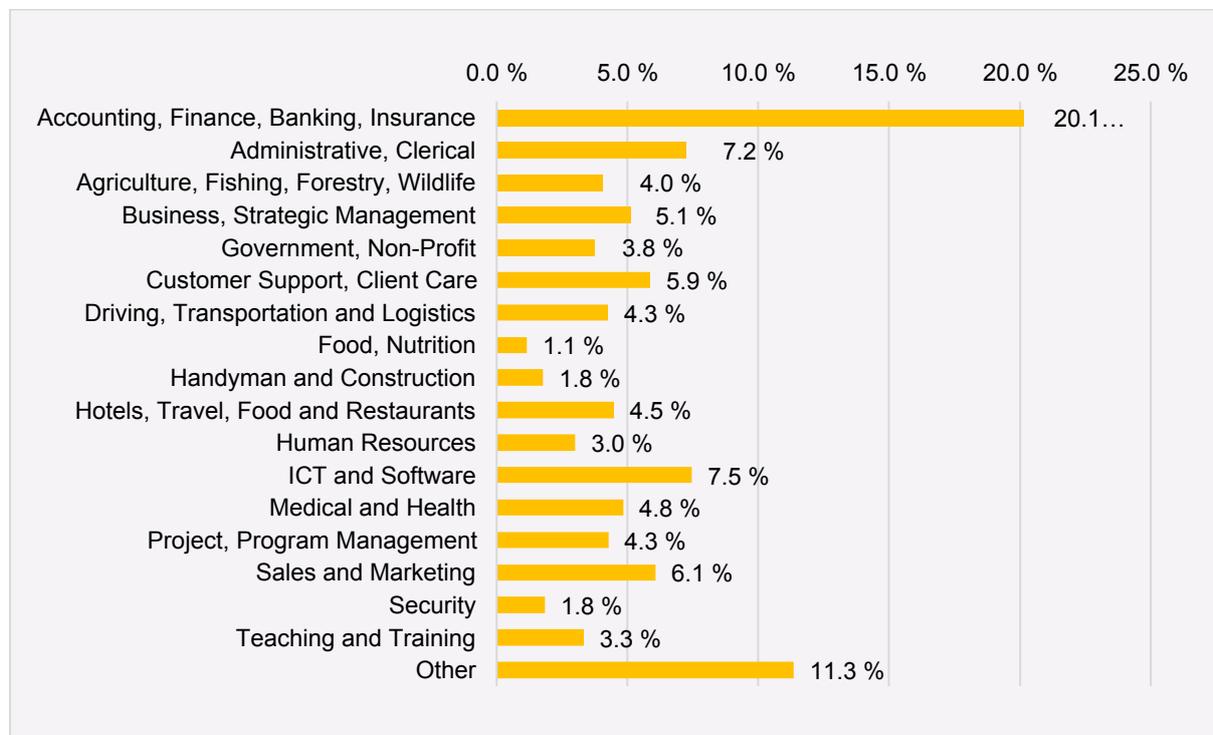
Top 11 professions: finance and white collar sectors over-represented

The survey asked for respondents' profession (what they do for daily work). 'Accounting, Finance, Banking and Insurance' was by far the most represented (20% of all participants), followed by ICT and software professions (12%).

The analysis will focus on the 11 most popular professions (the table below includes a broader set of 18 professions). While the selected professions represent a significant part of formal employment in Kenya, a large share of smaller professional segments were left out. One needs to keep that in mind when interpreting the findings. In the summary table below the data about the professions outside of the prioritized eleven professions have been removed, making their shares higher than what they are in reality.

The employment status varies between professions: 'Accounting, Finance, Banking and Insurance', 'Administration and Clerical', 'Customer support', 'Project, Program Management', and 'Sales and Marketing' have the highest rate of employment. In a few professions the share of students is exceptionally high ('ICT and Software' and 'Government, Non-Profit') and some professions have relatively high share of entrepreneurs ('Driving, Transportation and Logistics' and 'Business, Strategic Management').

Professions of respondents



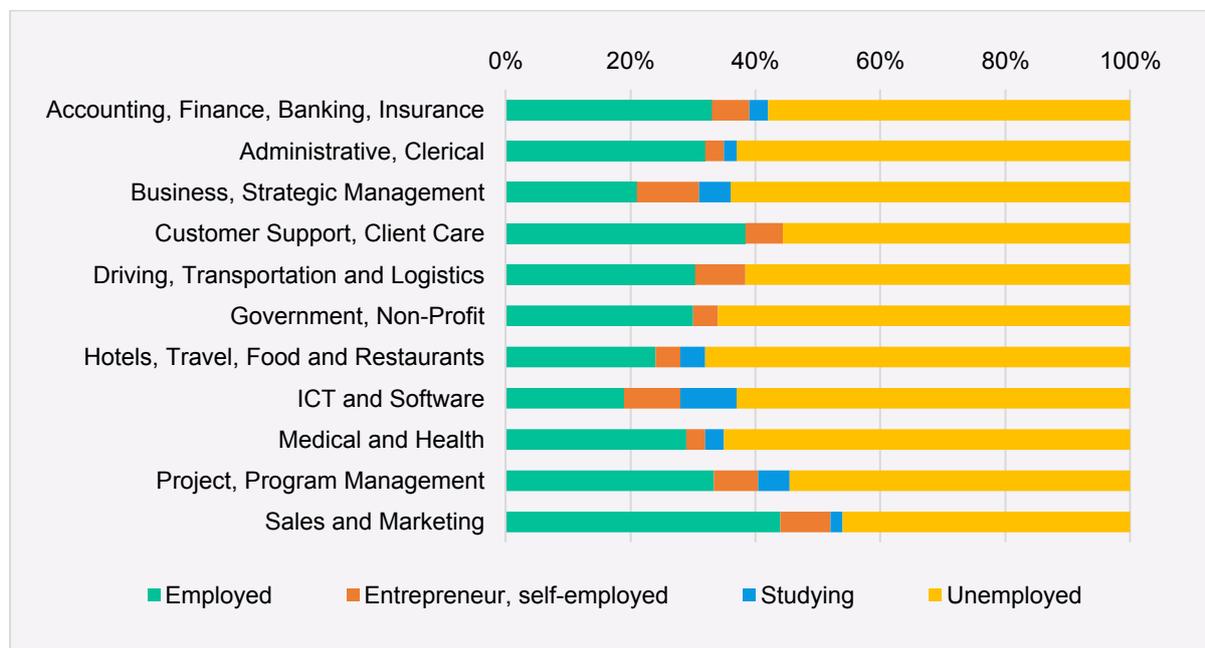
In some cases, the findings will be presented per industry. While there is significant overlap between industry and profession, they are distinct categories: a profession is the individual's

line of work, what she does on a daily basis. An industry is the line of business an organization operates in. For instance, one can work in a finance profession in a logistics company. Among employed respondents, banking and finance industry was the most popular (18%), followed by healthcare (8%), manufacturing (7%) and 'Education and Training' (7%).

Poor employment situation across the board

To get the overall picture of the employment situation across different professions, one can take a look at the balance between employed and unemployed people within each profession.

Employment status per profession



While there were no dramatic differences between professions, 'Sales and Marketing' (44% employed), 'Customer Support and Client Care' (38%), 'Project, Program, Management' (33%), and 'Accounting, Finance, Banking, Insurance' (33%) have the highest rates of employment.

Highest unemployment rates were reported in 'Hotels, Travel, Food and Restaurants' (68% unemployed), 'Government, Non-Profit' (66%) closely followed by 'Medical and Health' (65%).

Other thing worth highlighting is the relatively high share of students 'ICT and Software' (9%) and the prominent ratio of entrepreneurs in professions like 'Business, Strategic Management' (10% entrepreneurs) and 'ICT and Software' (9%).

Dramatic impact across professions, especially in customer-facing work

The above gave us an idea of the overall employment situation. Next we try to understand what has changed in different professions during the crisis.

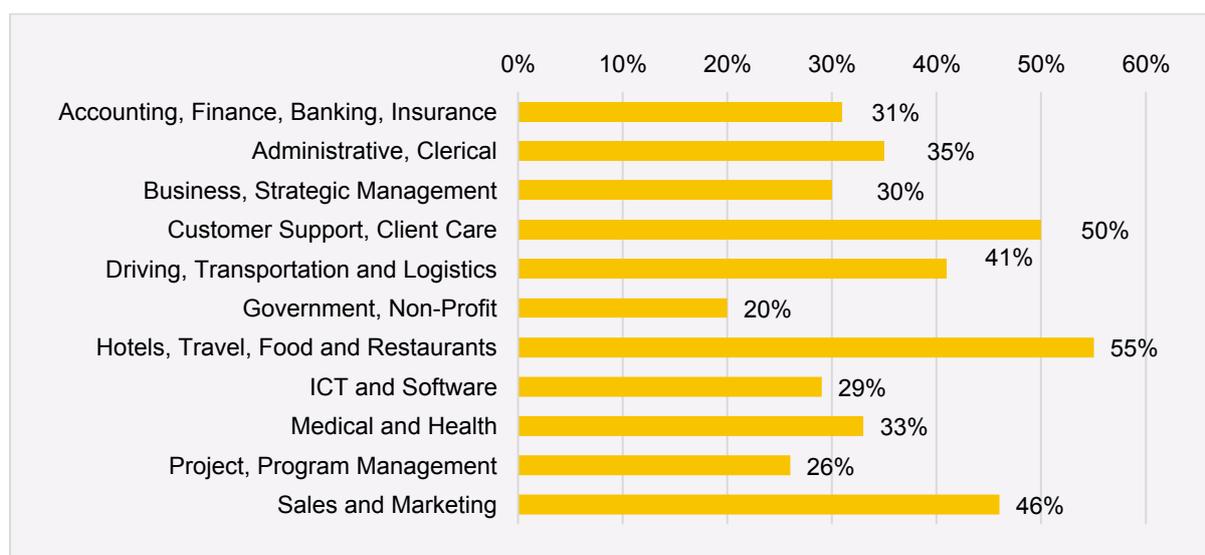
It is clear that the impact of the crisis has been dramatic across all professions. Of all the respondents identified as unemployed, 34% lost their employment because of the crisis. Clearly the hardest hit professions have been customer-facing work in 'Customer Support, Client Care', 'Hotels, Travel, Food and Restaurants' and 'Sales and Marketing'. In all of them, around 50% of the unemployed respondents have lost their job during the crisis.

The least impacted professions have been 'Government, Non-Profit' (20%) and 'Project, Program Management (26%)' which implies that public sector and NGOs have been best protected against the impact of the crisis.

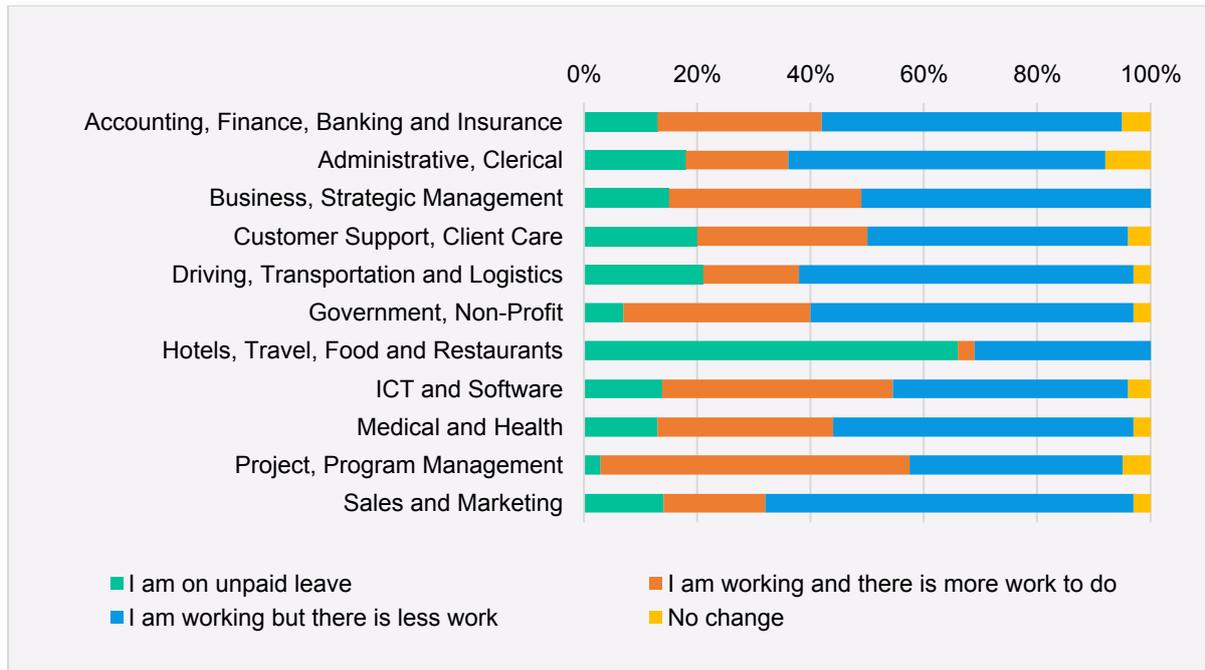
Among respondents who have remained employed, the story is somewhat similar. On average 19% of all respondents have been placed on unpaid leave and only 3% of all employed respondents felt that there has been no impact caused by the crisis.

