

# The Real Challenge in Analytics

Why Technology Isn't the Problem



Charlotte Evans  
Director, Global Customer Advocacy, Coursera for Business

 Measurable

 Verified



# What the research shows us

Insights from McKinsey, BCG, Deloitte, Gartner, and World Economic Forum on the changing landscape of AI and skilling for data teams as we head into 2026.

AI Agents are transforming every role, but many organizations are still operating without modernized workforce structures.

# AI Agents: McKinsey Finds Growing Experimentation, Unclear Profitability

McKinsey research shows initial gains from leverage via experimentation are apparent for companies with

62%

Survey respondents' companies are experimenting or piloting AI agents

64%

Note AI unlocking innovation for their jobs

Yet, while these gains are exciting, the picture remains unclear for the true impact on company bottom lines

39%

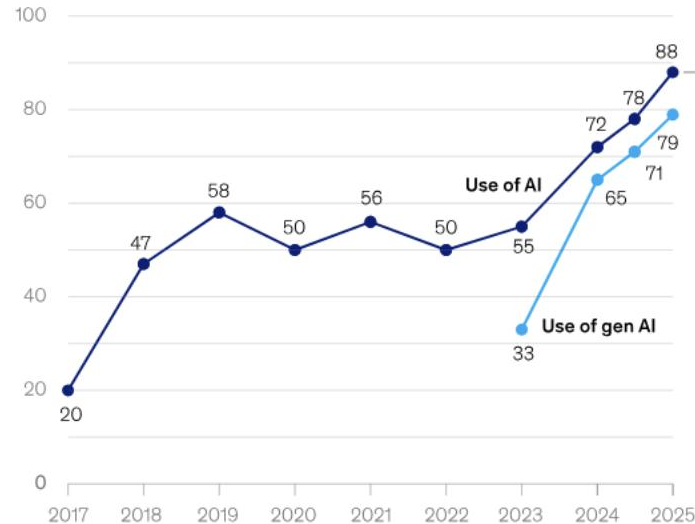
Note EBIT impact for their organization from AI

All rights reserved. Proprietary and confidential.

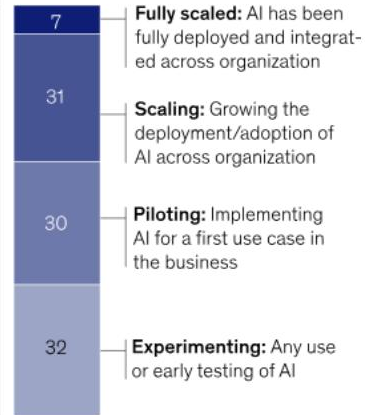
## Reported use of AI in at least one business function continues to increase.

Use of AI by respondents' organizations, % of respondents

Organizations that use AI in at least 1 business function<sup>1</sup>



Phase of AI use among organizations using AI in 2025






<sup>1</sup>In 2017, the definition for AI use was using AI in a core part of the organization's business or at scale. In 2018–19, the definition was embedding at least 1 AI capability in business processes or products. From 2020, the definition was that the organization has adopted AI in at least 1 function, and in 2025, the definition was regular use of AI in at least 1 function.

Source: McKinsey Global Surveys on the state of AI, 2017–25

# From McKinsey: Work Is Now Shared Between People, AI Agents & Robots

Example shifts in high-prevalence skills in the US among people, agents, and robots

Skill	Relevance across occupations, <sup>1</sup> %	 <b>PEOPLE, AGENTS, AND ROBOTS will collaborate on</b>	 <b>AGENTS AND ROBOTS will</b>	 <b>PEOPLE will</b>
Communication	99	Drafting, presenting and interpreting information	Generate content and accelerate data flow	Refine nuance and storytelling
Management	94	Planning projects, tracking progress, and optimizing workflows	Automate scheduling and monitor metrics	Coach and lead hybrid teams
Operations <sup>2</sup>	84	Forecasting demand, scheduling resources, and tracking performance	Execute routine tasks and optimize efficiency	Design smarter processes and strategize
Problem-solving	83	Analyzing data, diagnosing causes, and testing solutions	Identify patterns and propose options	Interpret findings and make judgments
Leadership	83	Setting vision, aligning stakeholders, and managing change	Drive change and support decision-making	Guide and motivate teams
Detail orientation	80	Checking compliance, verifying accuracy, and ensuring quality	Run quality checks and flag anomalies	Audit outputs and validate outcomes
Customer relations	80	Responding to inquiries, resolving narratives, and nurturing trust	Route requests and handle routine queries	Strengthen loyalty and build relationships
Writing	76	Generating reports, crafting narratives, and refining content drafts	Produce drafts and propose revisions	Refine text and craft story

## From Tasks to Teaming: AI Takes Execution, Humans Take Judgment

AI is not replacing humans—it's changing what humans do. HR's challenge is stewarding forward workforce redesign.

