

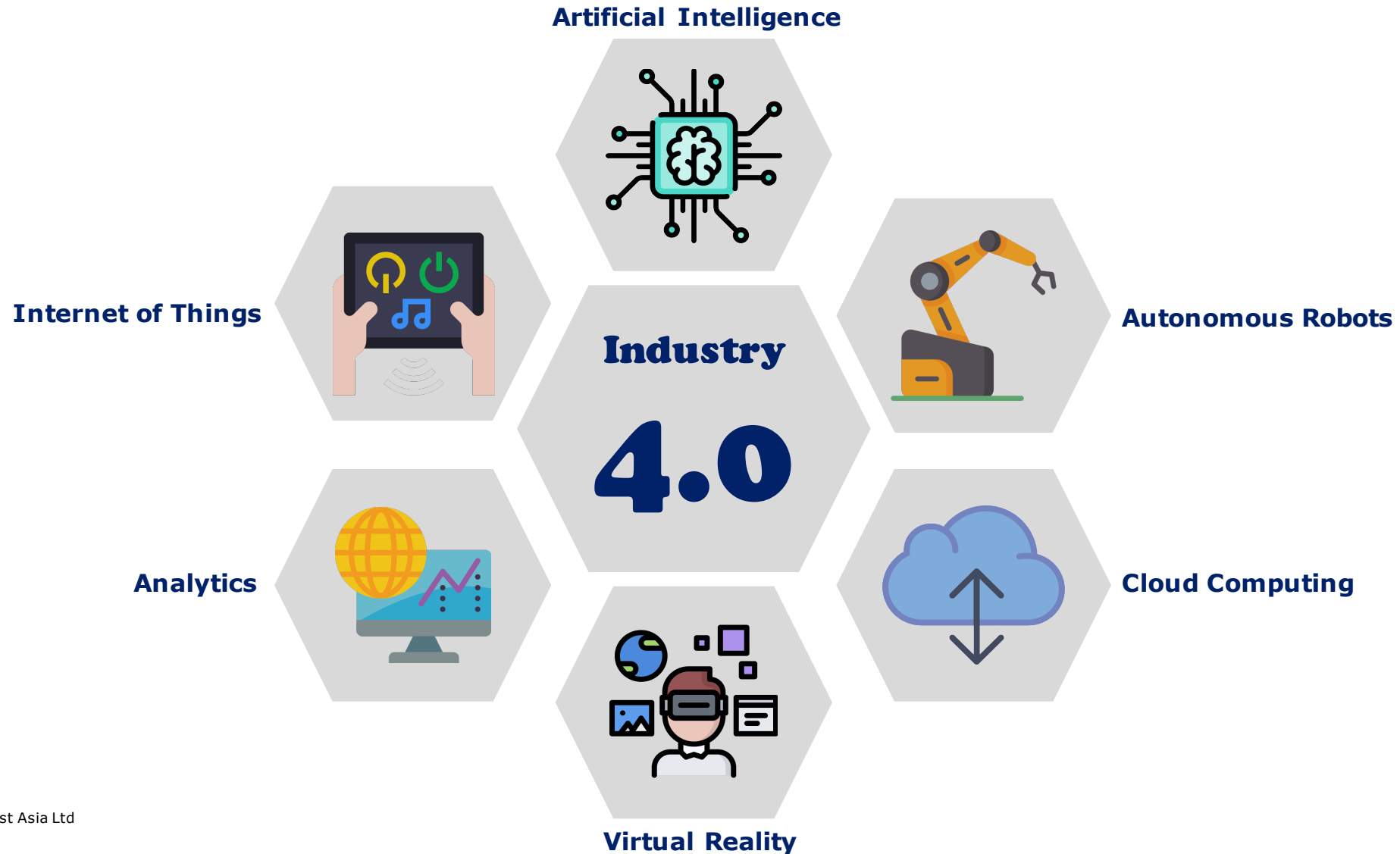
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How Leaders Are Navigating the 4th Industrial Revolution

19 November 2019

Industry 4.0 is physical and digital technologies combining to create digital enterprises that are both interconnected and capable of more informed decision-making



What are the challenges that leaders and organisations face in the path towards Industry 4.0?