Clearly the biggest impact has been on 'Hotels, Travel, Food and Restaurants' with 63% of respondents on unpaid leave and none of them reporting 'No change'. The least impacted professions are arguably 'Project, Program Management with only 3% of respondents on unpaid leave and 'Government, Non-Profit' with 7%. Interestingly, respondents in 'Administrative, Clerical' profession have the highest amount (8%) of respondents reporting no impact on their work, which may indicate that the profession has functions that continue to remain essential during the crisis.

Of the unemployed, how many has lost their job during the Covid crisis



Impact of Covid crisis on employed professionals

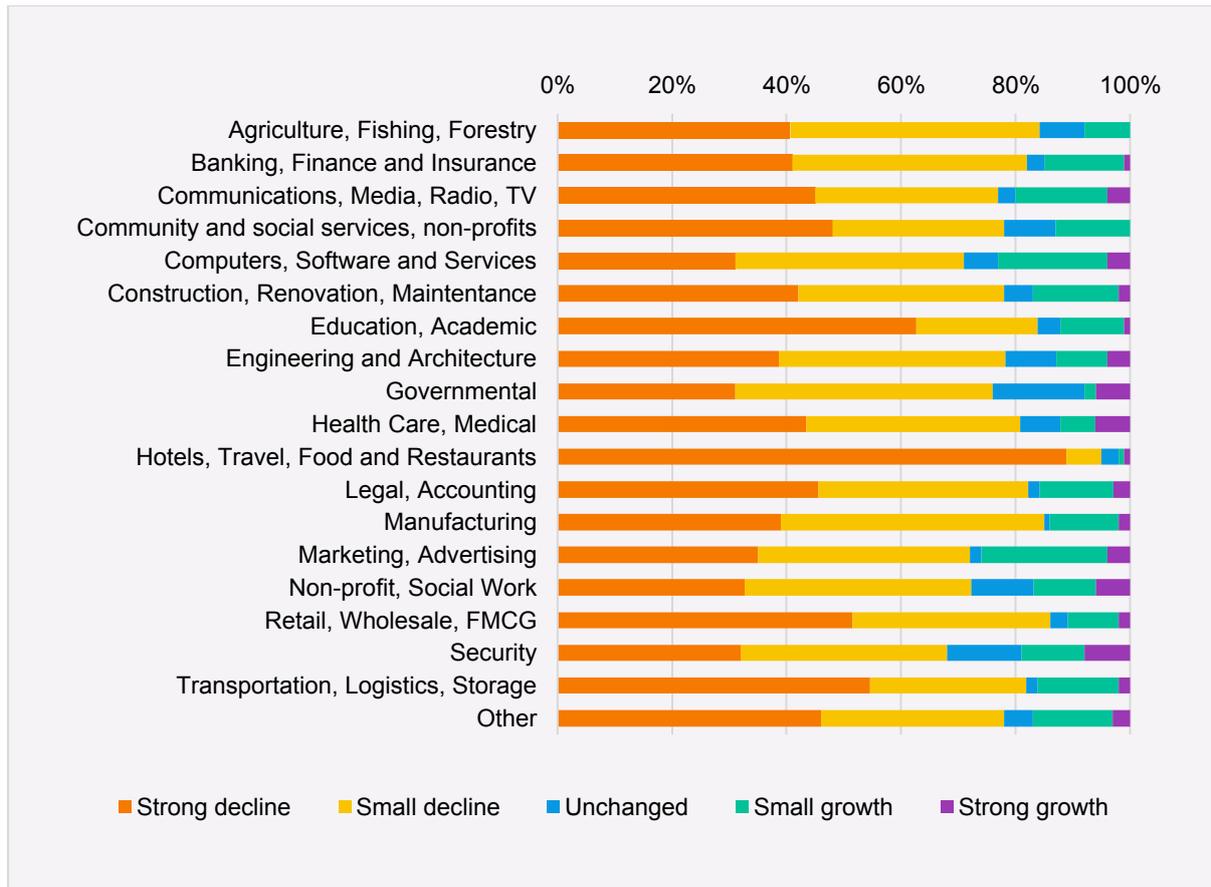


Governmental and social sectors most secure while also heavily impacted

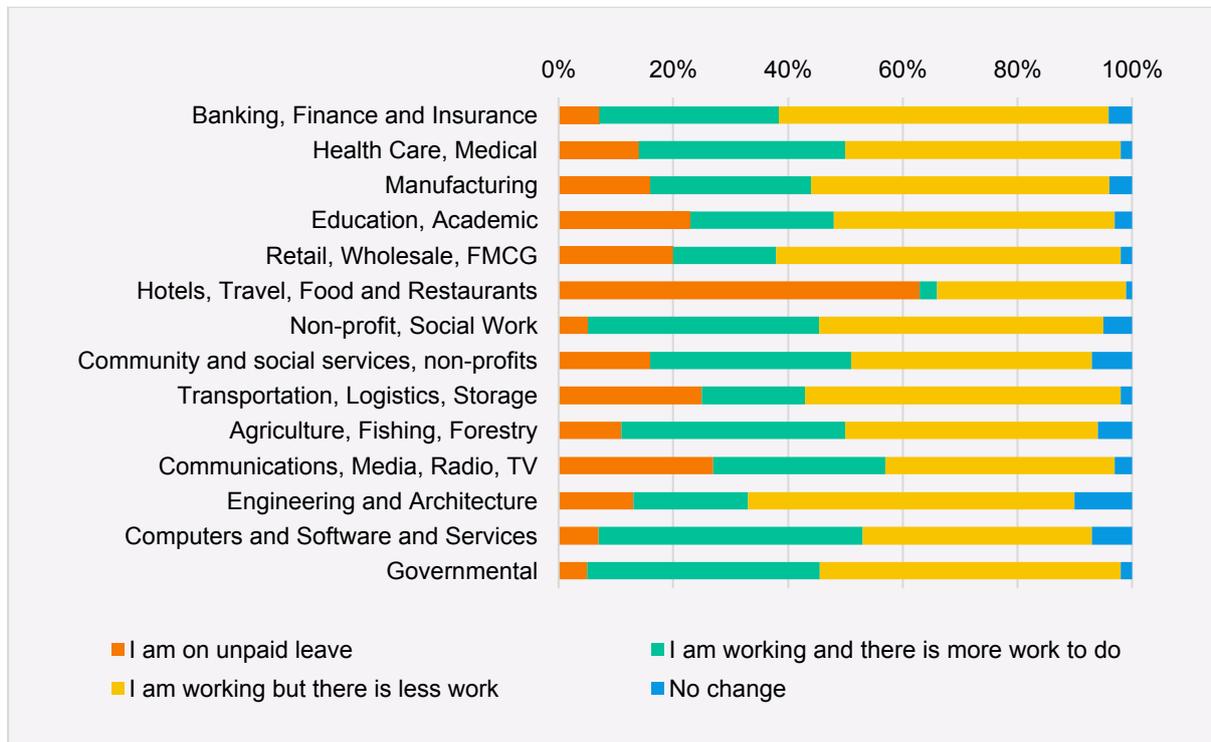
While there is significant overlap between the two categories (professions vs industries), there are a few detailed insights that stand out when switching the lens from professions to industries.

Among all respondents 81% report their industry experiencing decline while only 14% of the industries have benefited from the pandemic. Consumer-facing industries have been hit the hardest. One can immediately spot the devastating effect on 'Hotels, Travel, Food and Restaurants' where 94% of respondents reported decline. The most insulated industries appear to be the public and social sectors – aligned with our earlier findings regarding professions.

Impact on business across industries



Impact on workload across industries



Generally, the industry taxonomy validates the story of the categorization by profession, including the adversity of ‘Hotels, Travel, Food and Restaurants’ sector.

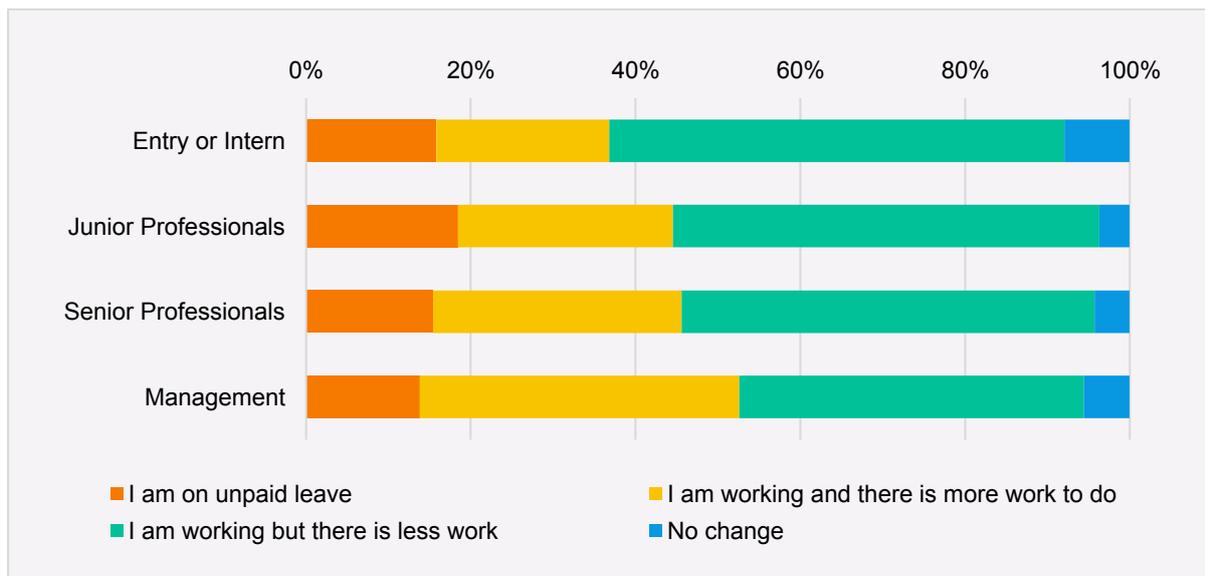
Completely new industrial categories compared to professions are ‘Manufacturing’, ‘Retail, Wholesale, FMCG’, ‘Communications, Media, Radio, TV’ and ‘Engineering and Architecture’ – all of them among relatively severely impacted sectors.

Interestingly, now that the ‘Governmental’ and ‘Non-profit, Social Work’ have been split into separate industries, they both still seem to persevere against the crisis better than the other industries. Also, if one compares ‘Accounting, Finance, Banking, Insurance’ as a profession to ‘Banking, Finance and Insurance’ as an industry, one sees a noticeable difference in unpaid leave rates (13% as profession and 7% as an industry), indicating that finance related roles are less insulated against the crisis than the finance industry as a whole.

Did seniority and education protect against employment during the crisis?

Another view to the impact of the crisis is via different seniority levels among respondents who are employed. The used seniority levels are ‘Entry or Intern’ which means somebody who has just started their work or is working as an intern. ‘Junior Professional’ means a professional who has few of years of work experience. ‘Senior Professional’ is somebody with several years (5 and up) of experience but is working in a non-managerial expert role. ‘Management’ refers to all kind of managerial positions from team leads to director level roles.

Impact of Covid crisis on different seniority levels



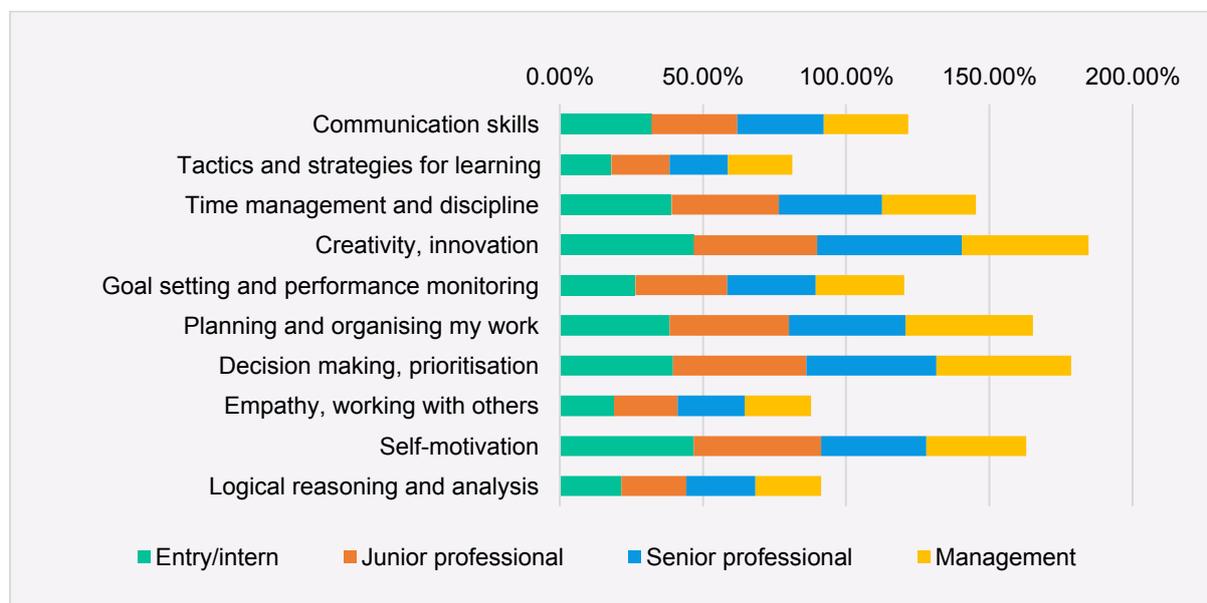
Across all seniorities 14-18% were on unpaid leave. The highest share of 18% was among junior professionals, the smallest (14%) within management. The Covid situation had increased the workload for 39% of managers, while the smallest impact was reported in entry and internship level roles (21%). Workload has decreased mostly in the entry and internship level positions (55%) and least in management (42%). The conclusion is relatively straightforward: more or less all seniorities were impacted by the crisis. In junior roles the workload has decreased significantly. While in senior roles the amount of work has reduced as well, especially in the management, the responsibilities related to coordination of layoffs and reorganization of the operations has resulted in increased workload during the crisis.