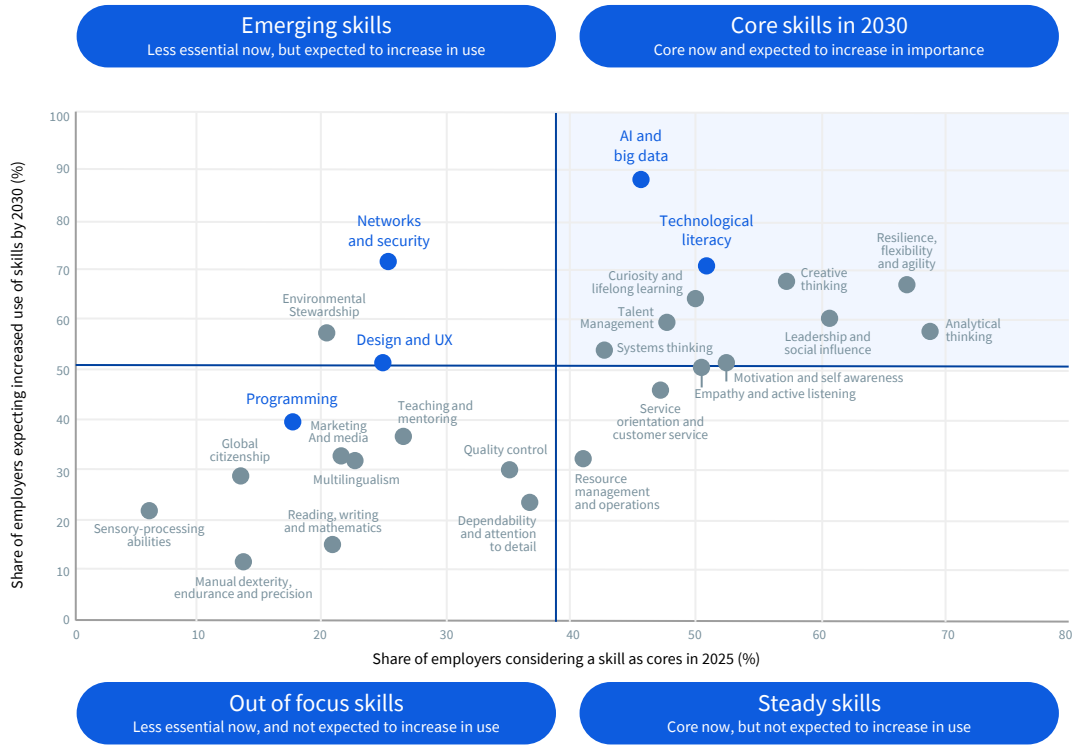
### McKinsey found that:

- 11% of skills required for people-led work (not automatable)
- 72% of skills required for work done by a combination of people and AI
- 17% skills required for AI led work

AI led work was prominent in spaces like handling/moving material, working with machinery, and construction

Skills ripe for people-agent collaboration included more desk worker associated skills such as communication, management, digital, and collaborative tasks.

# The skills driving future growth are evolving rapidly



● Technology skills

# A New HR Mandate: Deloitte Encourages Readiness for Emerging AI-Native Roles

Deloitte’s 2025 Horizon Architecture Survey found that “78% of tech leaders anticipate **broad, targeted, or transformational integration of AI agents** into architecture workflows over the next five years.”

Therefore, Deloitte anticipates a rise in the following roles in many organizations:

- Human–AI collaboration designers
- Edge AI/embedded systems engineers
- Synthetic data quality specialists
- Prompt engineers/model trainers

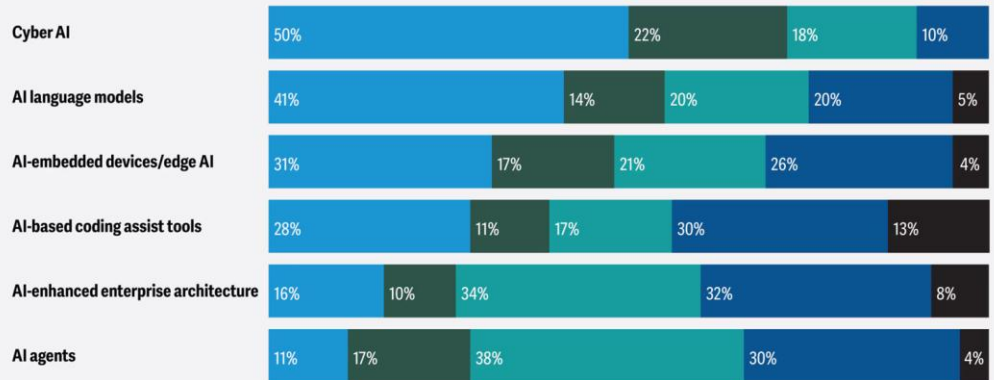
Given this shift, and the reality that only 11% of surveys organizations are actively using AI agents, there is a **large upskilling and reskilling imperative** as companies embed more AI technology into their workforce.

Figure 1

**While organizations are still piloting AI technologies, broad experimentation trends signal strong momentum to rearchitect the technology function**

Q: “What’s your organization’s current stage of adoption for each of the following technologies?”

● Actively using ● Nearing deployment ● Piloting a solution ● Exploring options ● Not considering



Note: May not total 100% due to rounding.

