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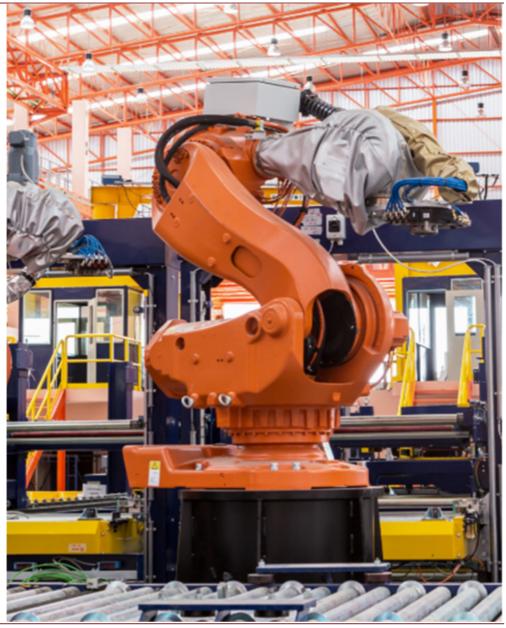
Skills for Smart Industrial Specialisation and Digital Transformation

Strictly private and confidential

Laurent Probst PwC Partner



The skills of the future



Industry 4.0

5. New technologies are implemented at large scale to connect and collaborate along the end-to-end value chain

DC DN 48% Predictive maintenance of assets and products 70% 10% Manufacturing Execution Systems (MES) 45% 75% 9% Integrated end-to-end supply chain planning 44% 87% 8% 42% Connectivity/Industrial Internet of Things (IIoT) 78% 5% Digital twin of products and manufacturing line 33% 68% 3% Collaborative robots, smart robots. 28% 72% 9% Robotic Process Automation (RPA) Artificial Intelligence (AI) 34% 1% Virtual reality/Augmented reality solutions, 40% 1% e.g. Google glasses

Average implementation rate by industry / maturity level

42%

Concept 26%

Doc 64%

Question (Q1): To what extent have you implemented the following technologies within your company? Base 1,155 companies

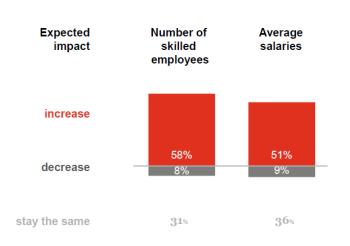
Skills

7. Digitization will increase production in mature markets and near customers

27%

"Our employees have the required qualifications for the digital future."

High expected demand for skilled employees over the next five years



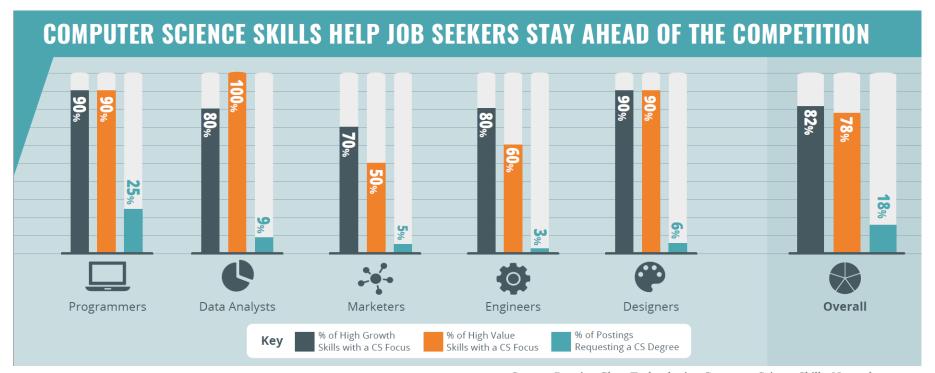
Number of skilled employees		
EMEA	Americas	APAC
58 %	64 %	55 %
10%	7 %	5 %
28%	27 %	40%

Question (Q6): What impact do you expect digital transformation to have on your company and your workforce over the next five years? Do you think ...?
Base: 1,155 companies

Computer science skills are especially in demand....



Computer science skills are some of the **fastest-growing skills** and are considered of the **highest-value skills**



Source: Burning Glass Technologies, Computer Science Skills, November 2017

Increasing focus on soft skills

Key finding: On average, **one in three skills** requested in job postings is a 'soft skill'.

Top 10 Soft Skills:

Communication Skills; Organisational Skills;

Writing;

Customer Service;

Microsoft Excel;

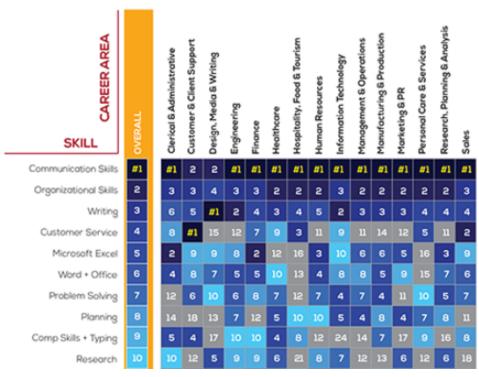
Word Office;

Problem Solving;

Planning;

Comp Skills & Typing;

Research;