Also, higher level education seems to have provided some protection against unemployment: around 50% of those whose highest-level degree is Form 4 were unemployed because of the Covid situation while 30% of those who have a bachelor's degree or higher lost their jobs.

Creativity needed – important skills during crisis

Employed respondents were asked to specify which skills have become more important for their work during the Covid situation. The respondents were offered 11 generic soft skills and the results are segmented by seniority level. Please note that in the chart below the maximum figure is 400% signifying 100% of respondents across 4 seniority levels.

Most important soft skills during Covid



Generally, 'Creativity, innovation' was highlighted as the most important skill across all seniority levels, closely followed by 'Decision making, prioritisation'. Least important (among

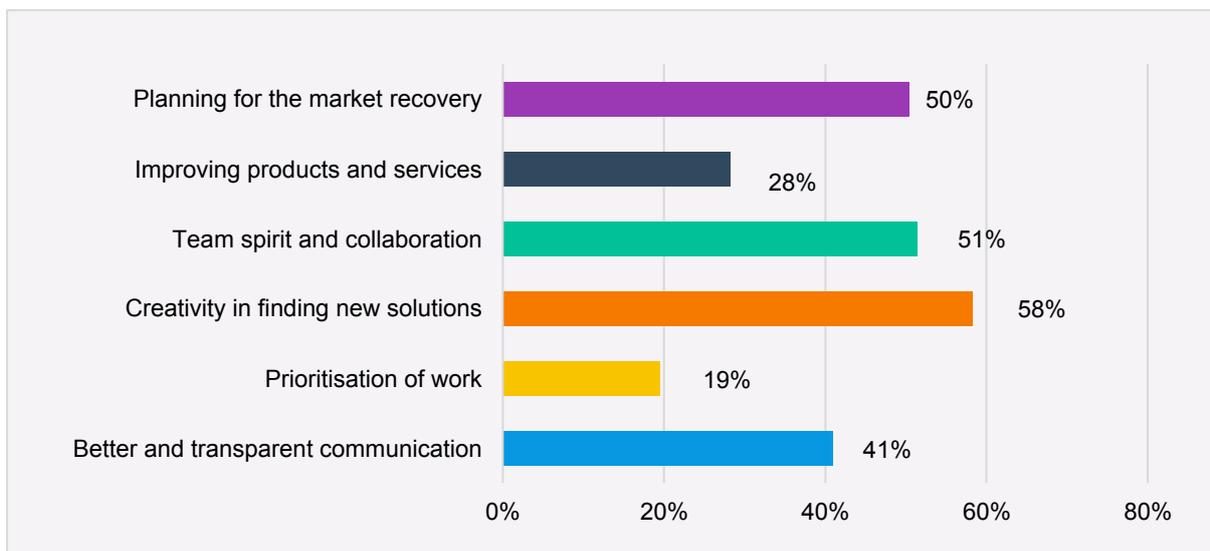
the offered options) for respondents was ‘Tactics and strategies for learning’, not far behind ‘Empathy, working with others’ and ‘Logical reasoning and analysis’.

There were no drastic differences between seniority levels. Some skills increase in importance as the seniority rises. Those are ‘Tactics and strategies for learning’ (selected by 18% of entry level professionals, as opposed to 22% of management), ‘Goal setting and performance monitoring’ (26% for entry level, 31% for management), ‘Decision making, prioritisation’ (39% for entry level, 47% for management). Also some skills seem more important for junior professionals: ‘Self-motivation’ (47% for entry level, 35% for management) and ‘Time management and discipline’ (39% for entry level, 33% for management).

Recommendations for management: keep the spirits up and plan for recovery

Now we are turning our focus from the analysis of the impact of the Covid crisis to what can be learned from it. Survey respondents who continue to be employed were asked for their advice to the management of their organization for dealing with crisis like the Covid pandemic.

What the management should focus on



The three top recommendations were planning, positive collaboration and creativity – which is aligned with the notion of creativity as the most important skill during the crisis. Focusing on the products and services and prioritization were identified as least important among the offered options. The low emphasis on prioritization can be viewed as unexpected, as crisis situations often pose an urgent need for rethinking of priorities.

There were a number of other suggestions outside the proposed options, among which planning and preparation for the change as well as considerate, lenient HR practices were the most popular responses.

Inspiring stories and advice for the government: focus on what matters and help the less fortunate

Respondents were also asked to share their advice for the government on how to deal with the Covid situation and if something has inspired them during the crisis. There were roughly 6,000 responses to this question, so it appears to be an important and engaging topic.

Among the variety of advice provided three major topics emerged: 1. Unity in stopping the crisis instead of driving short-term political or personal wins, 2. quick and determined measures for stimulating the economy, and 3. practical support for vulnerable people. Creativity, patience and empathy were often called for. Some of the responses are quoted in below.

"Concentrate on the effects of the pandemic and discuss on ways to revamp the economy. It is not the right time of politicking."

"Let us consider the lives of everyone around us and not dwell on personal gain. We will still need each other to move forward when COVID is behind us."

"Support the youth and the unemployed."

"Improve on infrastructure and better mechanisms to handle such pandemics in future."

"Create more digital opportunities, inject more cash in the employment, entrepreneurship and health sector."

"Empathy towards the less fortunate."

Respondents were also asked to share their advice, learnings and inspiration: what a person or organization has done to set an example of the grit and resourcefulness that is required during difficult times. Some of the quotes have been grouped by topic below.

We are in this together

"Resilience of Kenyans during this time, the support they have afforded the government and communities, the spirit of "we are in this together" has inspired me to always be selfless."

"I have been touched and amazed by how companies have been donating a lot of stuff for free to help out in whichever they can. It shows that it's not always about the bottom line."

“Some universities have been innovative in coming up with ventilators. Congratulations to Kitui Textile for leading the way in mask manufacturing... it shows Africa can be self-reliant.”

“Spirit of sharing whatever little one has”

“My employer has been hit hard by the crisis... laying off was not a priority. The staff agreed to suffer pay cuts so that temporary staff can remain employed. The resilience touched me.”

“How all my other colleagues have been able to coordinate all the work we do despite not seeing each other for days due to the scale down plans of employees.”

Innovate and re-create yourself

“Focusing on building myself, looking forward to learning competent skills which help build my career.”

“Covid has taught me how to cut costs, be innovative, and save for any unforeseen circumstances.”

“Learn how to invest.”

“Learn something new online - my friend has learnt Spanish during this pandemic.”

New approaches to work

“I have been able to venture back into agriculture, something I had forgotten about over eight years ago.”

“It is possible to work from home as long as you have internet, a workstation is not necessary.”

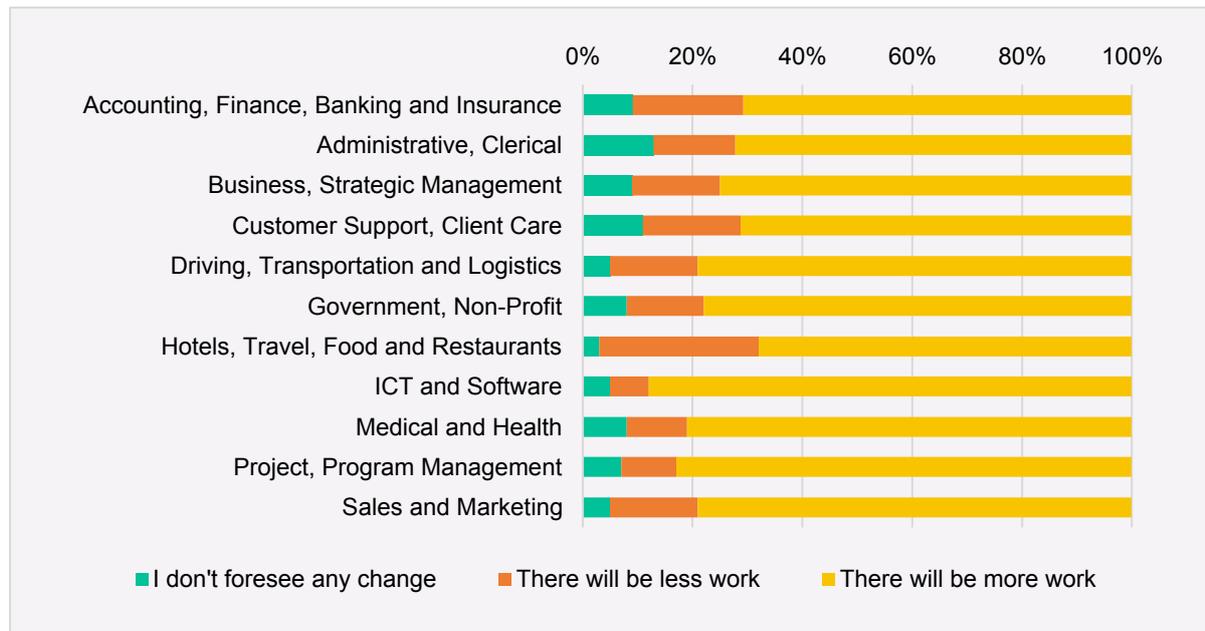
“Create multiple sources of income.”

“I’ve seen some companies use the downtime to improve the skills of their employees by offering training.”

Optimistic overlook regardless of adversity

Thus far we have discussed the impact of Covid pandemic in different professions and industries in Kenya. Next we turn our focus to future: How does the future look like and how can we prepare for it as individuals and as organizations? What professionals want to do with their careers and what it takes to stay competitive in the world after Covid?

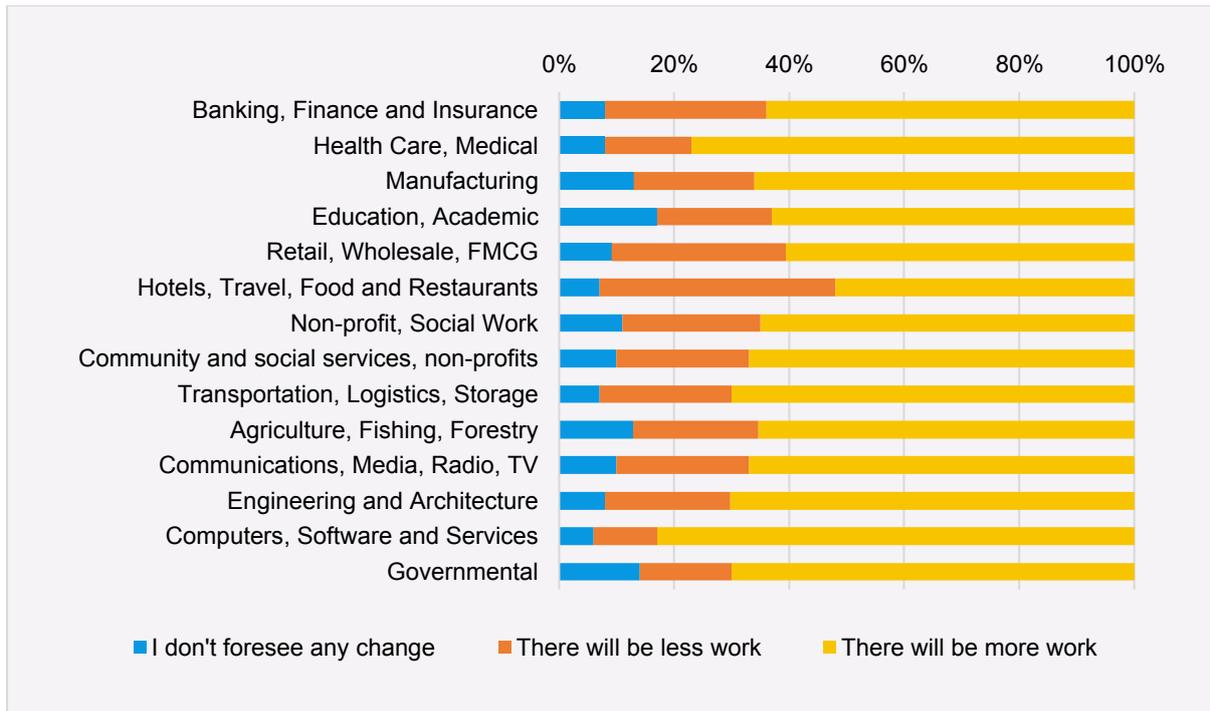
How do professionals see the future of their profession



Generally, the outlook in the middle of the pandemic was optimistic. It may be worth noting that the overall optimism may be due to the severe impact of the crisis: respondents may think that the situation cannot get much worse. Also this is not a reliable prediction of the future, it is more of an indication of the respondents' sentiment at the moment when the survey was conducted. On average, three quarters of all respondents across all professions expected more work in the future. There is moderate correlation between the outlook and the perceived severity of the impact of the crisis: professions that indicated lowest negative impact on workload tend to have a more optimistic picture of their future.