Societal Impact

Executives and their companies are strongly committed to improving the world through Industry 4.0

Leaders rated societal impact as the most important factor when evaluating annual performance



Strategy

Executives are struggling to develop effective strategies in today's rapidly changing markets

Organisation focused more on developing new products and services than on adopting new business models or technologies



Technology

Leaders continue to focus more on using advanced technologies to protect their positions than on making bold investments to drive disruptions

Leaders tend to have a cautious mindset when it comes to investing in technology



Talent

The skills challenge becomes clearer, but so do differences between executives and their millennial workforce

Nearly twice as many leaders strive to train their existing employees rather than hiring new ones

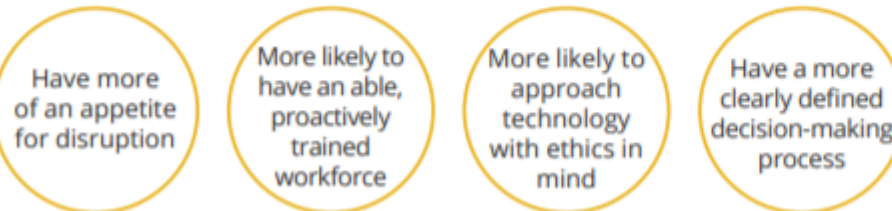
Leadership #1 – The Social Supers



THE SOCIAL SUPERS

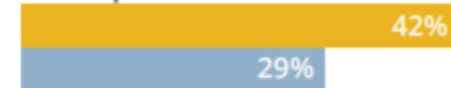
Generated new revenue streams by developing or changing products to be more socially or environmentally conscious, and whose societal initiatives contribute to their profitability more often than not

KEY CHARACTERISTICS



■ Social Supers ■ Others

We will invest in new technologies to disrupt the market



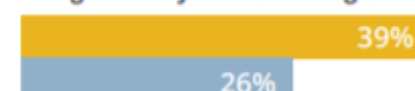
We possess the correct workforce composition and skill sets



We will extensively train our current employees for Industry 4.0



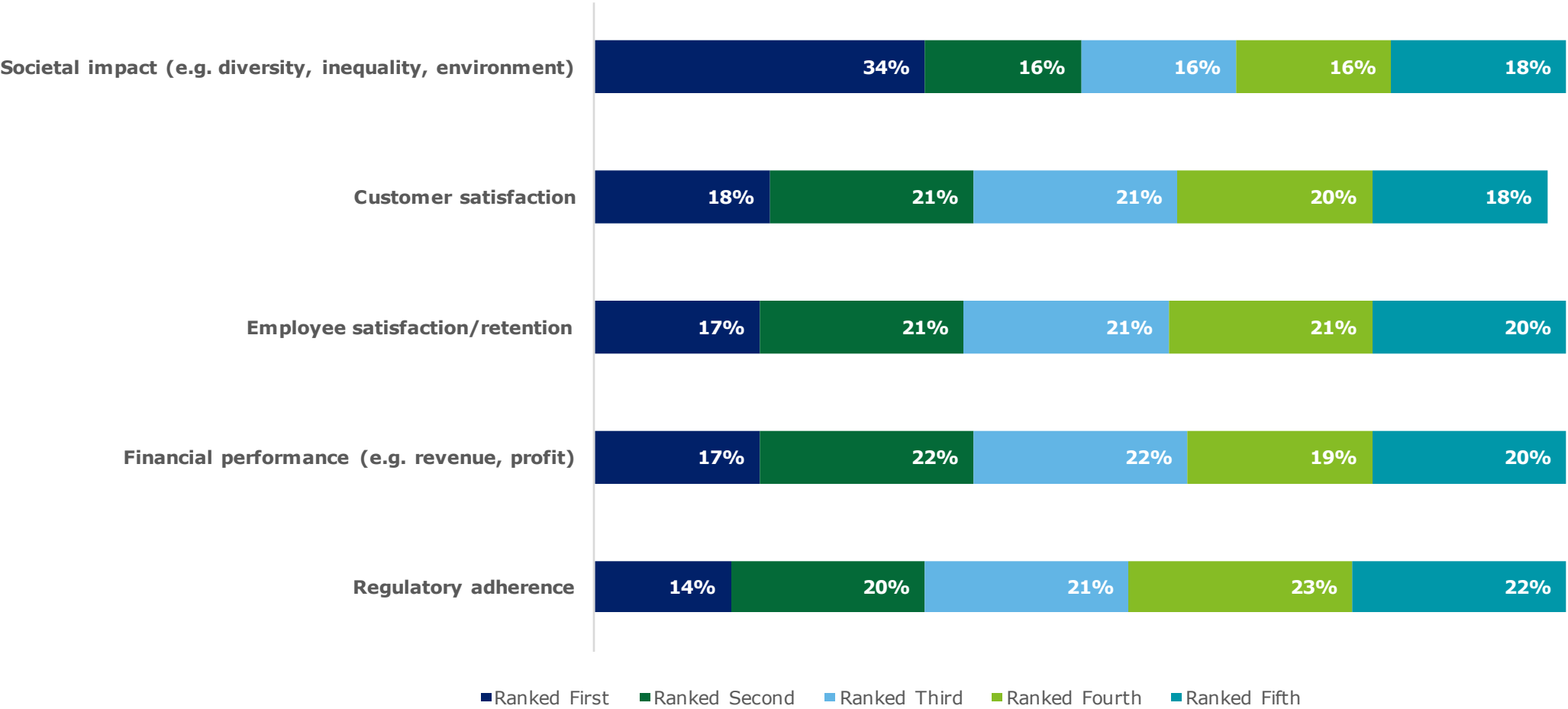
We are highly concerned with ethically using Industry 4.0 technologies