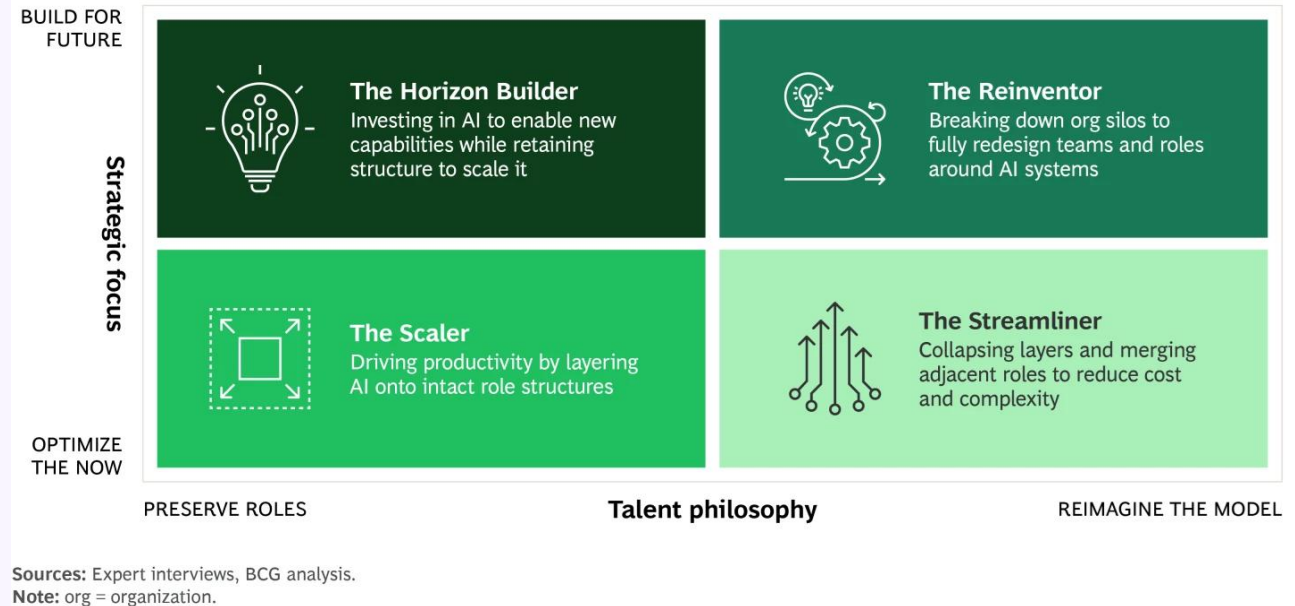
Source: Deloitte 2025 Emerging Technology Trends in the Enterprise Survey. Deloitte conducted an online survey of 500 US technology leaders between June and July 2025 to quantify the prevalence, engagement, and perceptions surrounding the adoption of emerging technologies across industries.

Deloitte insights | deloitteinsights.com

# BCG Explores How Focus and Philosophy Intersect in the AI Era

“[I]dentify the archetype your organization most closely reflects. Use it as a lens to prioritize action, from role redesign to team rewiring to workforce planning. Then, move with intention. **The next wave of advantage won’t come from technology and task automation alone, but from how decisively leaders reimagine the talent and teams that power it.**”

## Four Distinct Organization Archetypes as AI Matures



# How Coursera can partner with you

Our products and solutions allow for learners to wrap their arms around this rapidly evolving landscape.

And, our [learner outcomes report](#) shows the impact we already have made in this space for 52k learners in 179 countries.

# Build mission-critical skills to accelerate your business



Collaborative partnership

**375+** leading industry & university brands to support  
**6,700+** enterprise customers



Delivering high-demand skills

Globally recognized credentials

Hands-on practice

Role-based learning



Maximizing training impact

Personalized, interactive experiences

Skills verification

Customization at scale

# Coursera helps companies build the conditions needed for AI success



## Skills

Literacy, technical depth, and data capability across teams.



## Leadership and culture

Clear priorities, alignment, and readiness to drive change.



## Governance and risk

Safety frameworks, policies, and controls that guide responsible use.