Most positive indication came from 'ICT and Software' in which 93% of respondents expected the amount of work to increase or stay the same in the future. Also 83% of professionals in 'Project, Program Management' expect their profession to provide more work in the future. The least positive group of professionals was 'Hotels, Travel, Food and Restaurants' in which 29% of respondents anticipated further worsening of the already gloomy situation. The biggest share of respondents who did not foresee any change was within 'Administrative, Clerical' – which is aligned with our earlier observation that the profession may be more shock-resistant than others.

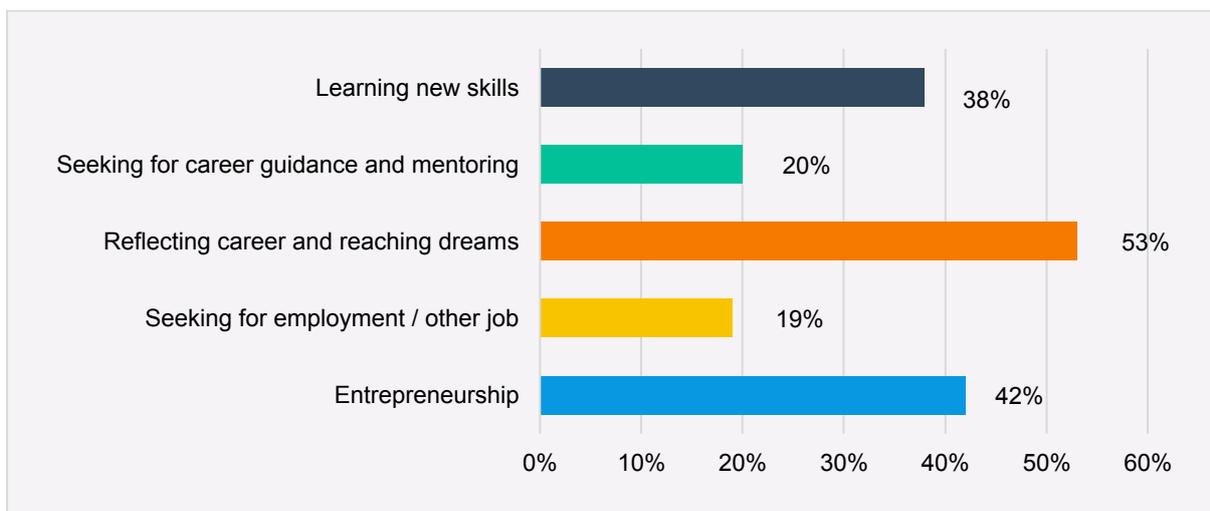
Future outlook per industry



Entrepreneurship, learning and career reflection after the crisis

Next we asked the respondents about how the crisis has changed them. Will they think differently about their career? Have their priorities changed? How they want to lead their careers and reach their dreams?

What respondents want to focus on after the Covid crisis



From the provided options ‘Reflecting career and reaching dreams’ was the most popular across among employed, entrepreneurs and students. ‘Entrepreneurship’ was the second most popular priority for the respondents. It was important for unemployed (of which 40% selected it) and students (44%). The importance of entrepreneurship was lowest among employed respondents (31%). Third highest priority topic was ‘Learning new skills’, which was identified evenly across all employment types.

Understandably ‘Seeking for employment’ was the top priority among the unemployed respondents. In the open-ended answers a number of respondents referred to side hustles and entrepreneurship and the opportunities that have emerged with the increased remote work.

Focus on these skills: ICT, collaboration and management of the work

In the previous section we identified ‘Learning new skills’ as one of the post-Covid top priorities for professionals. Next we asked which professional skills are important for remaining relevant in their profession in the future as well.

Word cloud: most important professional skills for staying competitive



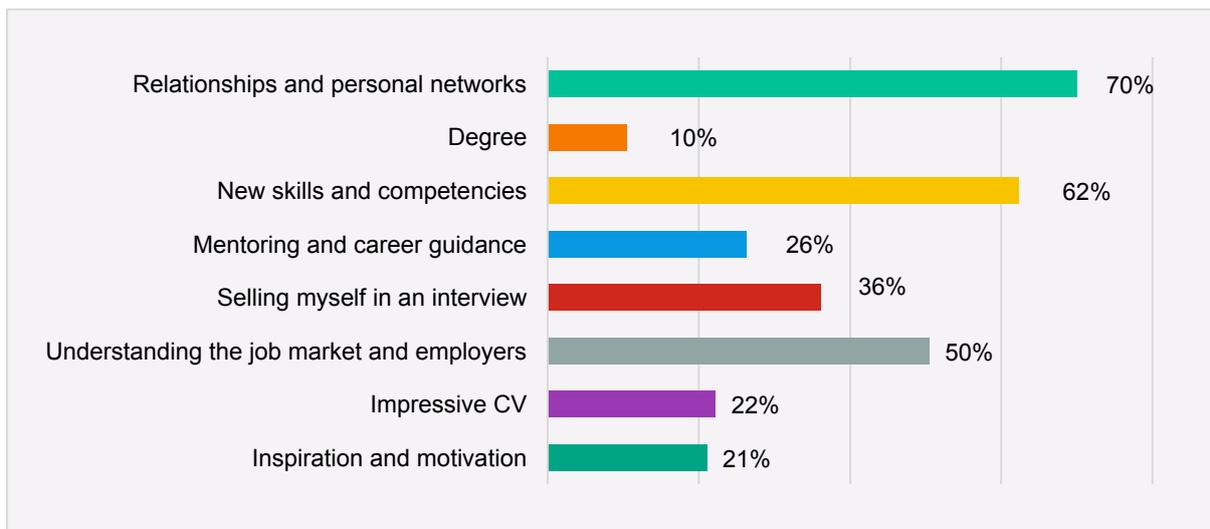
Naturally respondents in different professions responded with a variety of profession specific skills and competencies, but the most frequently mentioned skills were substantially similar across all disciplines. The most sought-after skills can be divided into three categories: rationalization of work, communication and collaboration, and IT skills.

Rationalization of work includes all kind of research, planning, analysis, prioritization, decision making and management of work. Project management is one specific area within that category that was identified with relatively high frequency. Communication and collaboration includes interpersonal skills, empathy, leadership and teamwork. IT skills is the most diverse category, spanning from general computer skills to knowledge of specific software and systems and use of data.

Stay competitive via personal networks, learning and understanding the job market

We also asked the respondents what are the specific things or assets (other than skills) that they need to work on in order to become competitive in the job market and improve their chances for finding employment.

What you need to become competitive in the job market



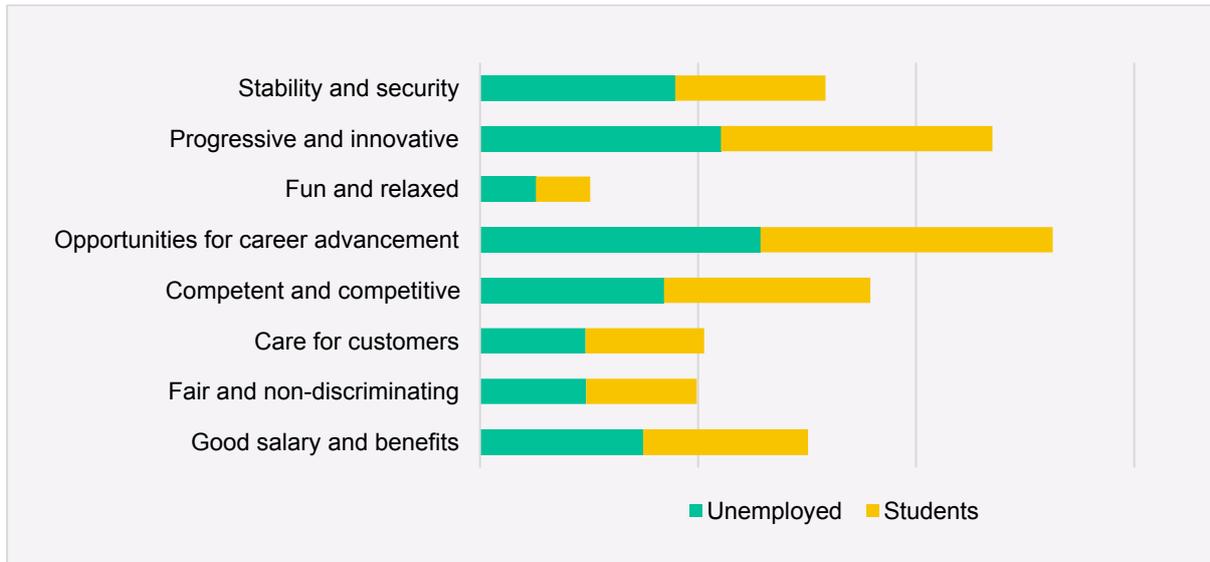
Relatively clear top three consists of 'Relationships and personal networks', 'New skills and competencies' and 'Understanding the job market and employers'. While obvious, networking aspect is a new topic in this study, not addressed directly in the previous data points and its importance should not be overlooked. A lot of employers still rely primarily on personal networks for hiring.

The critical role of skills has been pointed to by a few other findings as well. The need for understanding the job market and employers likely stems from realities: lack of information, lack of feedback, lack of access to career guidance.

Ideal employer provides stability and opportunities for growth

We asked students and unemployed respondents to think about an organization they would love to work for and asked them to specify why – what makes that specific employer attractive for them.

What makes an employer attractive



The top 5 reasons for why an employer is desirable is a mixture of two themes: There is an obvious need for continuity and security in terms of salary and career advancement while there is the dynamic side of competition, progression and innovation. In sum, an ideal employer provides both stability and opportunities for growth. Majority of respondents preferred “hard” and rational factors over “soft” aspects (relaxed environment and non-discriminating practices). For organizations, this means getting the business fundamentals right, being innovative and having well thought out HR processes.

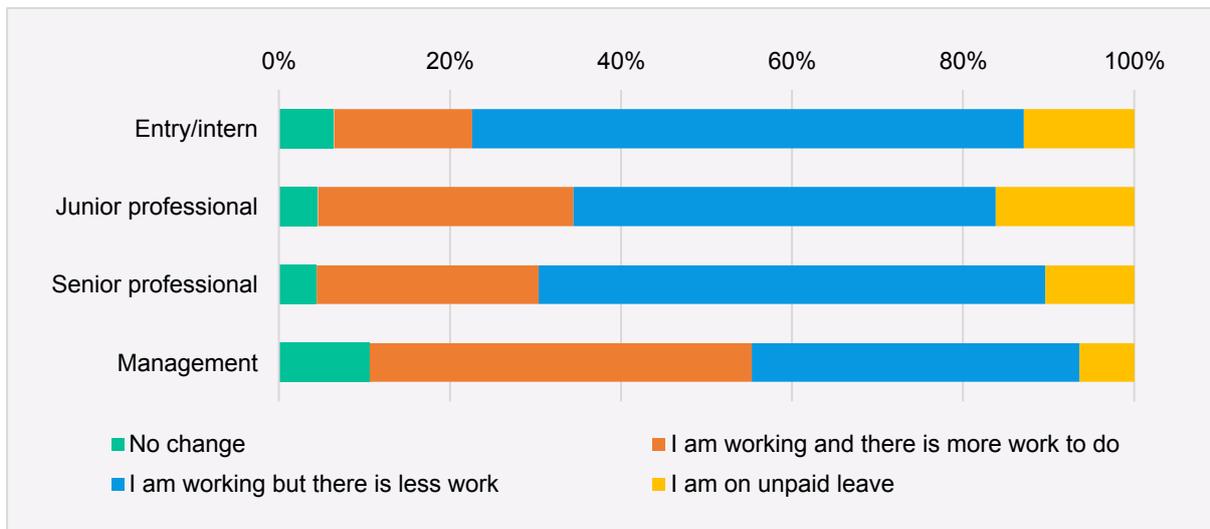
Findings by profession

In the next section we will briefly summarize the findings per each of the 11 most popular professions. It should be made clear that all professions and industries were heavily impacted by the Covid crisis. A lot of professionals lost jobs or were placed on unpaid leave. Regardless of the adversity, respondents in all professions were very optimistic about the future. However, this is not an accurate prediction of the future but more an indication of the sentiment among professionals at the point when the survey was made.

Accounting, Finance, Banking and Insurance – The biggest profession in the study

‘Accounting, Finance, Banking and Insurance’ is the biggest profession in the study with 20% for respondents working in that line of work. It had one of the highest employment rates among professions, with 33% of respondents employed. Of the unemployed respondents working in accounting, finance, banking and insurance roles 31% lost their job because of the crisis, which is a high figure even though below average among the analyzed professions.

Impact of the crisis per seniority



The impact of the crisis on accounting, finance, banking and insurance profession has been dramatic in total, but average compared to other professions. More than 50% of employed respondents in the profession indicated that they have received lower quantities of work despite maintaining employment. Only 5% of respondents did not experience any changes due to the Covid crisis.