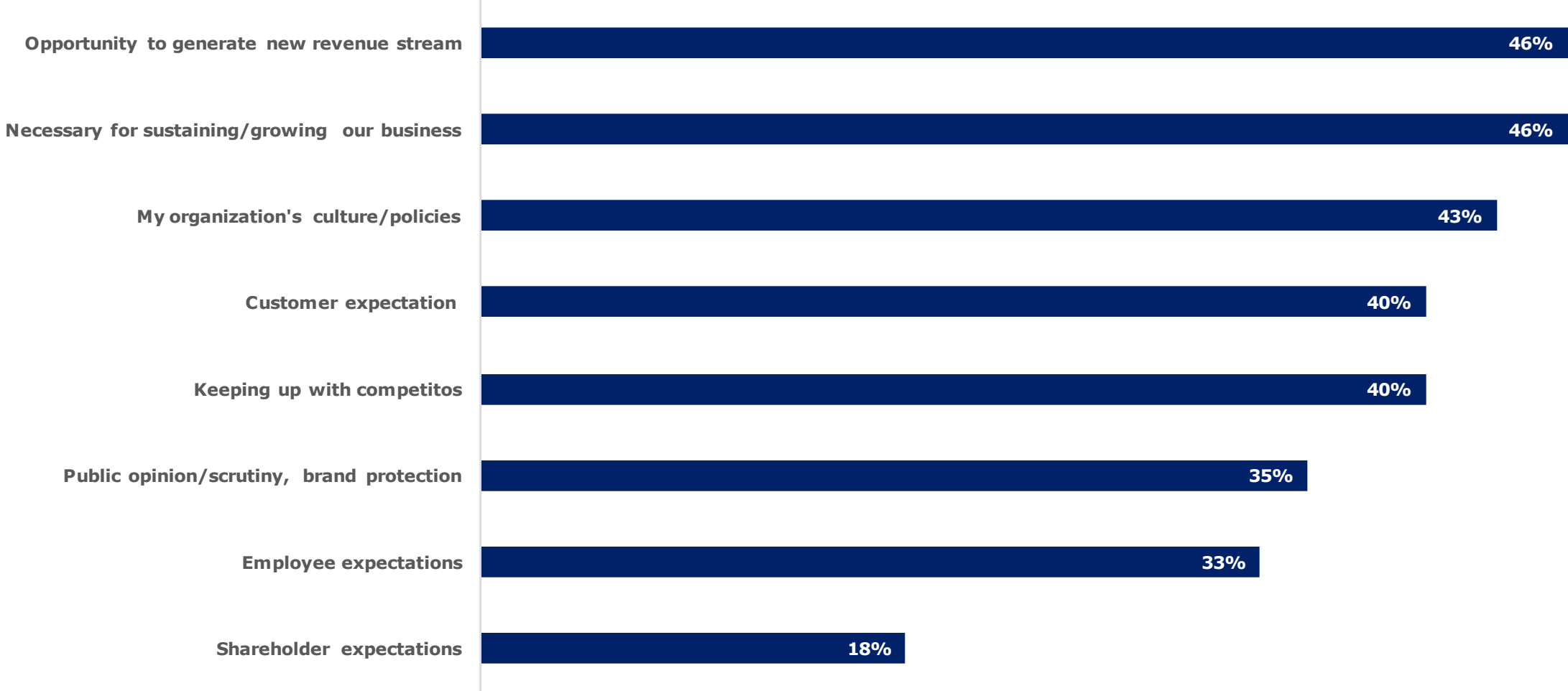
We have clearly defined decision-making processes