Source: Burning Glass Technologies, Baseline Skills, 2015

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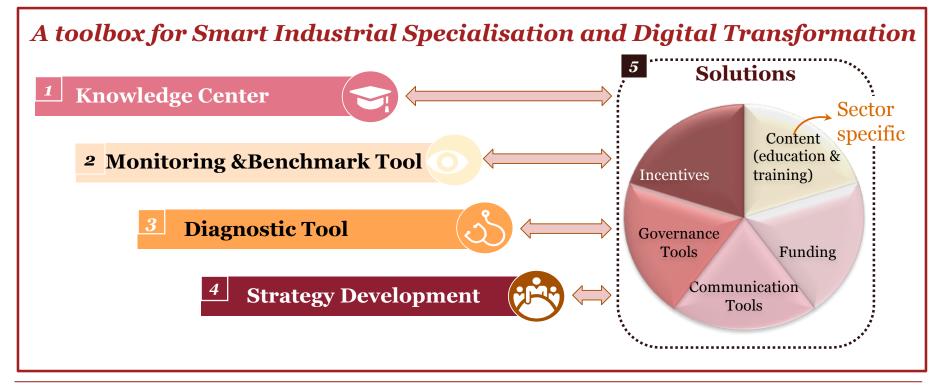


Key objectives

- ✓ Identify newly emerging industries and their skill needs
- ✓ Identify **current and future impact of key disruptions** on employment levels, skill sets and recruitment patterns
- ✓ Assess framework conditions at all levels in support of skills development;
- ✓ Establish a communication and cooperation platform for cocreation;
- ✓ Map policy, strategy, initiatives and tools at all levels (City, Cluster, Region, Country, EU) to present state-of-play;
- ✓ Establish links with the **Sectoral skills-partnerships** and well as other PPPs such as **KICs**;
- ✓ Identify and roll-out of best practices.

Building a toolbox

Key objective: To develop a common EU vision and supporting actions to increase the capacity of industry, social partners, education and training organisations as well as policy makers at all levels to shape the workforce transformation successfully in Europe.



Luxembourg Digital Skills Bridge



Luxembourg Digital Skills Bridge – Building a national toolbox to facilitate upskilling and workforce mobility

Companies

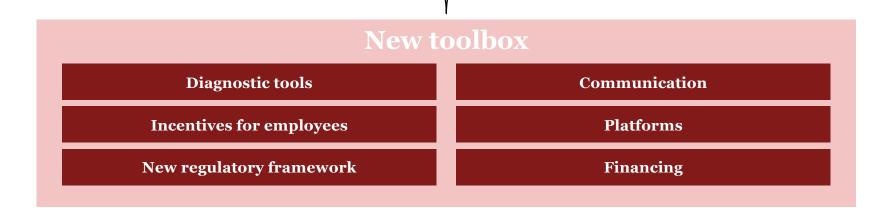
- · T-shaped skills
- Competency portfolio
- Workforce planning
- Upskilling
- Internal and/or external mobility

Employees & social partners

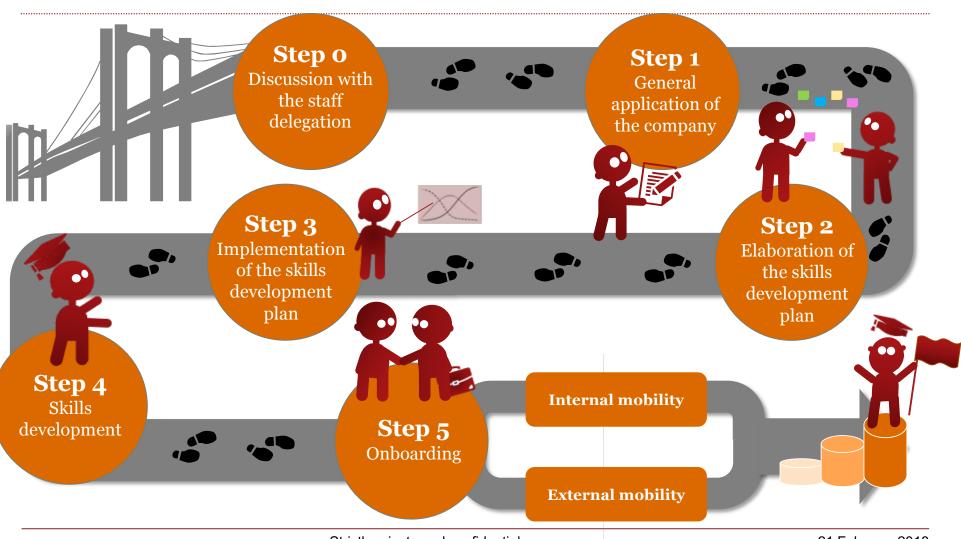
- Understanding the new skills requirement
- From threat to opportunity
- Incentives
- Jobs

Government

- Understanding company's priorities
- Employability
- Competitiveness
- · Risk mitigation



Skills Bridge process



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21 February 2018

Advantages for the company

Proactive response to the impact the introduction of new technologies will have on workforce planning

Inclusion of the employees into the transformation process

Competitiveness

Access to newly qualified staff able to respond to the new challenges posed by the digital

transformation

Positive image both external (social innovation) and external (positive impact on internal working climate)

Methodological and technical expert assistance throughout the upskilling journey Better understanding/overview of the skills, motivations and interests of the employees

Retention of know-how and experience within the company

Advantages for the employee

Comprehensive overview/assessment of the employee's skills, motivation and interests **Matching** of the employee's skills assessment with new employment opportunities (internal or external)

Individual guidance through the upskilling process

Acquisition of new professional skills

Quality assurance of the trainings selected (recognized certifications)

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Merci!



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