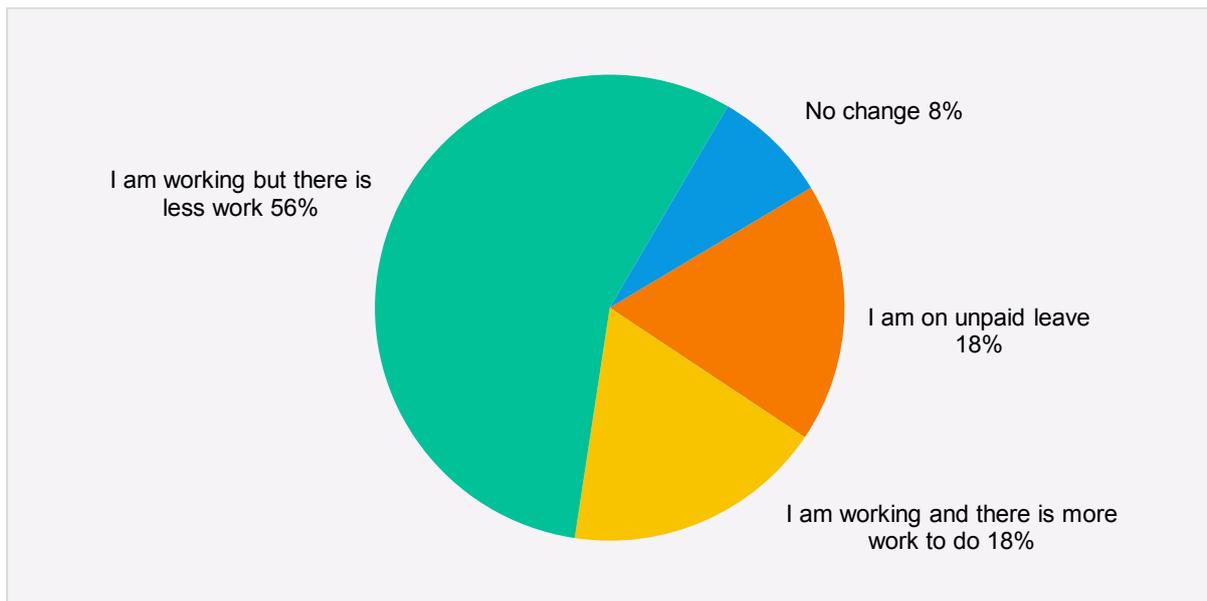
The large number of respondents in the finance profession enabled us to analyze the impact of the crisis per seniority. The impact seems to have a slight correlation with seniority: the negative impact (unpaid leave or less work) was greatest in entry and intern positions (77%), while the same was indicated only by 45% of respondents working on managerial level. Also 45% of managers reported increased workload. This may indicate that the total workload of management in the finance profession had not decreased, it may even have increased.

The future outlook is very optimistic in the accounting, finance, banking and insurance profession, even though its expectation is among the least positive across all professions. That may be partly explained by the relatively small impact of the crisis – the bounce back will be smaller compared to other professions. More than 70% of the respondents indicated that they expect the work available to increase in the future, compared to a survey average of 75%.

Administrative, Clerical – An average struggle of a routined profession

'Administrative, Clerical' is one of the most represented professions with 7% share of the respondents. It had an employment rate of 32%, which is close to the average of all professions. The share of students (2%) and entrepreneurs (3%) is very low in this profession.

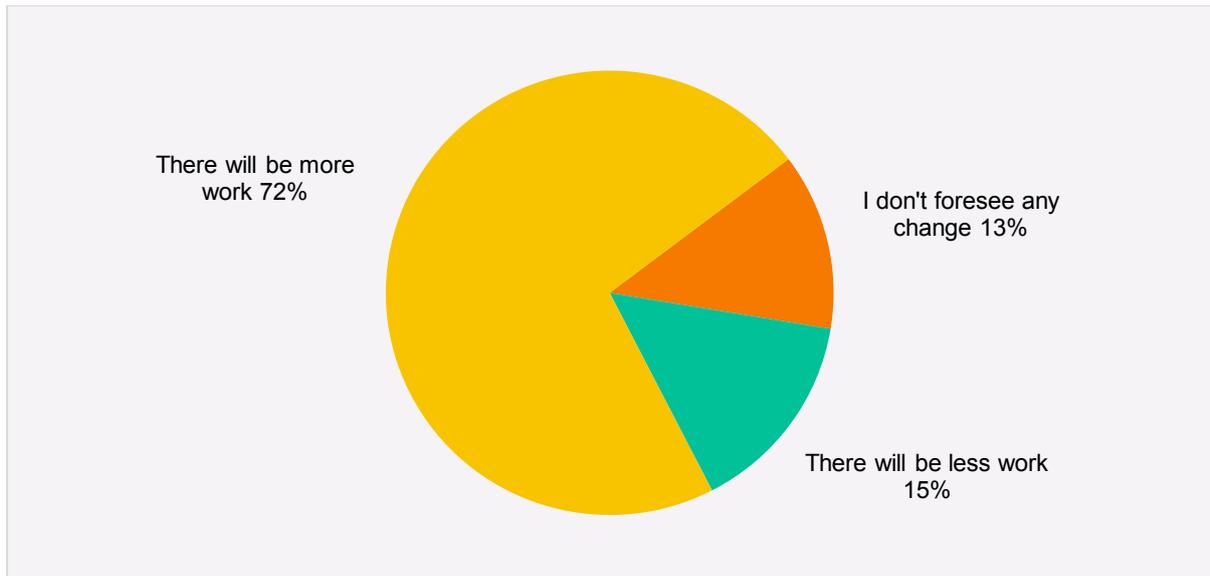
Impact of the crisis per seniority



The impact of the crisis on administrative and clerical profession has been notable in general but average compared to other professions. Of the unemployed respondents working in administrative or clerical profession 35% lost their job because of the crisis. Above average 56% of employed respondents in the profession indicated that they have received lower quantities of work despite of keeping their jobs. Up to 8% of respondents did not experience any changes due to the Covid crisis, which is the highest number among all professions.

The future outlook is optimistic for the administrative and clerical profession but its expectation is relatively lower than average among all the analyzed professions. 72% of the respondents indicated that they expect the work available to increase in the future, compared to a survey average of 75%. The share of respondents that did not see any change in the future was highest among all professions (13%). That indicates there are admin and clerical roles that are relatively stable and isolated from economic shocks.

Anticipated workload in the future



Important hard skills for the future

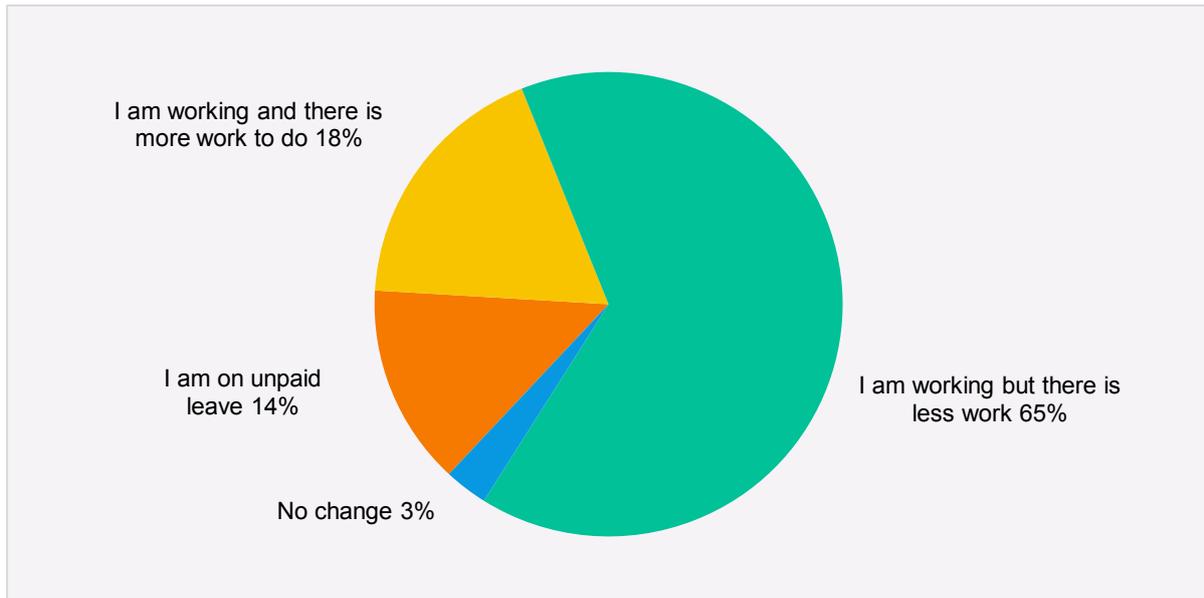


Key skills and competencies in the future of this profession will be computer skills (e.g. Microsoft Office), and overall management skills (decision making, planning). Important soft skills during the crisis have been organization of work, time management, decision making (especially for managers), creativity and self-motivation, and communication skills (especially for junior professionals).

Sales and Marketing – Entrepreneurial profession with a high employment rate

‘Sales and Marketing’ represents 6% share of all respondents. It had a high employment rate of 44%. The share of self-employed is also high (8%).

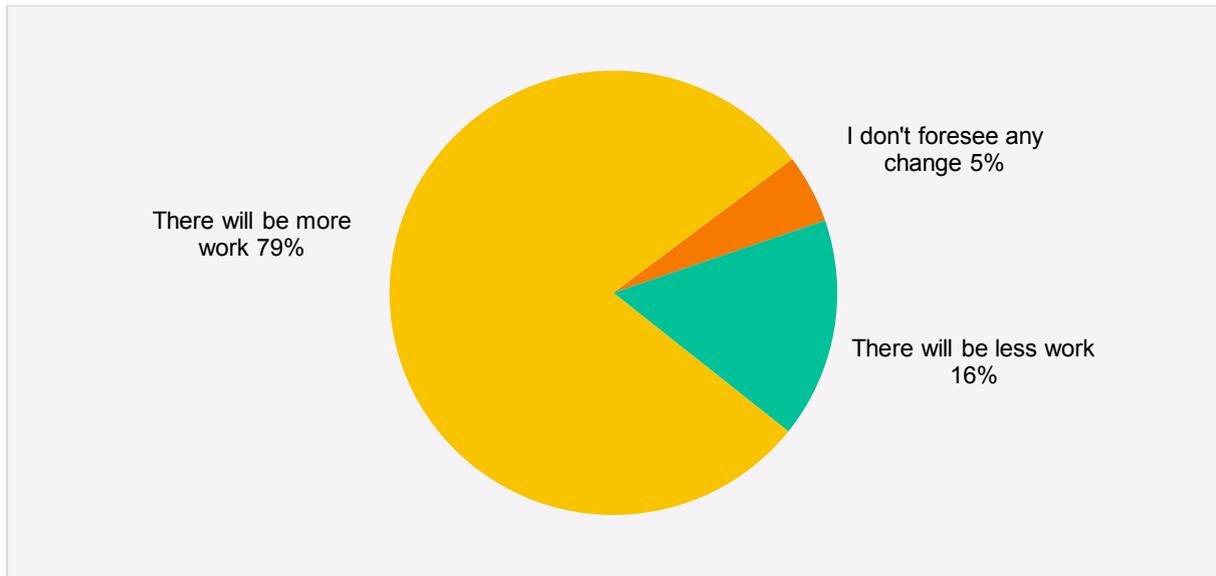
Impact of the crisis on the work load



The crisis has had a significant impact on sales and marketing profession. Of the unemployed respondents working in the profession 46% lost their job because of the crisis, which is clearly above the average impact compared to other professions. 65% of employed respondents in sales and marketing indicated that they have less work – indicating one of the biggest declines among all professions. The share of respondents on unpaid leave was an average 14%.

Similarly to most professions analyzed, the future outlook is optimistic for sales and marketing. A slightly above average share of 79% respondents expected the profession to offer more work in the future. The share of respondents that expected less work in the future was 16% which is the average of all professions.

Anticipated workload in the future



Important skills for the future



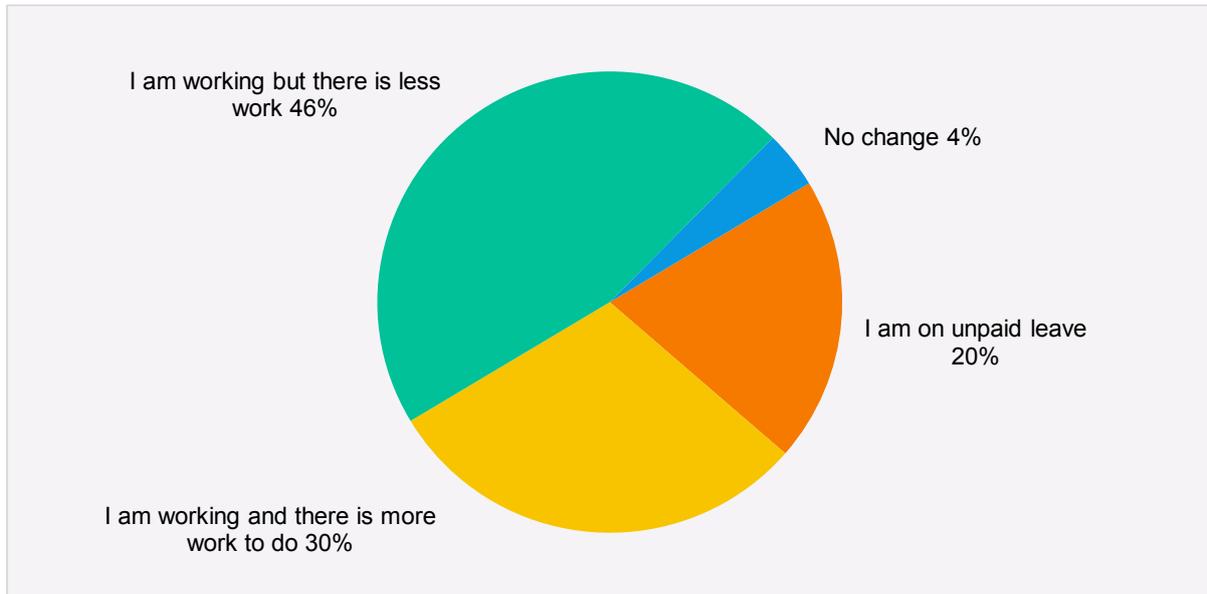
Key skills and competencies in the future of this profession will be competencies related to digital marketing, all kinds of computer skills, work management practices and rational organization (planning, analysis, research). Also customer-facing skills like negotiation will be sought after as well as creativity.