# Why enterprise customers partner with Coursera

Accelerate digital &  
AI transformation

**SIEMENS**

Increase retention &  
return on investment

 **AXIS BANK**

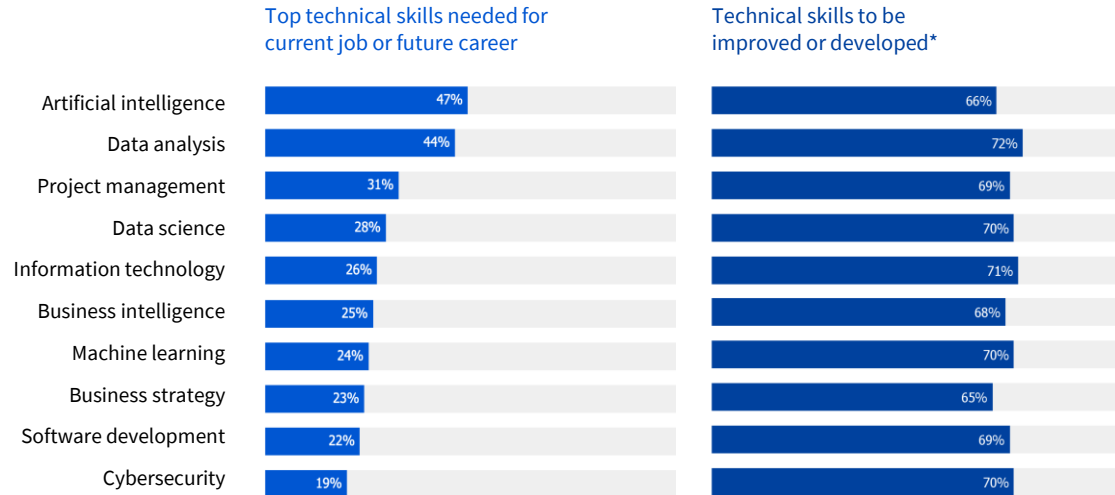
Building internal  
talent mobility

 **Interbank**

ORGANIZATIONS SUCCEED WHEN THEY

- ✓ Align learning to strategic priorities (AI, digital, open banking, data modernization)
- ✓ Secure executive sponsorship
- ✓ Measure skills, not just completions
- ✓ Deploy at scale through integrated infrastructure

# Learners gain the in-demand technical skills they need by learning on Coursera



84%

of learners improved or developed technical skills relevant to their respective industries

# Coursera's seventh annual *Global Skills Report*

Explore exclusive insights drawn from 170M+ global learners to help institutions build learning programs that provide individuals with the right skills and credentials to grow in their careers.



2019



2020



2021



2022



2023



2024



2025

# Europe

21.7M  
Coursera  
learners

36  
Median  
age

↑14%  
YoY Critical  
Thinking  
enrollments

39%  
Learning on  
mobile

46%  
Women  
learners



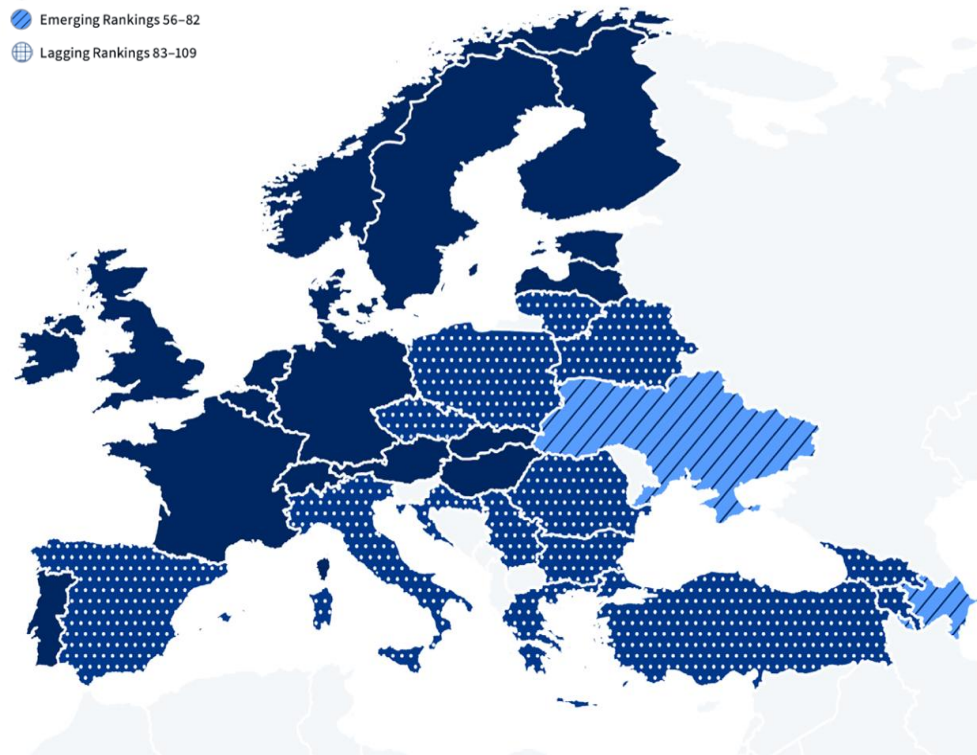
*Things are changing faster than ever before, which means that our employees need to be reskilled now more than ever. If we don't have the people with the right skills, then we can't grow our business. Everybody at Siemens is convinced that reskilling through L&D is extremely important.*



Bas Puts  
Global Head of Learning & Skill  
Architecture, Siemens

[3 Lessons on Driving Learner Adoption and Proving the Value of Learning from Siemens' Bas Puts](#)

- Cutting-edge Rankings 1-28
- Competitive Rankings 29-55
- Emerging Rankings 56-82
- Lagging Rankings 83-109



## Country Spotlight

# Germany

2.3M

Coursera  
Learners

35

Median  
Age

9

Global Rank  
● Cutting-edge

### Domain Rankings

109 countries ranked in total

9

Business

● Cutting-edge

9

Tech

● Cutting-edge

8

Data science

● Cutting-edge

14

AI

● Cutting-edge



40%

Women Learners



↑ 96%

GenAI Enrollment  
Growth (YoY)

↑ 12%

Cybersecurity Enrollment  
Growth (YoY)

↑ 36%

Professional Certificate  
Enrollment Growth (YoY)

### Top learner skills

1. Corporate Accounting
2. Management Accounting
3. Data Architecture
4. Infrastructure Architecture
5. Business Process Improvement

### Top employer skills

1. Customer Service: +78% YoY
2. Curiosity: +41% YoY
3. AI and ML: +39% YoY
4. Creative Thinking: +29% YoY
5. Systems Thinking: -6% YoY

### Recommended content

ILLINOIS

[Managerial Accounting: Tools for Facilitating and Guiding Business Decisions](#)

UCI

[Data Warehousing and Business Intelligence](#)

&lt;packt&gt;

[Process Improvement and Problem Solving](#)


Denotes a Professional Certificate



Whitepaper

Download here!