Societal impact most often as the top factor used to measure success when evaluating annual performance



Organisations are driven by business needs, as well as desire for positive social-impact outcomes



Leadership #2 – The Data Driven Decisives



THE DATA-DRIVEN DECISIVES

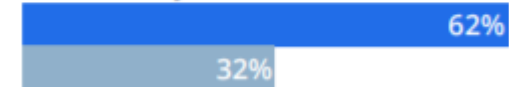
Have clearly defined decision-making processes and use data-driven insights to capitalize on opportunities

KEY CHARACTERISTICS



■ Data-Driven Decisives ■ Others

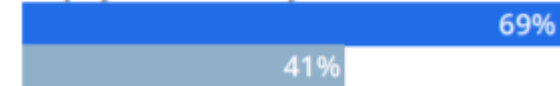
I feel ready to lead my organization in capitalizing on the opportunities associated with Industry 4.0



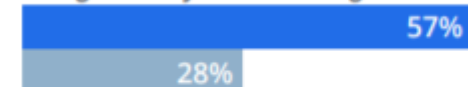
We will invest in new technologies to disrupt the market



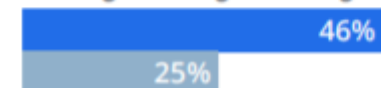
We will extensively train our current employees for Industry 4.0



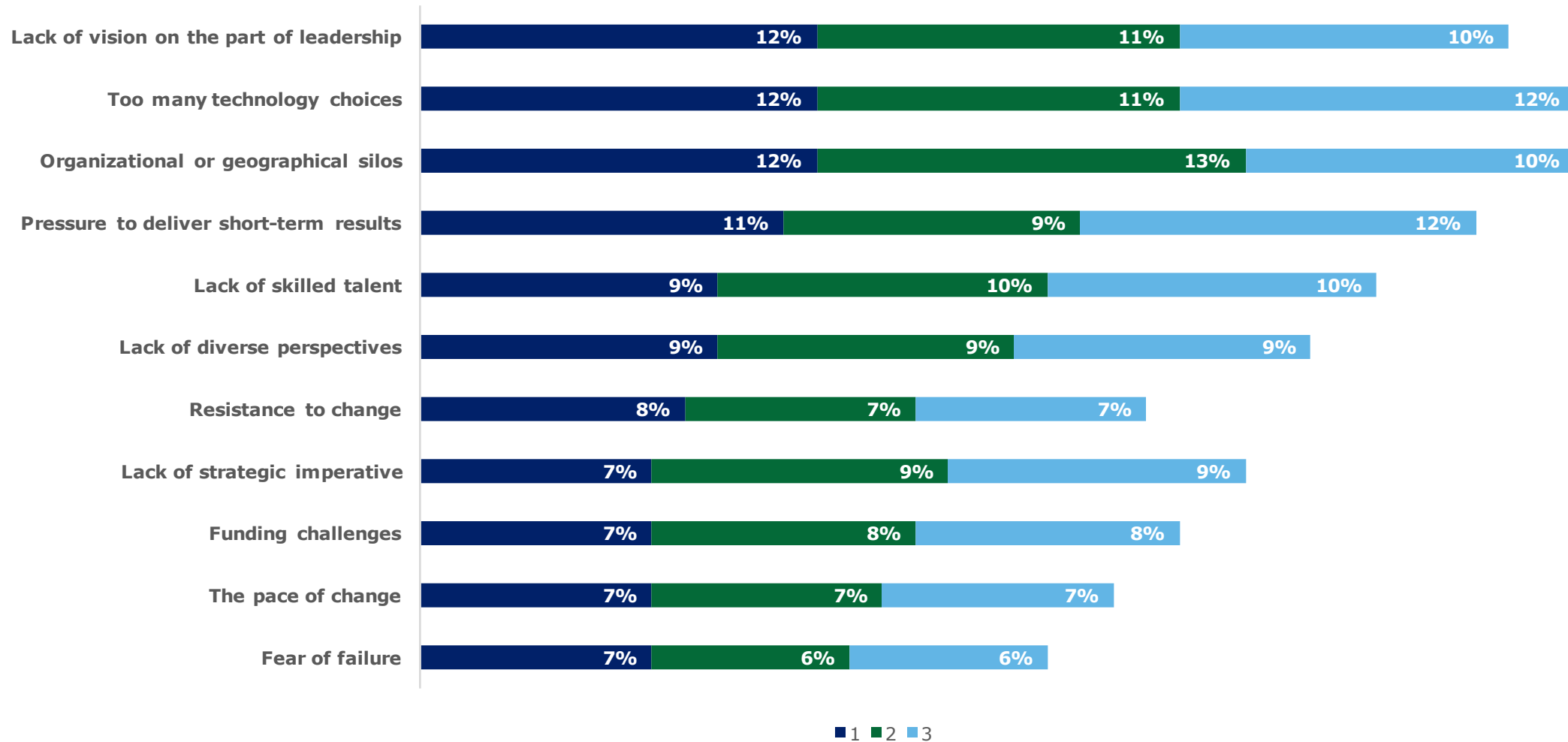
We are highly concerned with ethically using Industry 4.0 technologies