Important soft skills during the crisis have been creativity, decision making and self-motivation across all seniorities.

Customer Support, Client Care – One of the heavily impacted professions

'Customer Support, Client Care' is an average-sized profession among the survey sample representing 6% of respondents. It is worth mentioning that there are no students among the respondents for this profession. It indicated the second highest employment rate of 38%.

Impact of the crisis on the work load



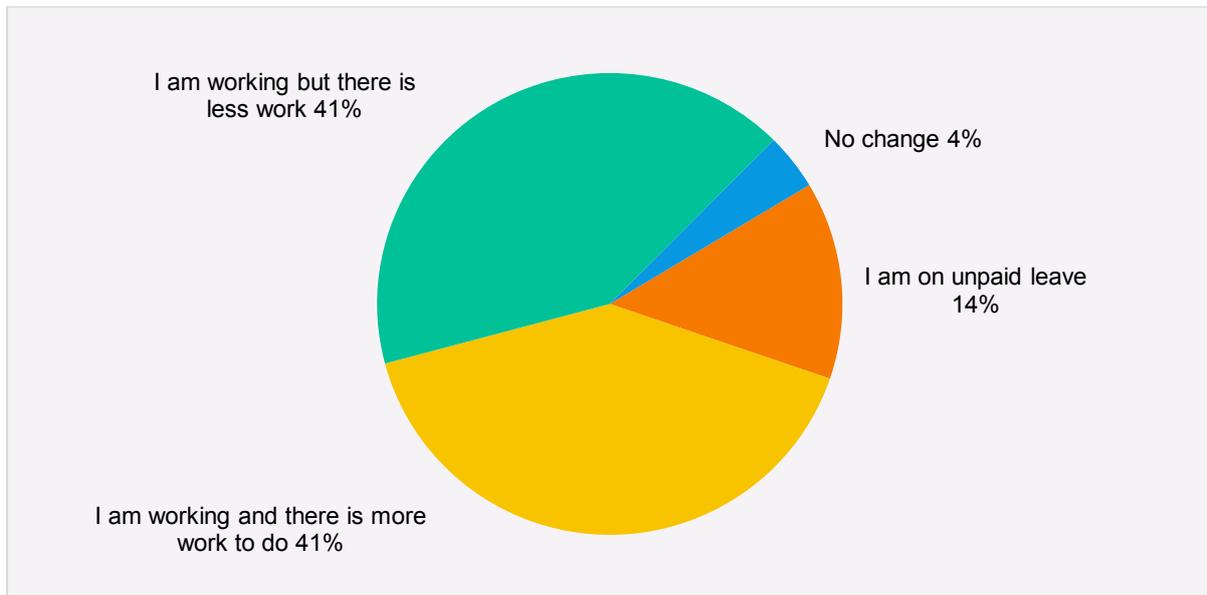
The crisis has impacted customer support and care profession significantly, more than most professions. Of the unemployed respondents 50% lost their job because of the crisis, which is the second highest rate across professions. 20% of respondents were on unpaid leave, which is one of the highest numbers.

Similarly to most professions analyzed, the future expectation is positive for customer support and care. However, the share of respondents who expected more work in the future was clearly below average at 71%. The share of respondents that expected less work in the future was 18% which is slightly more than the average of all professions.

ICT and Software – One of the least impacted professions, with lots of students and future optimism

‘ICT and Software’ is a larger than average profession among the survey sample representing 8% of respondents. It has 19% employment rate, lowest among the 11 focus professions while the unemployment rate of 63% is relatively high. The share of students is the highest of all professions with 9%.

Impact of the crisis on the work load



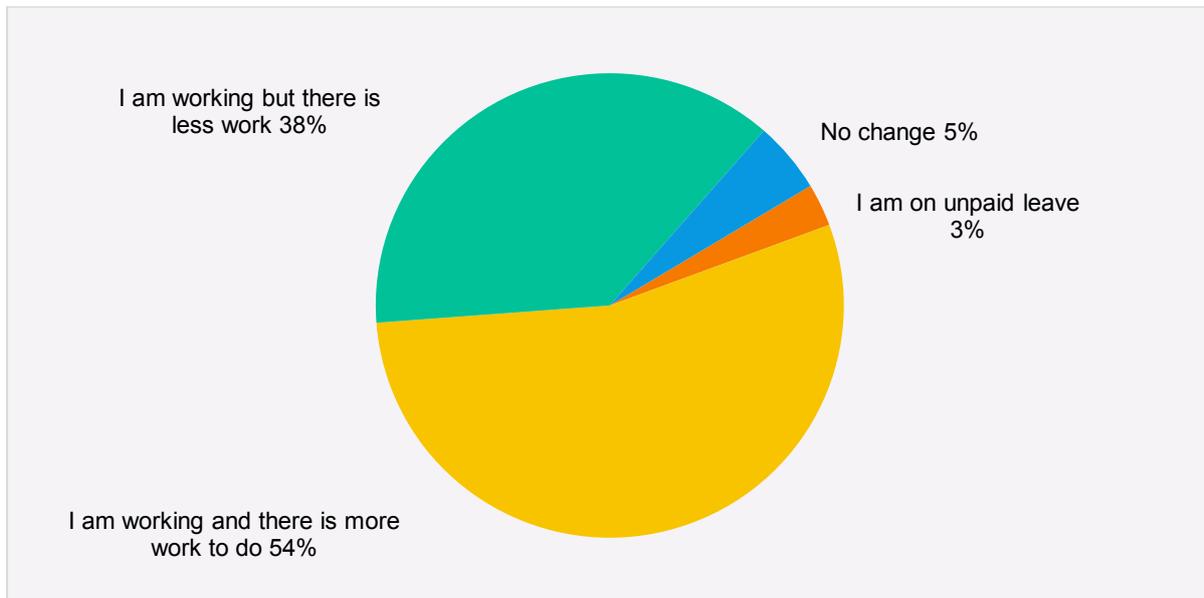
The crisis’ impact on ICT and software profession has been notable, but relatively low compared to other professions. 29% of unemployed ICT and software professionals lost their job due to the Covid crisis – that is second lowest rate among all professions. 14% of employed respondents were on unpaid leave – a bit less than the average.

The future outlook is optimistic among ICT and software professionals. A whopping 88% of respondents think there will be more work – by far the highest number of all professions. The share of respondents that expected less work in the future was 7% which is the lowest figure among all professions.

Project, Program Management – The least impacted profession with solid employment prospects

The profession of ‘Project, Program Management’ represents 4% of all respondents of the study, being one of the smaller categories of work. The profession has a relatively high amount (33%) of employed personnel. Also it has an above average share of students (5%) and an average amount of entrepreneurs (7%).

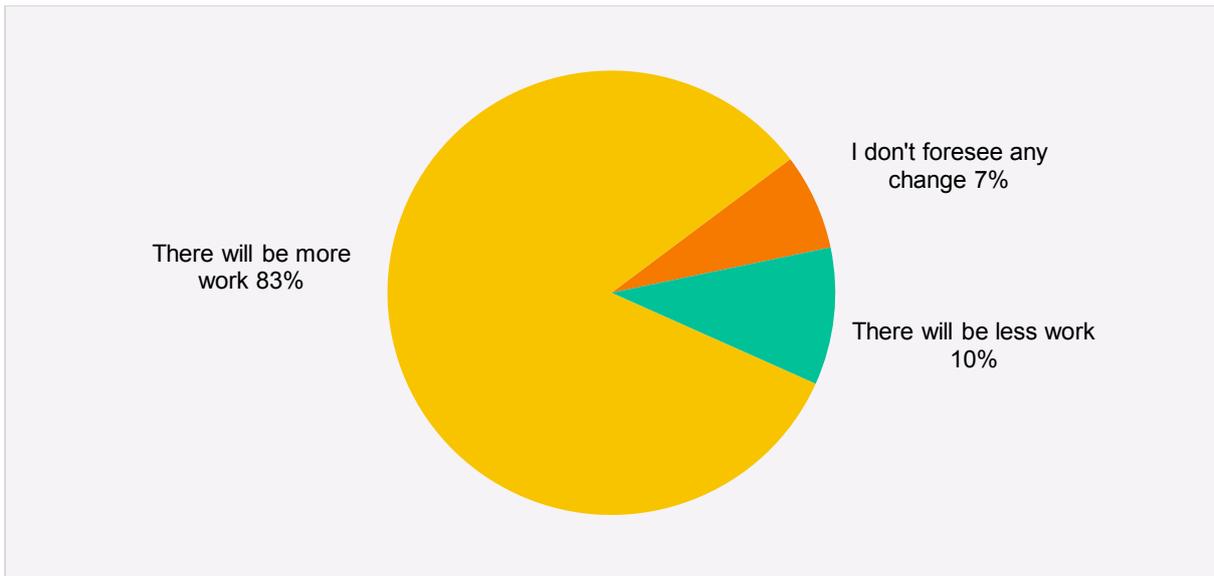
Impact of the crisis on the work load



The Covid situation has impacted the project and program management profession significantly, but the impact has been arguably the lowest across all professions. 26% of unemployed project and program management professionals lost their job due to the Covid crisis. Also only 3% of employed respondents were on unpaid leave – the smallest figure of all professions by far. This indicates that the project and program management profession has been least vulnerable to a crisis like the Covid pandemic.

The sentiment about the future is positive. 83% of respondents in the profession think there will be more work – the second highest number among all professions. The share of respondents that expected less work in the future was 10% which is similarly the second lowest figure.

Anticipated workload in the future



Important hard skills for the future



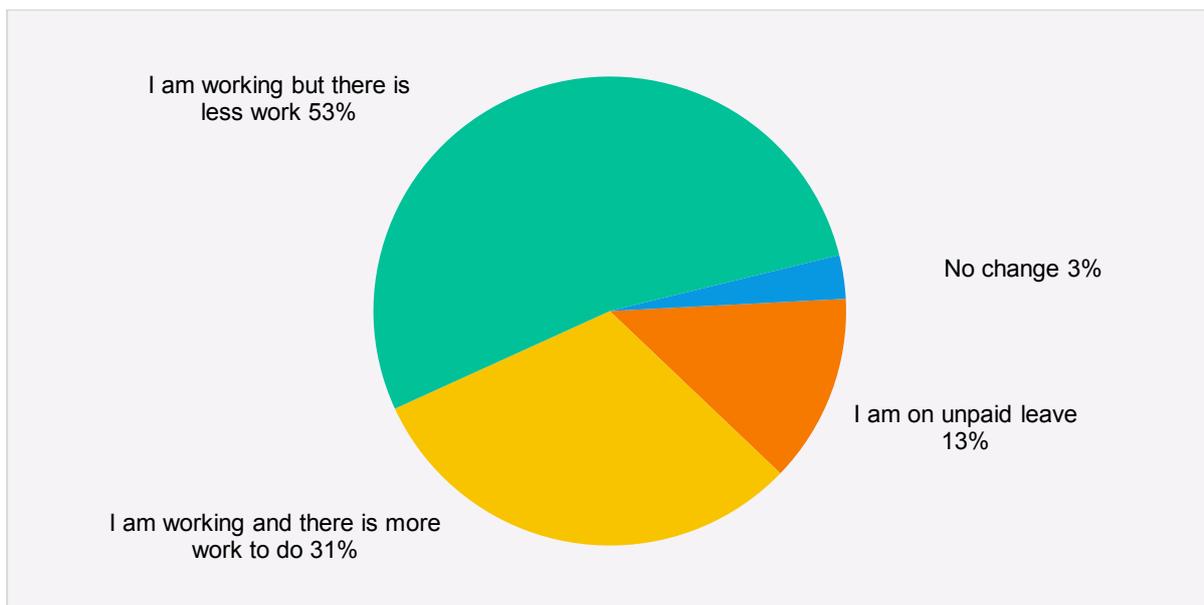
According to the respondents the most critical skills for the project and program management continue to be communication skills, data and computer skills (data analysis, IT skills, SPSS, Microsoft Office) and general organization skills (management of work, planning, monitoring, research).

Most important soft skills during the crisis have been creativity, communication skills (especially for junior professionals), decision making (especially for managers), and time management.

Medical and Health – Not as busy as one would expect during a pandemic

‘Medical and Health’ profession represents 5% of all respondents of the study, being a relatively small category. The profession has an average rate of employed personnel (29%). Also it has a very low share of students and entrepreneurs (both 3%) and due to that the unemployment rate is relatively high 65%.