# Learning & Development Kompass 2026

Zwischen digitaler Transformation, Skills-Lücken und Lernkultur: Wie Großunternehmen im DACH-Raum ihre Prioritäten im L&D Bereich neu setzen



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## Ressourcen & Lernmethoden: Remote schlägt Präsenz

**> 80%**  
der befragten Großunternehmen investieren jährlich mehr als 1 Millionen Euro in L&D.

**ca. 924 €**  
werden pro Mitarbeitenden in Bildungsmaßnahmen investiert.

**ca. 90%**  
der Unternehmen setzen auf E-Learning und sehen darin auch zukünftig ihren Lernschwerpunkt.

Mehr als 80 Prozent der befragten Großunternehmen investieren jährlich über eine Million Euro in Learning & Development. Dabei werden die Budgets zu fast zwei Dritteln überwiegend dezentral über die Fachbereiche verantwortet. Pro Mitarbeitenden fließen durchschnittlich 924 Euro in Weiterbildungsmaßnahmen.

Dabei ist E-Learning in den Unternehmen längst etabliert. Bereits heute setzen fast neun von zehn Befragten auf digitale Lernformate und sehen darin auch zukünftig ihren Schwerpunkt. Blended Learning, also die Kombination aus digitalen Angeboten und Präsenzformaten, wird von über zwei Dritteln der Unternehmen genutzt und ist fester Bestandteil moderner Weiterbil-

dungskonzepte. Klassische Präsenztrainings und Seminare spielen zwar weiterhin eine Rolle, verlieren jedoch zunehmend an Bedeutung. Schon heute planen 34 Prozent der befragten Großunternehmen ihren Anteil an Präsenztrainings zu reduzieren. Dieser Trend steht in engem Zusammenhang mit der veränderten Arbeitsorganisation. Remote- und Hybridmodelle haben sich dauerhaft etabliert und erhöhen den Bedarf an ortsunabhängigen, flexiblen Lernlösungen. So arbeiteten im Jahr 2024 laut Statistischem Bundesamt 24 Prozent aller Erwerbstätigen in Deutschland zumindest gelegentlich im Homeoffice – deutlich mehr als vor der Corona-Pandemie im Jahr 2019 mit 13 Prozent. Auch die Industrie in Deutschland denkt weiter in diese Richtung.

Einer ZEW-Studie zufolge plant mehr als ein Drittel der Unternehmen im verarbeitenden Gewerbe, ihren Homeoffice-Anteil künftig auszuweiten. Diese Entwicklung ist kein rein deutsches Phänomen, sondern ein internationaler Trend: Rund 80 Prozent der Fortune-500-Unternehmen arbeiten inzwischen nach hybriden Modellen, in der Regel mit einer Aufteilung von drei Bürotagen und zwei Tagen Homeoffice pro Woche.

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### L&D etabliert sich zum strategischen Hebel

Für drei Viertel (75 Prozent) der im DACH-Raum befragten Großunternehmen mit über 2.499 Mitarbeitenden spielt internes L&D zentrale Rolle bei der Erreichung der Unternehmensziele.

Welche Ziele aber verfolgen Großunternehmen, wenn sie in die Entwicklung der Fähigkeiten ihrer Mitarbeitenden investieren? Die wichtigste Schwerpunkt der Kompetenzentwicklung sind die Etablierung einer Skills-basierten Organisation mit über 18 Prozent, gefolgt von der Steigerung der Produktivität (16 Prozent) und Verbesserungen in der Talententwicklung sowie Mitarbeiterbindung (14 Prozent).

Die Studienergebnisse zeigen: Unternehmen richten den Blick konsequent auf die Zukunftsfähigkeit ihrer Organisationen und investieren in strategische Weiterentwicklung. Das traditionell leidenschaftliche Thema Kompetenzentwicklung spielt dagegen mit knapp 18 Prozent nur eine untergeordnete Rolle. Ein Hinweis darauf, dass die Wichtigkeit der Skills-Entwicklung bei den Verantwortlichen in Großunternehmen klar verankert ist.



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### Die neuesten L&D Trends in der DACH-Region – Ausblick 2026

Welche Ressourcen und Lernmethoden sind die beliebtesten in großen Unternehmen?

Was müssen Lernplattformen heutzutage bieten?

Wie sind Unternehmen auf die künftigen Herausforderungen der digitalen und/oder Transformation vorbereitet?

Und wie ist es eigentlich um Lernkultur, Lernbereitschaft und Lernkultur bestellt?

Diese und weitere Fragen behandelt die vorliegende Coursera-Studie „Learning & Development Kompass 2026“.