We're generating revenue growth above 5%



Lack of vision, choice overload, and organization silos as top challenges to setting an Industry 4.0 strategy



Leadership #3 – The Disruption Drivers



THE DISRUPTION DRIVERS

Invest in new technologies to disrupt the market and have achieved or exceeded their intended business outcomes with technology investments

KEY CHARACTERISTICS

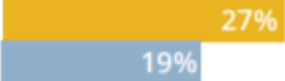
- Take a more holistic approach to decision-making
- Bold, hands-on approach to technology
- More confident in their workforces
- Committed to training their workforces

■ Disruption Drivers ■ Others

My organization has a clearly defined decision-making process



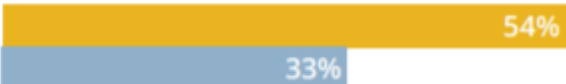
Decisions are made after input from a diverse and inclusive set of stakeholders



We have been utilizing data-driven insights more in our decision-making



We possess the correct workforce composition and skill sets needed for the future



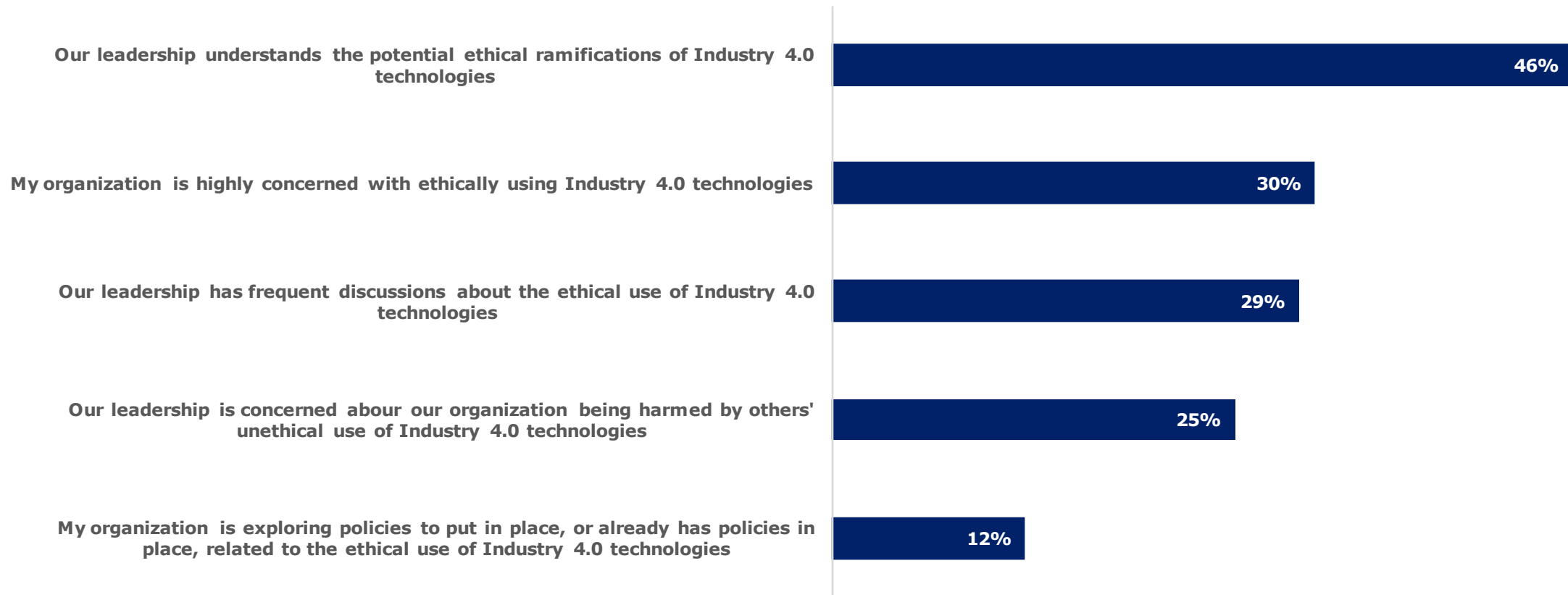
We will extensively train our current employees for Industry 4.0



Technology: Cautious approach to disruption

When it comes to the ethical use of technology, the drop-off from understanding to action is steep

% of who "completely agree"



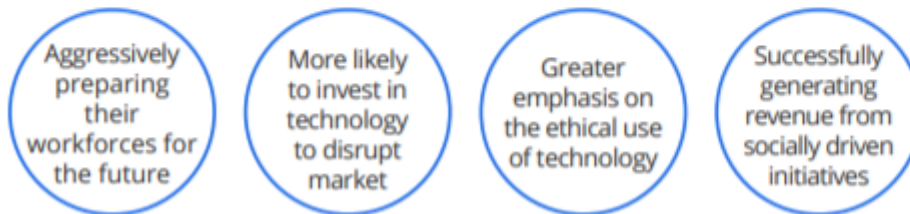
Leadership #4 – The Talent Champions



THE TALENT CHAMPIONS

Possess the correct workforce composition and skill sets needed for Industry 4.0, and know which skills their employees will require to succeed in this era of change

KEY CHARACTERISTICS



■ Talent Champions ■ Others

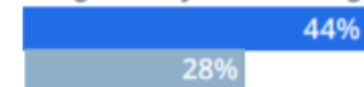
We will extensively train our current employees for Industry 4.0



