

# Tomorrow's Talent is Here Today: Seizing Opportunity in the Digital Age

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ManpowerGroup™

# ManpowerGroup Overview

## 70 Years of Global Workforce Solutions Expertise



Revenues of  
**\$21 billion**



**87%** of revenues  
generated outside of U.S.



**80 Countries  
& Territories**



**29,000  
Employees**



**2,700  
Offices**

World-Leading IT Professional resourcing firm  
A World-Leading Outplacement Firm  
LARGEST GLOBAL VENDOR-NEUTRAL MSP PROVIDER

- Providing meaningful work for **600,000+** people every day
- Connecting **millions** of job seekers with work every year, globally
- Finding talent for clients from small/medium to Fortune 100 companies



Most Trusted Brand in the Industry



Strong and Connected Brands



ManpowerGroup®



ManpowerGroup®  
Solutions



Experis®  
ManpowerGroup



Manpower®



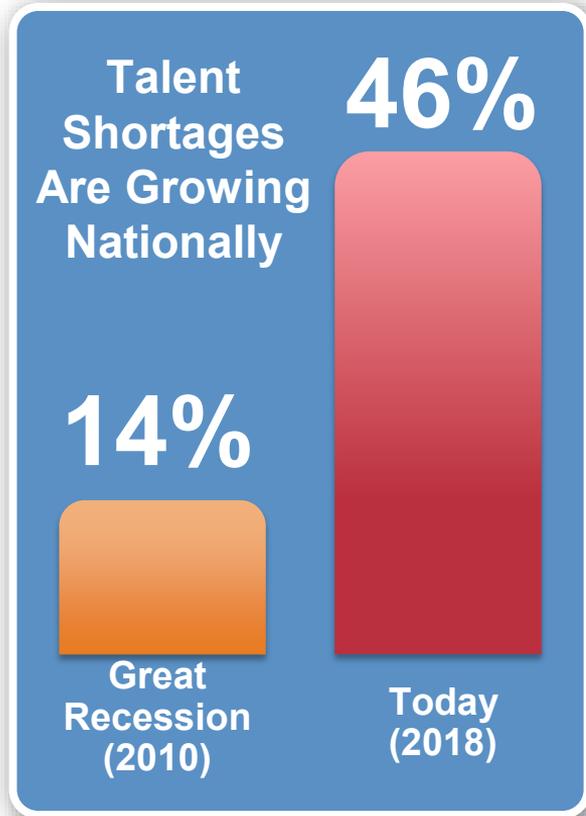
Right  
Management®  
ManpowerGroup

# World of Work Trends – Human Age 2.0

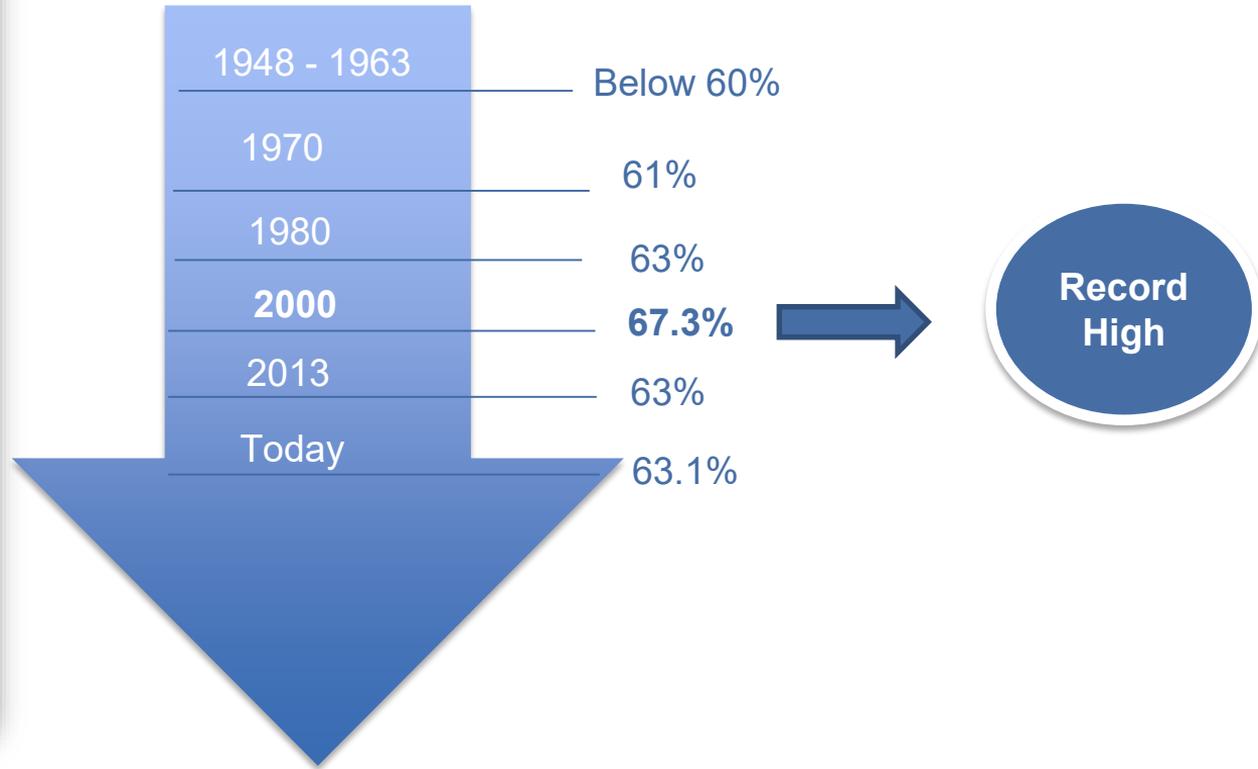
## The Skills Revolution



# The State of the U.S. Labor Market

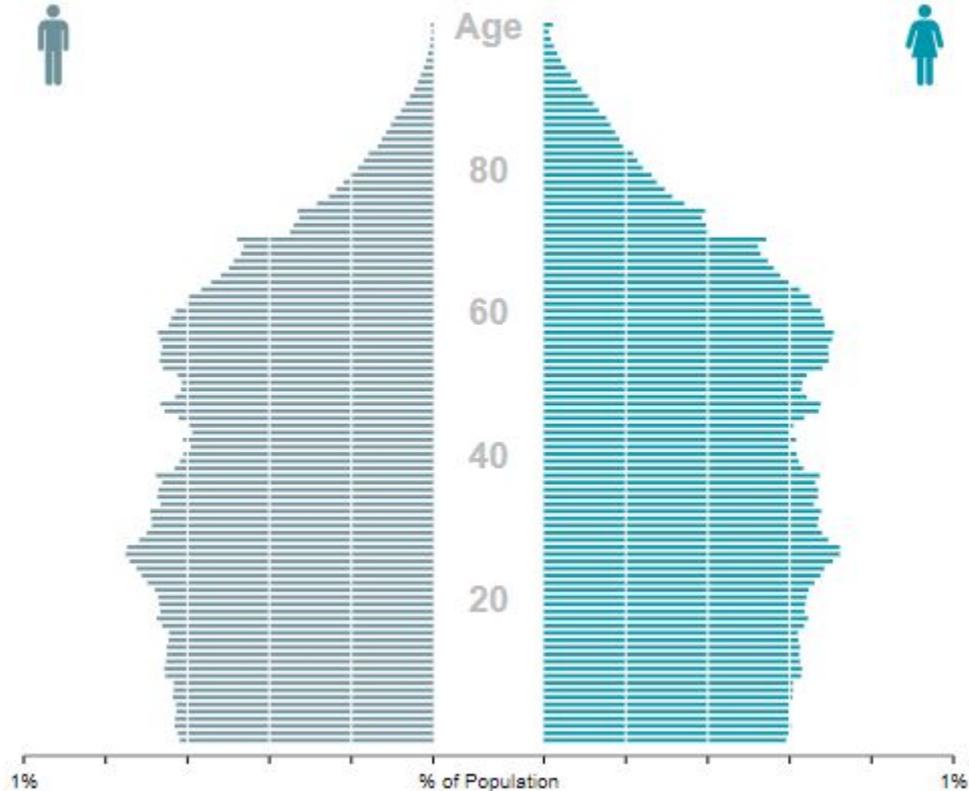
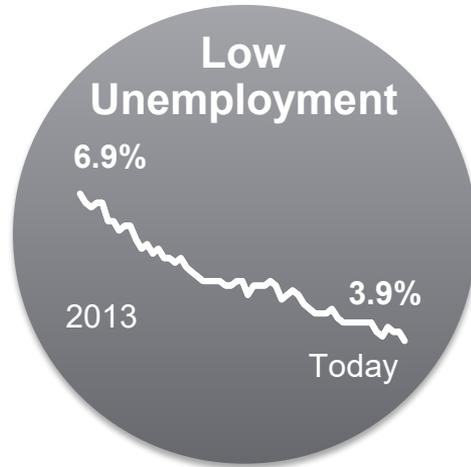