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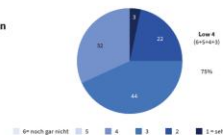
## Transformationsreife der DACH-Unternehmen zwischen Wunsch und Wirklichkeit

So hoch die Bedeutung einer Skills-basierten Organisation eingeschätzt wird, so zurückhaltend fällt die Selbsteinschätzung beim aktuellen Entwicklungsstand aus. Nur rund ein Viertel der befragten Unternehmen sieht sich auf dem Weg zu einer konsequent kompetenzbasierten Organisation bereits weit oder sehr weit fortgeschritten. Ausgerechnet bei einem zentralen Zukunftsthema besteht also aus Sicht vieler Unternehmen noch erheblicher Aufholbedarf.

Ein ähnliches Bild zeigt sich beim Stand der digitalen Transformation. Fast die Hälfte der Befragten (45 Prozent) gibt an, dass ihre Mitarbeitenden in Bezug auf die dafür notwendigen Fähigkeiten bislang gar nicht oder nur unzureichend vorbereitet sind. Gleichzeitig sieht fast jeder Zweite (48 Prozent) der Befragten den Widerstand von Mitarbeitenden als Hürde bei Weiterbildungsmaßnahmen. Entsprechend groß sind die bestehenden Lücken, die Unternehmen in den kommenden Jahren schließen müssen. Diese Defizite beschränken sich dabei nicht auf einzelne Bereiche, sondern betreffen mehrere zentrale Entwicklungsfelder zugleich.

### Skills-basierte Organisation steht am Anfang

Selbsteinschätzung des Status quo auf dem Weg hin zur Skills-basierten Organisation



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## Exec Summary

### Transformation Driven by L&D

75% of surveyed large enterprises view internal L&D as central to achieving business targets

### Focus on Skills-Based Organizations

Priority on establishing a Skills-Based Organization (59%) and on increase of productivity (56.4%) over cost-saving measures (16%)

### Rising Trend in Digital Learning

E- & Blended Learning are the prevalent methods, with a 34% shift away from traditional in-person training; Over 80% of enterprises invest more than €1 million annually in L&D and **924€ per employee**

### Emphasis on Digital Skills and AI

Priority on training in digital competencies, AI, and data analysis; Personalized, AI-driven learning paths and content highly valued

### User experience determines choice of provider

User-friendliness (56%) & personal support (51%) are the key factors for companies; Cost efficiency, on the other hand, is less important (16%).

### Personal AI Assistance as a crucial role

Personal AI assistant (91%), personalised learning paths/content (90%) & AI tools for customized course creation (80%) highly valued.

### AI Readiness lagging behind Importance

46% of respondents are unfamiliar with AI EU Act although 83% expect the EU AI Act to have at least a moderate impact on their L&D.

### Content (Quality) is King

86% consider the guaranteed origin of qualified learning content from certified universities & industrial companies to be (very) important..

### Learning Culture not on needed level

According to those surveyed, only half of companies have a strong learning culture; Employee resistance (47.5%) and lack of time (40.6%) rank at the top of the list of obstacles..

### Key challenges for 2026

The most relevant challenges are evident in the efficient identification of skill gaps (35.8%) & the scalability of training measures (27.7%)

# Global Examples



# Use Case 1

## Benefits team play

**The benefits team** wanted to support learning and development in the context of Return To Office mandates.

## Career Experience program

The **Career Experience 6 month internship program** has been wildly successful for years but didn't have supplementary training. We built out **crisp and concise pathways for 18 roles**.

## Pointed programming

While there are many skills involved in a role pivot, we worked with **domain SMEs in each of the departments, alongside Benefits**, to understand how the internship program could be **elevated through tailored training** for top skills gaps.

## Reach and scale across teams

While the program was initially built for ~1000 employees per each 6 month cadence, the impact was so successful that the **program is now open to 80k employees who self serve their learning paths**. Transparency for top requirements for skills in a role has been well received.

## CASE STUDY: SCHNEIDER ELECTRIC

## Accelerating the path to digital leadership



**Industry**  
Energy & Technology



**Location**  
France



**Size**  
160k+

### Accelerated High-Priority Skills Development

Rapidly scaled high-priority learning in AI, data, cybersecurity, cloud, programming, alongside business and human skills like agile, project management, storytelling, and communication

### Engagement Across Key Roles

Over half of employees in digital roles actively used the platform to upskill in transformation-critical skills

### Targeted Development for Strategic Team

Enterprise IT teams leveraged Coursera, showing exceptional participation

“To achieve our ambition as a digital leader, we must accelerate our critical AI and data skills. We chose Coursera for its market-leading catalog in these key topics and its ability to scale high-quality learning to our global tech workforce, aligning perfectly with our strategic priorities.”



Maria Dima  
Digital Academy VP  
Schneider Electric

## Bayer Upskills Marketing and Data Science Teams with Coursera, Driving Digital Transformation

### Challenge

The company was going through a big digital transformation that required marketeers to adapt and become digital marketing managers.

### Solution

Coursera was used to provide the necessary knowledge for the staff to become comfortable with the new technology without losing their existing business knowledge. They leveraged professional certifications from Google, IBM, and others.

### Result

- The staff became comfortable with the new technology, creating new customer engagement dashboards using Python and new tools for data visualization.
- More than 200 data scientists in the team were able to grow and develop within their roles, improving the retention rate within the organization.
- The Coursera platform also increased the continuous learning experience and gave them an opportunity to understand and meet the staff's needs.