We will invest in new technologies to disrupt the market



We are highly concerned with ethically using Industry 4.0 technologies

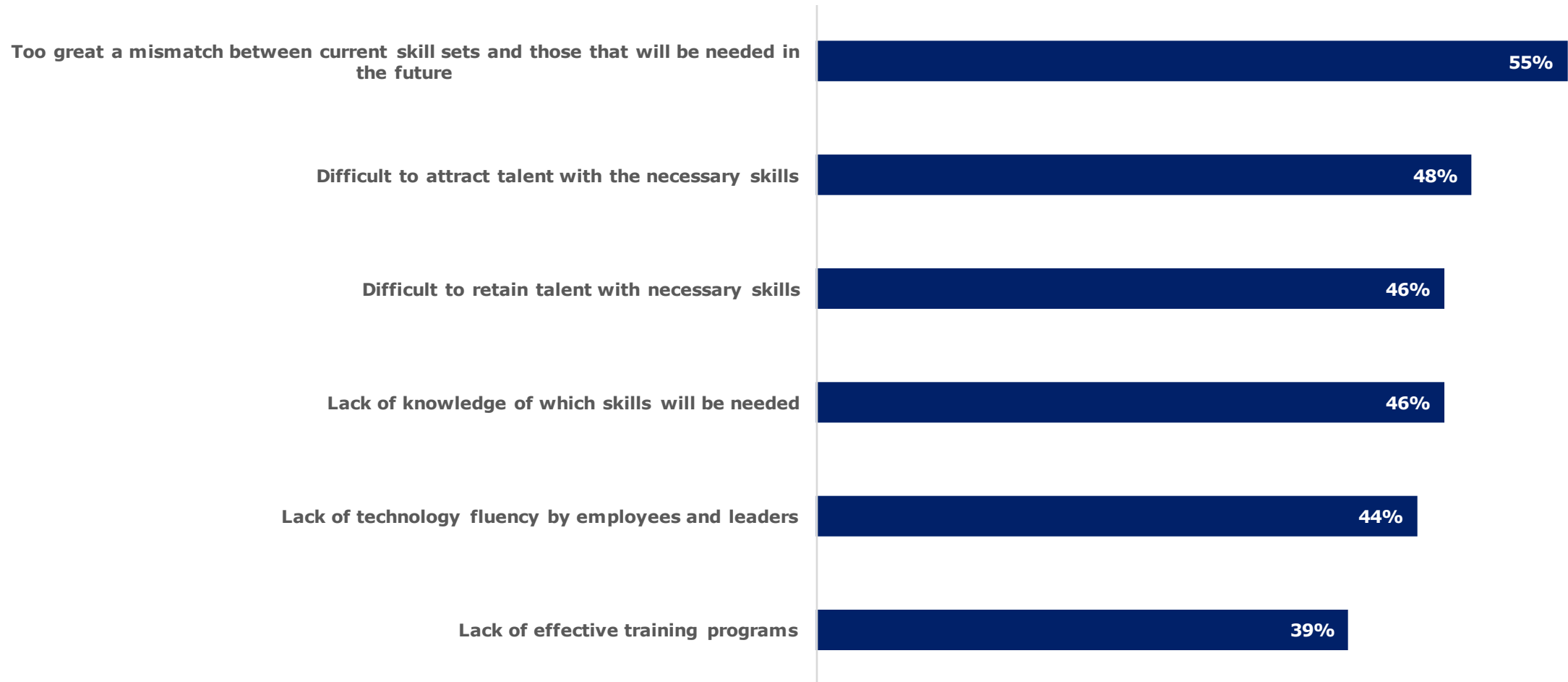


We have generated new revenue streams by developing or changing products/services to be more socially conscious