## Participation rates are stagnant

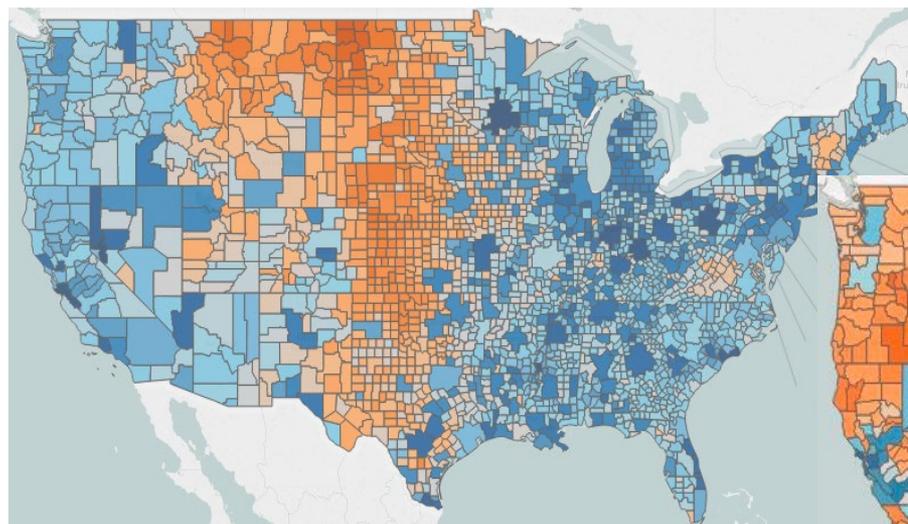


# Tomorrow's Talent is Here Today

## Population Growth Hits 80-year Low

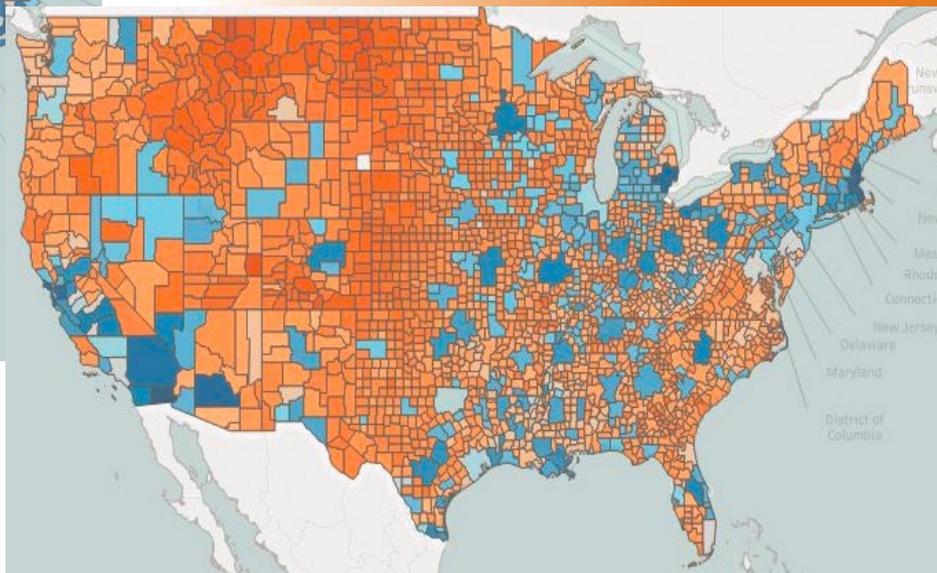


# Job Growth Shows No Signs of Slowing Down



2012

2019



Easy

Recruitment Difficulty Index Values

Hard

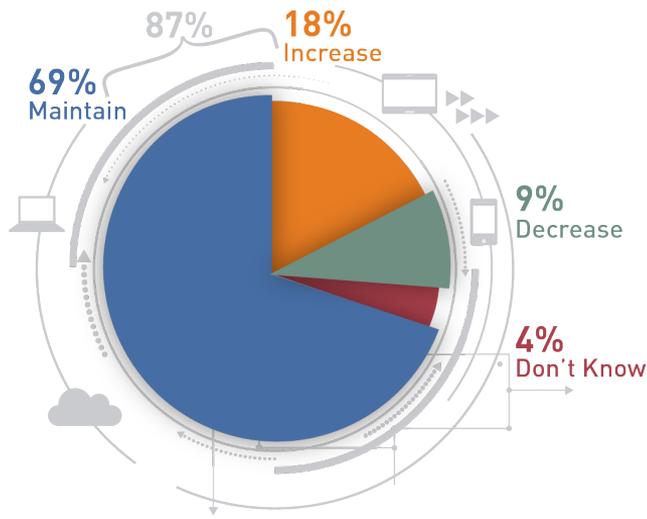


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# Disruption in All Industries



**87%**

of companies are planning to increase or maintain headcount as a result of automation

As reported in ManpowerGroup's *Skills Revolution 4.0 Report: Humans Wanted: Robots Need You, 2019*

**90%+**

of employers expect to be impacted by digitization in the next two years

**75%**

of business leaders believe that, in that same timeframe, automation and "digital" will require brand new skills

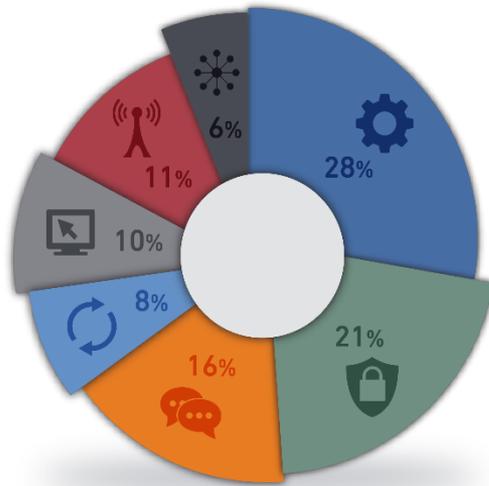
**46%**

of employers already report that they are having difficulty in filling jobs

# Mapping the Future of Digital Manufacturing

## THE 7 DOMAINS

Our research identified 165 roles within manufacturing, distributed across the seven domains.



**% OF ROLES PER DOMAIN**

**Digital Manufacturing | 28%**  
Traditionally known as the "shop floor"

**Digital Thread | 21%**  
Management of an asset's data across its product lifecycle

**Digital Enterprise | 16%**  
Organizational-level leadership, strategy and governance

**Digital Product | 8%**  
Aftermarket support services and feedback

**Digital Design | 10%**  
Tools, techniques and innovative mindset to design, simulate and plan products

**Supply Network | 11%**  
Technologies and capabilities that support the supply and delivery of resources and products

**Omni | 6%**  
Wider, external cross-domain areas of work

# What Do New Digital Roles Look Like Cross-Industry?



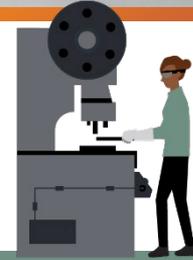
## FINANCIAL TECHNOLOGY

- Digital Era Enterprise Ethicist
- AI Trainer
- Test Engineer
- Future Ventures Director
- Data Management Architect/  
Data Scientist
- Organizational Change  
Strategist