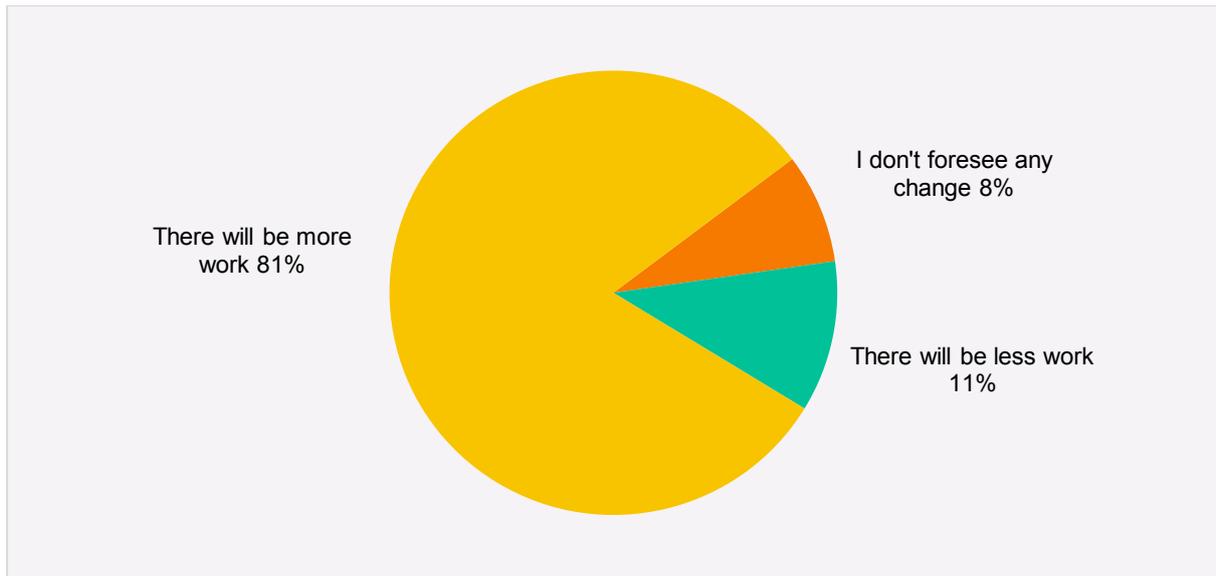
Impact of the crisis on the work load



Medical and health profession has obviously been in the center of the Covid crisis, and that may partly explain why 33% of the unemployed medical and health care professionals lost their job during the crisis – which is less than in most professions (average 36%). Also the share of employed professionals on unpaid leave (13%) was clearly below average. Understandably the share of employed professionals reporting a higher work load is above average (31%).

The future outlook is optimistic among medical and health professionals. 81% of employed medical and health professionals anticipate more work in the future – which is above the average of all professions. 19% of respondents expect the workload to stay the same or decrease.

Anticipated workload in the future



Important hard skills for the future



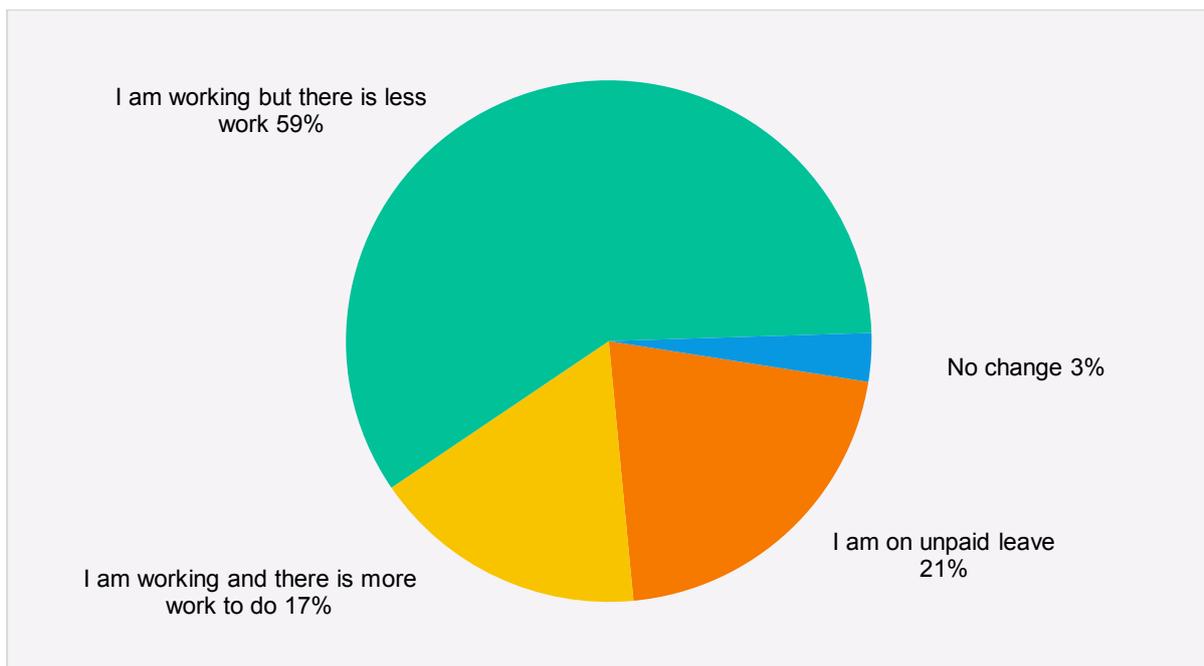
According to the respondents in medical and health the most critical skills for the future will be general computer skills, inter-personal skills (empathy, teamwork) and management of work (time management, leadership, planning, problem solving, research).

During the Covid crisis the most important soft skills have been decision making, planning and organization, creativity and self-motivation.

Driving, Transportation and Logistics – High unemployment rate, highly impacted by the crisis

‘Driving, Transportation and Logistics’ profession represents 4% of all respondents of the study, being one of the smallest professions in the study. The profession has employment rate 30%, which is average compared to other professions. However, the unemployment rate is second highest 66%, because the share of entrepreneurs and students is very low.

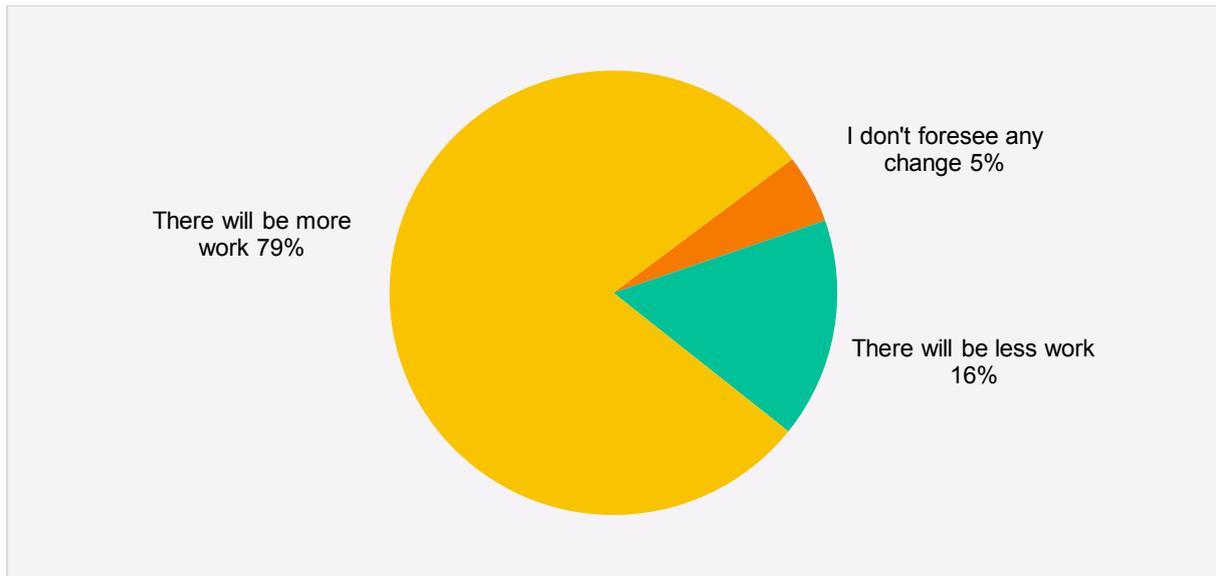
Impact of the crisis on the work load



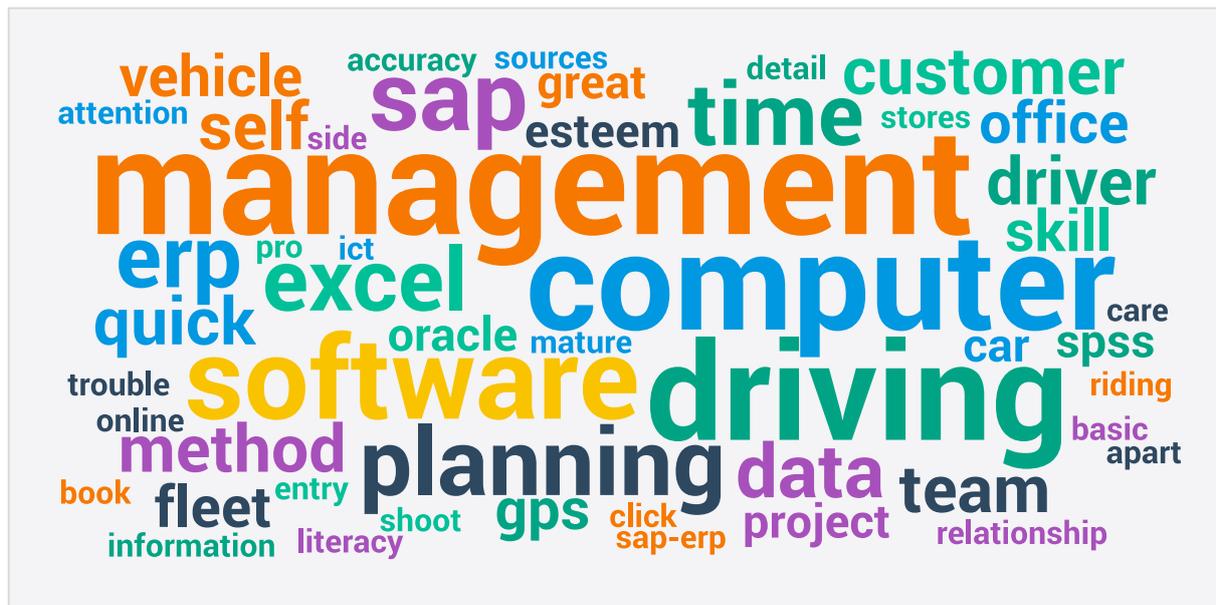
Of unemployed professionals that used to work in transportation profession 41% lost work because of the Covid crisis which is worse than average. Also 21% of employed professionals are on unpaid leave (second highest figure among all professions) and 59% of professionals who continue to work reported smaller work load than usual.

The sentiment around the future of the logistics profession is optimistic. 79% of employed respondents expect the profession to provide more work in the future – slightly more positive view than in other professions on average.

Anticipated workload in the future



Important hard skills for the future



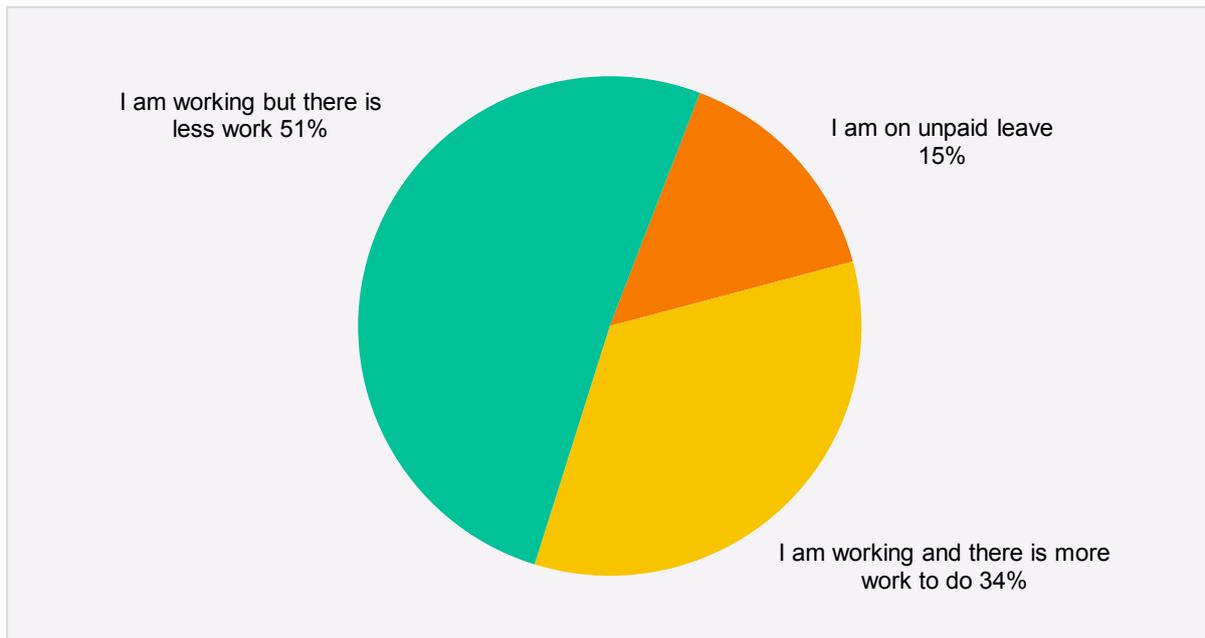
The skills required in the future of the logistics profession are revolving around IT (basic computer skills like Microsoft Office and more complex IT solutions like SAP, ERP, SPSS, Oracle) and general work management skills. Also driving continues to be a sought after skill.

The most important soft skills during the crisis have been planning and organization, time management, creativity and self-motivation.