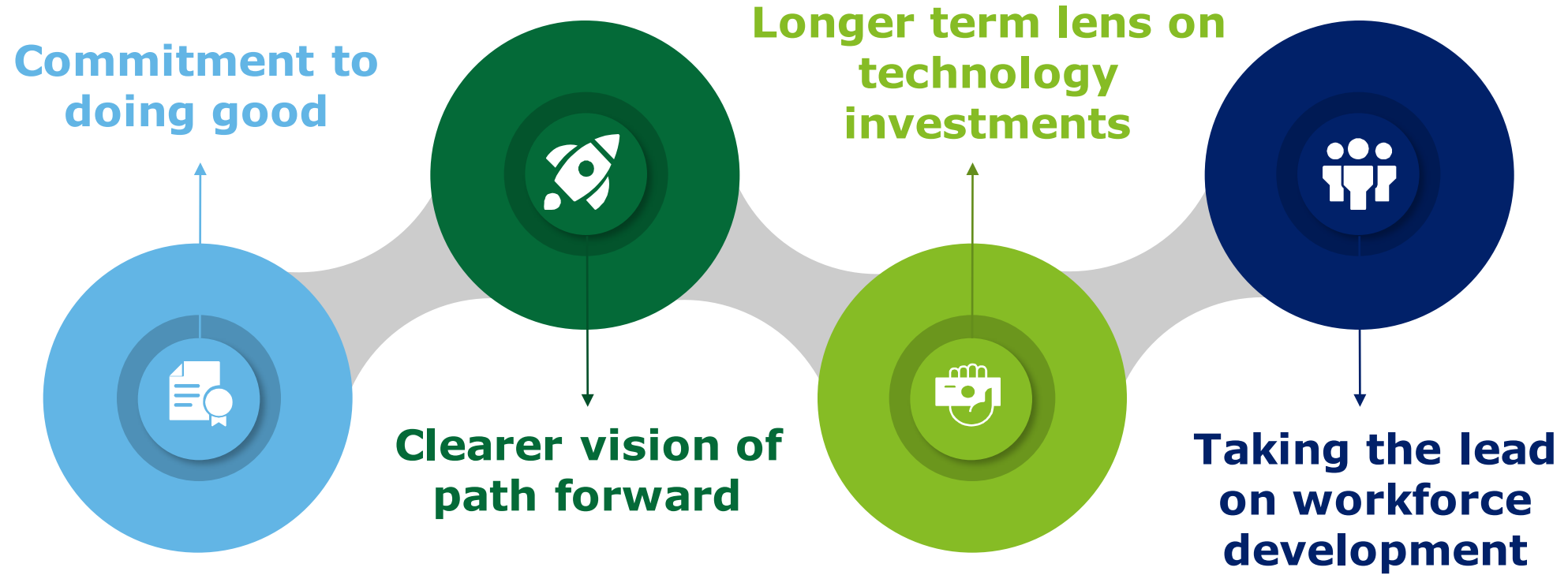


Top challenges in preparing the workforce

Executives report a mismatch between the skills their workers have now and the ones they'll need in the future



Path ahead...



Singapore Smart Industry Readiness Index

As part of its initiatives moving towards Industry 4.0, Singapore launched the Singapore Smart Industry Readiness Index



Singapore Smart Industry Readiness Index



Introduced in 2017



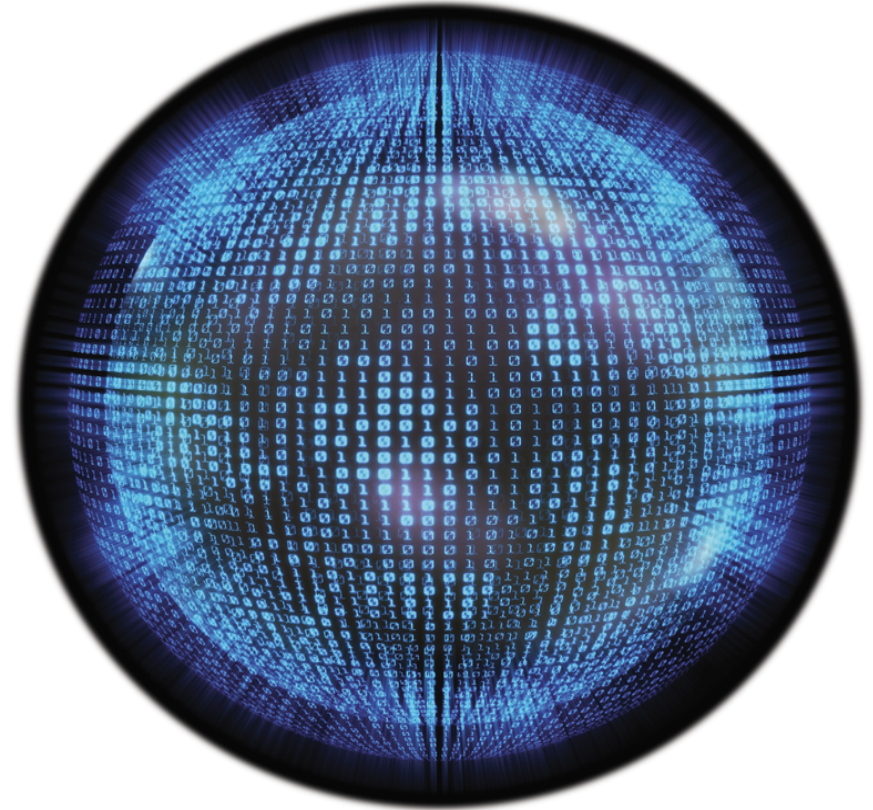
To provide a common framework for understanding Industry 4.0



To evaluate companies' readiness levels

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