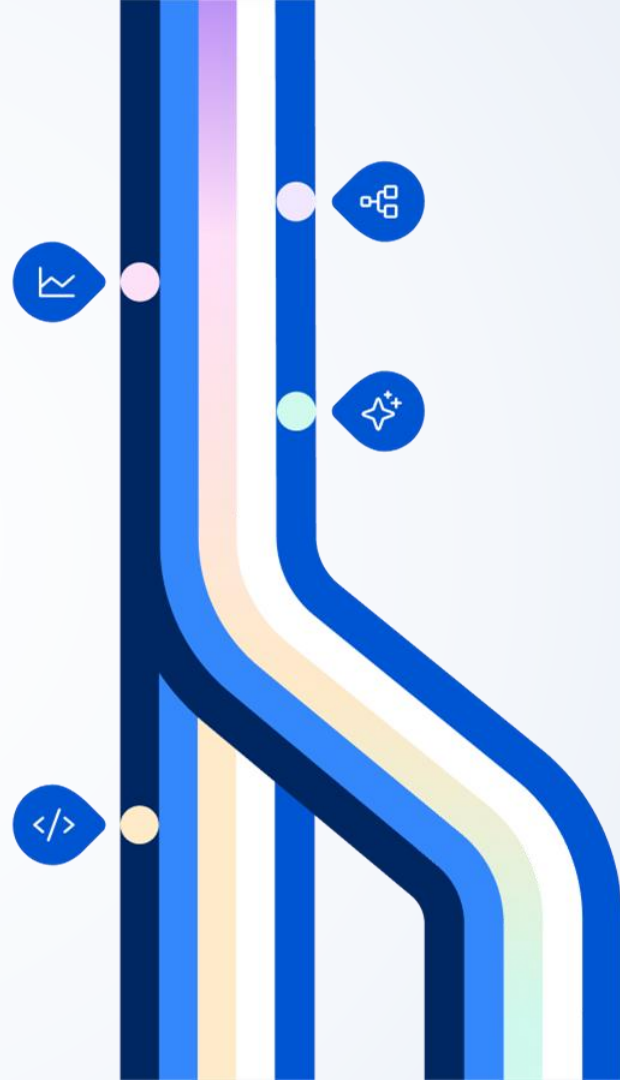
“People are feeling more comfortable with the technology. **Employees are really applying and creating a new customer engagement dashboards** where they are really using Python, they are using completely new tools for data visualization.”

**Jimena De Weyres, Training & Capability Development Manager at Bayer**

**coursera**

# Close the skills gap and drive business results

with the **Data Verified Skills Paths**  
from Coursera



Enterprises are experiencing an era of unprecedented change. Leaders must keep pace to drive innovation and sustain competitive advantage.



## Data Leaders

Data leaders must address complex priorities by equipping teams to meet evolving demands.

- ✓ Develop a Unified Data and Analytics Strategy
- ✓ Streamline Data Infrastructure
- ✓ Strengthen Data Trust and Governance
- ✓ Uplevel employees with GenAI skills
- ✓ Demonstrate ROI on Data Investment



### Further challenged by:



Teams **need new skills** to perform in a rapidly changing AI- world



The **high cost** and **time required** to hire talent



**Constrained resources** to plan and deliver effective upskilling

# 90%

of organizations lack a clear approach to effective upskilling

Yet, companies that upskill effectively see a

# 24%

higher profit margin than companies that don't.

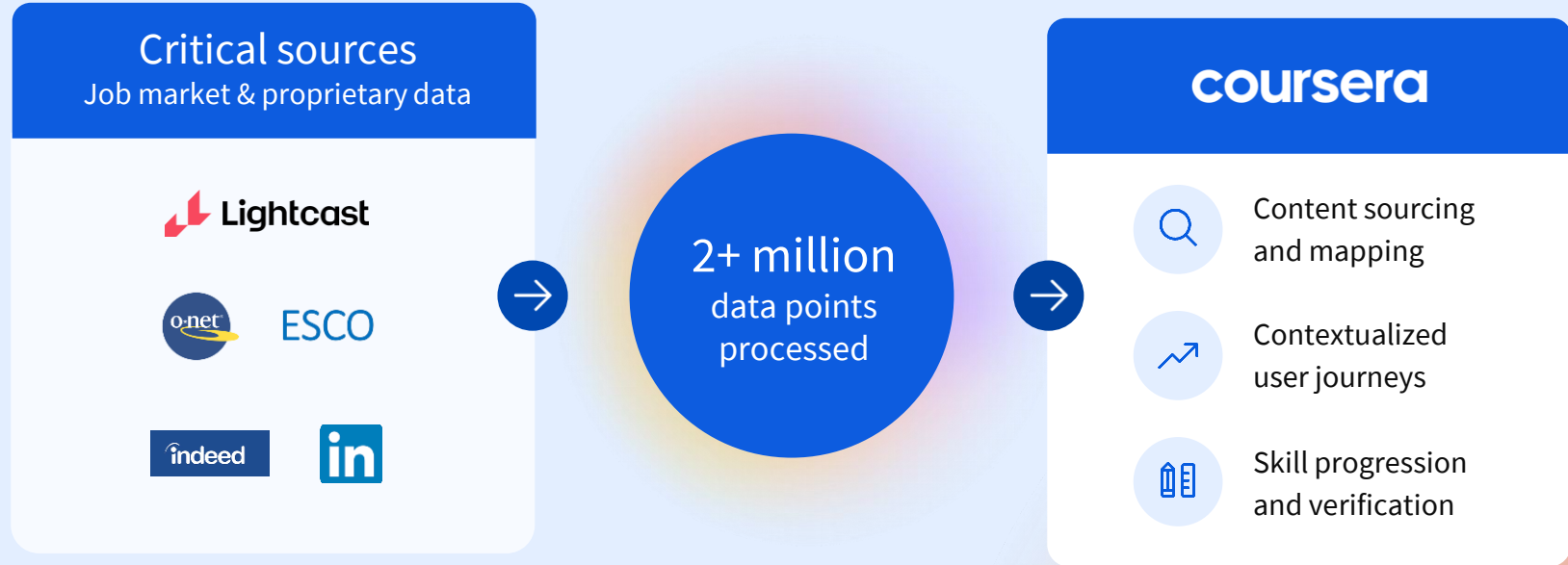
## What if there was a **new way** for data leaders to upskill their teams?