Business, Strategic Management – Entrepreneurial profession relatively well insulated against shocks

‘Business, Strategic Management’ profession represents 5% of all respondents of the study, being one of the smaller professions. The profession has employment rate of 21%, which is clearly below average compared to other professions. The share of students in the profession is relatively high 5% and self-employed professionals 10% which is the highest among all professions.

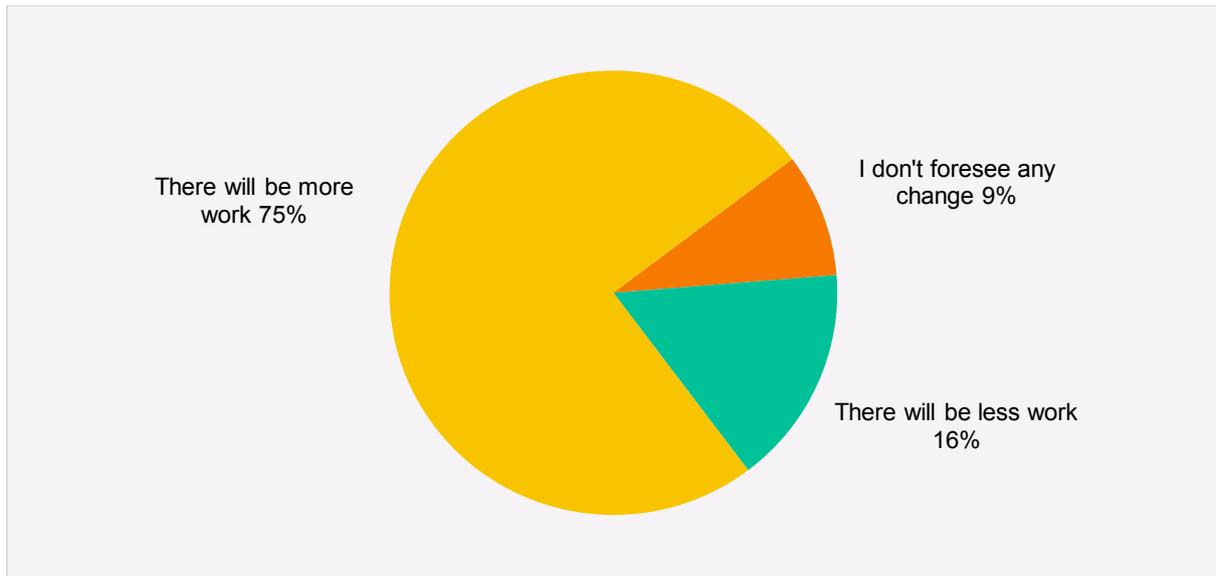
Impact of the crisis on the work load



Business and strategic management profession has been hit by the Covid crisis, but it is not among the most negatively impacted professions. Nearly 30% of unemployed professionals in business and strategic management lost their employment because of the Covid crisis, which is slightly better than average of 36%. Of the employed professionals 15% are on unpaid leave, which is also marginally better than in other professions. Also, 34% of employed professionals reported increased workloads.

The future of business and strategic management profession looks relatively optimistic. 75% of respondents expect the profession to provide more work in the future – very close to the average of all professions. None of the respondents reported that the workload has been unchanged.

Anticipated workload in the future



Important hard skills for the future

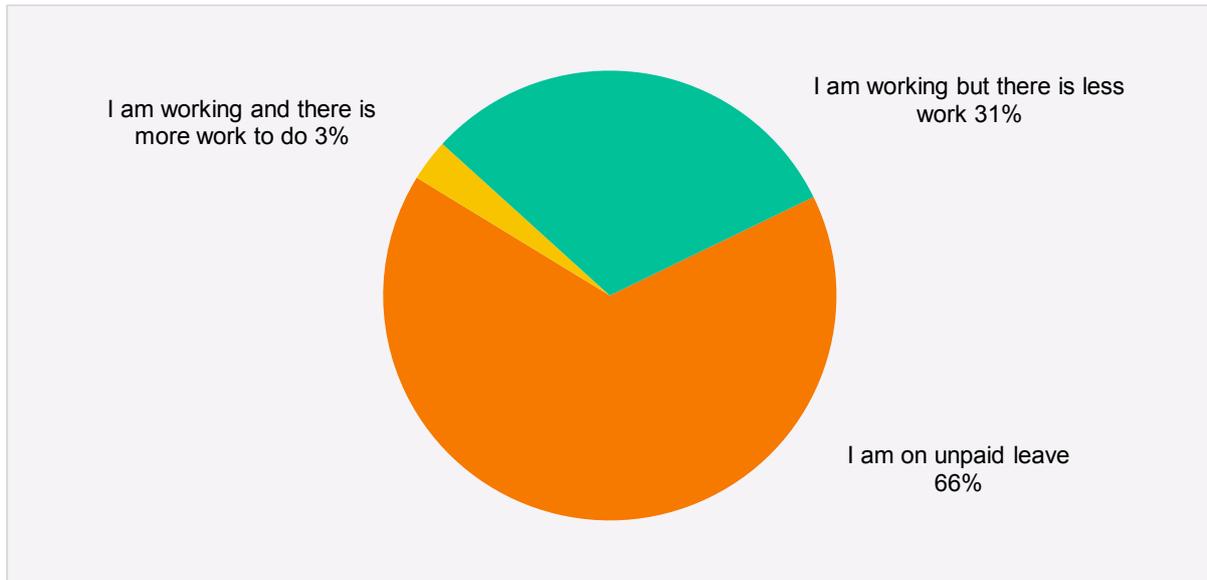


Useful skills for business and strategic management will be all kinds of analytical skills (data analysis, SPSS), communication skills and general management and leadership skills. The most important soft skills during the crisis have been decision making, creativity, goal setting and organization of work.

Hotels, Travel, Food and Restaurants – Hit hard by the crisis but showing some future potential

‘Hotels, Travel, Food and Restaurants’ profession is one of the smaller professions in the study with 5% of all respondents. The employment rate was 24%, which is one of the lowest across professions and the amount of unemployed was 68% - highest of all professions.

Employment status: Hotels, Travel, Food, Restaurant



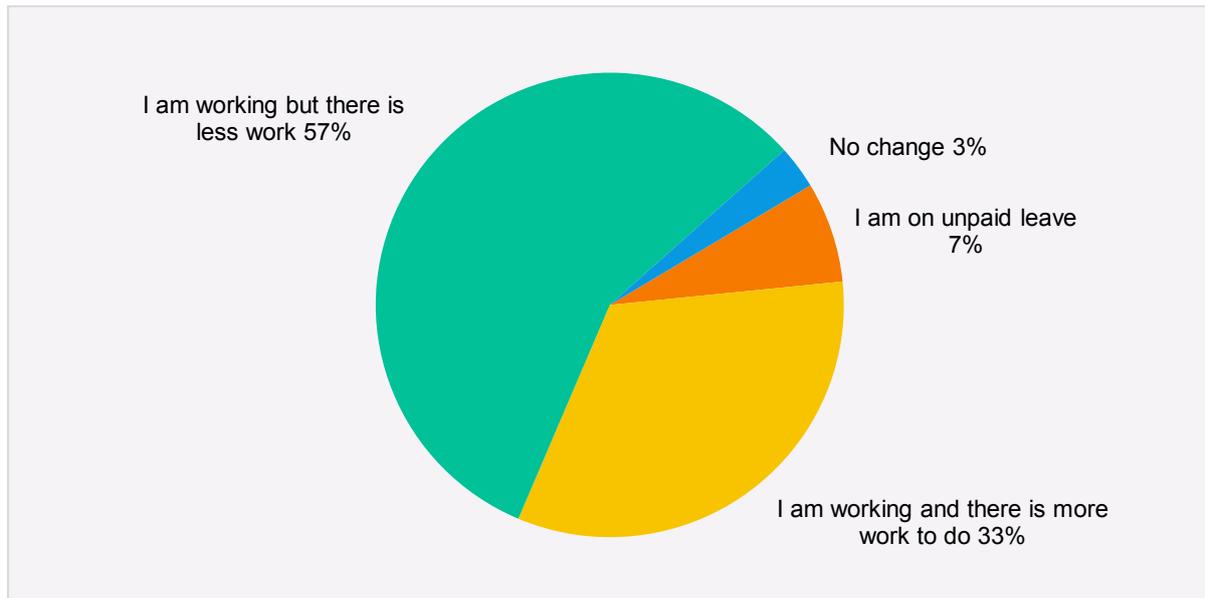
Arguably the hospitality profession has been hit hardest by the Covid crisis. A notable 55% of unemployed respondents in the profession lost their job because of the crisis – again, the highest figure among all professions and well above the average of 36%. The number of employed respondents on unpaid leave was a dramatic 66%, while the average was 19%. Only 3% of the professionals reported increased workload.

Regardless of the adversity, the sentiment is optimistic: 68% of professionals expect the profession to provide more work in the future. It indicates significant optimism while the figure is the lowest among all professions (average is 77%). Also, 29% of respondents expect the situation to further deteriorate, which is the highest number across all professions.

Government, Non-Profit – Smallest impact by Covid

Government and non-profit profession had a mixed impact due to Covid. The profession represents 4% of respondents, being a relatively small category. Of the respondents within the government and non-profit profession 30% were employed, which is an average figure among professions. 66% of the respondents were unemployed – the above average share can be explained with a small quantity of students and entrepreneurs.

Impact of the crisis on the work load



An exceptionally low share (20%) of respondents in government, non-profit profession have lost employment because of Covid. Also the amount of professionals on unpaid leave (7%) is the second lowest across all professions.

The future of government and non-profit profession is optimistic. 78% of respondents expect the profession to provide more work opportunities in the future. The amount of respondents who expect the profession to provide less (14%) or same amount of work (8%) in the future is close to the average of all professions.

Recommendations for individuals

In the following we sum up our recommendations for individuals who want to find employment and become competitive in the job market:

- **Improve your current skillset.** Focus on your current skillset and how to perfect them instead of starting from scratch. If you are looking for employment think of how you can validate and prove your skill to a potential employer. If you are employed the best way to ensure your advancement is to keep an eye on what is required by your industry and organization and align them with your career aspirations.
- **Focus on your strengths.** If considering a new career, think about your strengths and see how the new profession you are considering and your current profession overlap and which skills you can bring to the new profession.
- **Manage your expectations.** There is a lot of competition in the job market and finding your path and how you can stand out will take time.
- **Consider soft benefits.** When looking at employers, consider the soft benefits the work offers (culture of the company, the mission of the company, how inclusive the organization is) in addition to the hard benefits (salary, competitive position).
- **Understand the job market.** Analyse the job market for opportunities, study the organizations in your sectors and align yourself and your skills to the needs of that sector.
- **Create your own career compass.** Don't just react to market changes, signals and different advice. Develop your own personal career and learning plan based on what you want and where your strengths lie. Analyze what you are good at, what you have studied, what you are interested in and what you have done before – also other than for work
- **Perfect your CV.** Create a rich documented profile of yourself. Include concise yet detailed descriptions of your work history, education and skills. Make sure you have a good variety of references and examples of your previous works. Get feedback for your CV.
- **Find your guidance.** Invest a lot of time in finding sources for knowledgeable, objective, accurate and constructive advice. It may be books, online, mentors or idols. Whoever or whatever it is make sure it supports your aspirations while nudging you to improve and grow.
- **Consider entrepreneurship.** The Covid crisis has given rise to many forms of remote work and new ways of collaboration. Make sure you are familiar with the new communication and collaboration technologies.

Recommendations for organizations

In the following we summarize our recommendations for businesses and organizations on how to become resilient to shocks and how to best capitalize on the current situation and become more competitive in the future.

How to become resilient and competitive

- **Innovate.** Progressive companies will be more resilient to shocks as well as more attractive as employers.
- **Become digital.** Financial crisis was pivotal point where American companies became more digital. This can be similar turning point for Kenya: companies can accelerate their digitalization and become more competitive – or they can stick to traditional business models and become less competitive.
- **Find opportunities.** Every crisis is an opportunity in a disguise. The Covid crisis reveals weaknesses of your competition, your business model, your supply chain, your processes and your market. A crisis provides a great opportunity for re-positioning your business.
- **Diversify.** Businesses should diversify their products and markets in order to be more insulated against shocks.
- **Have a contingency plan.** Organizations are advised to do scenario planning and prepare for shocks like the Covid pandemic. Have a mechanism for adjusting your pricing model to respond to lowered purchasing power and delaying your expenses. Also build a buffer of funding during good times.
- **Outsource.** Review your current functions and see if you can outsource some of them to add flexibility to your cost structure.
- **Learn to be lean.** Learn more about working with small teams of top performers.
- **Adopt modern technologies.** Adopting alternative communication channels and collaboration platforms for flexible and more productive work across locations.

On talent management

- **Start now.** To be prepared for the times after Covid it is now time to restructure teams and start rebuilding talent pipelines.
- **Focus on flexibility.** More focus should be on flexible resources and talent that can adapt (e.g. learning skills, psychological flexibility).

- **Stay in touch** with laid off employees and employees on leave to be ready to re-absorb them into the organization once things are back to normal.
- **Upskill your staff.** Upskill your staff and support in-house entrepreneurship and creativity.
- **Empower** your staff to participate in planning responses to shocks like the Covid pandemic. You will get more ideas and better commitment to the implementation.
- **Retain your top talent.** Make sure you have built growth opportunities for your top talent within your organization.