Imagine a solution that was:

- ✓ Turnkey and could be immediately implemented for your teams
- ✓ Data-backed and refreshed based on millions of real-time skill insights
- ✓ Comprehensive with the critical skills needed to solve business outcomes
- ✓ Structured with clear progress tracking and verified credentials at every step
- ✓ Customizable to your organization's specific tools, workflows and priorities

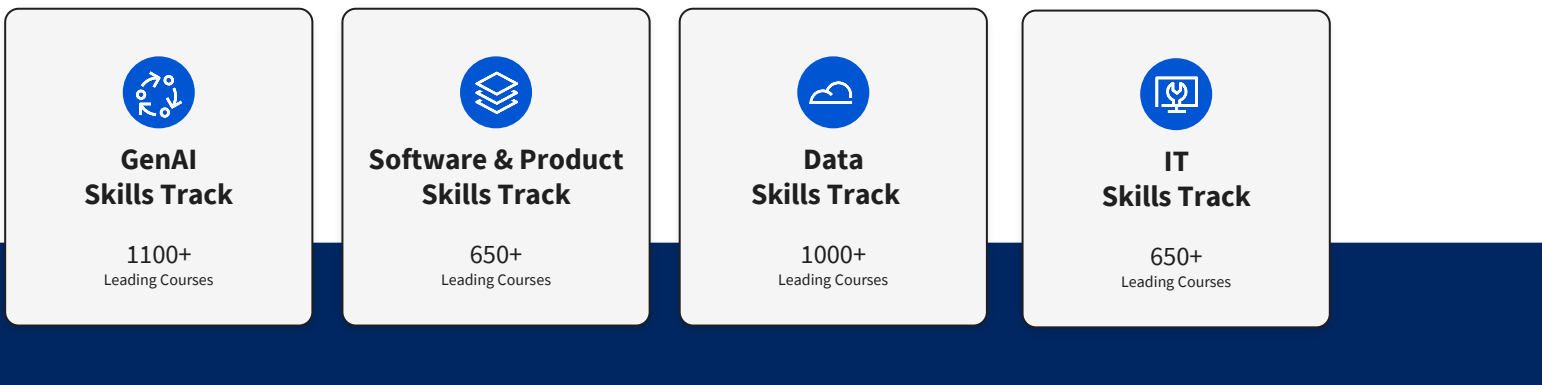
## Coursera Career Graph

# Deliver the right skills to the right learners faster and with confidence



# Power real business outcomes with **Coursera Skill Tracks**

This is how Coursera closes the adoption gap — with verified skills tied to roles, workflows, and business outcomes.



Turnkey, Data-Backed Training



Verified Skills with Progression



Aligned to Critical Outcomes



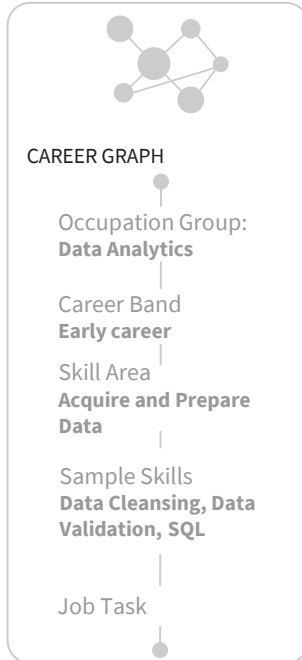
# A unified, data-backed learning system for personalized upskilling

Data example mapped to outcomes, skills, and real business needs



CDO

**Outcome**  
Drive better business decisions and innovation through high-quality, reliable and consistent data



**Diagnostic** Coming Soon!

Acquire and Prepare Data

**Course**

Prepare for Data Exploration

✓ ✓ ✓

**Course**

Getting and Cleaning Data

✓ ✓ ✓

Graded assessments

**Course**

Python Project for Data Eng.

✓ ✓ ✓

**Course**

Prepare for Data Exploration

✓ ✓ ✓

**GENERIC COMPANY**

**Basics of Data Prep for Data Analysis**

powered by **coursera**

**Job Task**  
Run validation script on vendor file, send error summary to QA

**coursera**