## HEALTH CARE

- 3D Printing Technician
- AI and Machine Learning  
Engineer
- Augmented Reality Journey  
Specialist
- IT/OT Systems Integration  
Specialist
- Clinical Delivery Change Coach
- Omni Care Practitioner
- Regulatory, Compliance and  
Legal Integrator



## MANUFACTURING

- Instrumentation, Automation  
and Controls Technician
- Factory Automation  
Engineering Manager
- Predictive Maintenance  
Systems Specialist
- Mega Systems Engineer
- Autonomous Mobility Engineer
- Data Science Researcher
- Material Science Bioengineer

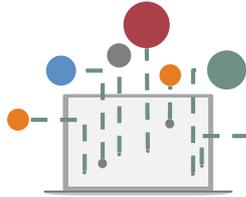
# What's Important?



# The Importance of Learnability

Human strengths in the skills revolution

**soft skills + technical + digital skills = best blend**



**86%**

Of employers plan to maintain or increase headcount due to automation

Automation is good news for job seekers:

**if they have the skills**



**10%**

of employers expect to reduce their workforce as a result of automation.

**65%**

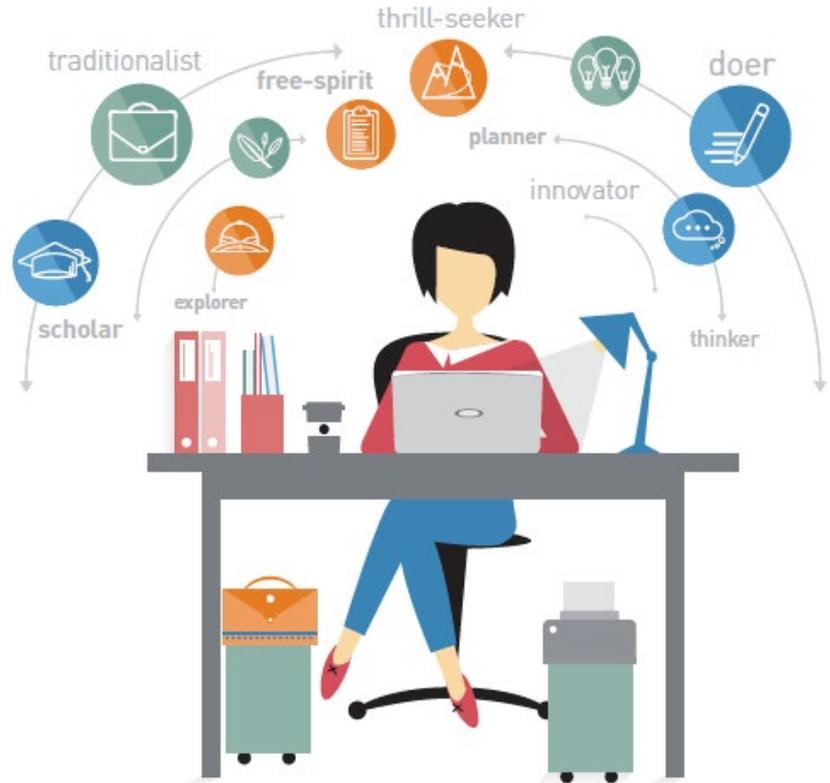
of companies planning to increase headcount in IT roles say communication is the most valued soft skill



**73%**

of companies shrinking their HR teams

## Learnability



# Job Design Changes in the Digital Era

More...

Quantitative

Predictive

Tech-Assisted

Sustainable Solution-Focused

Optimization-Focused

Commercially-Oriented

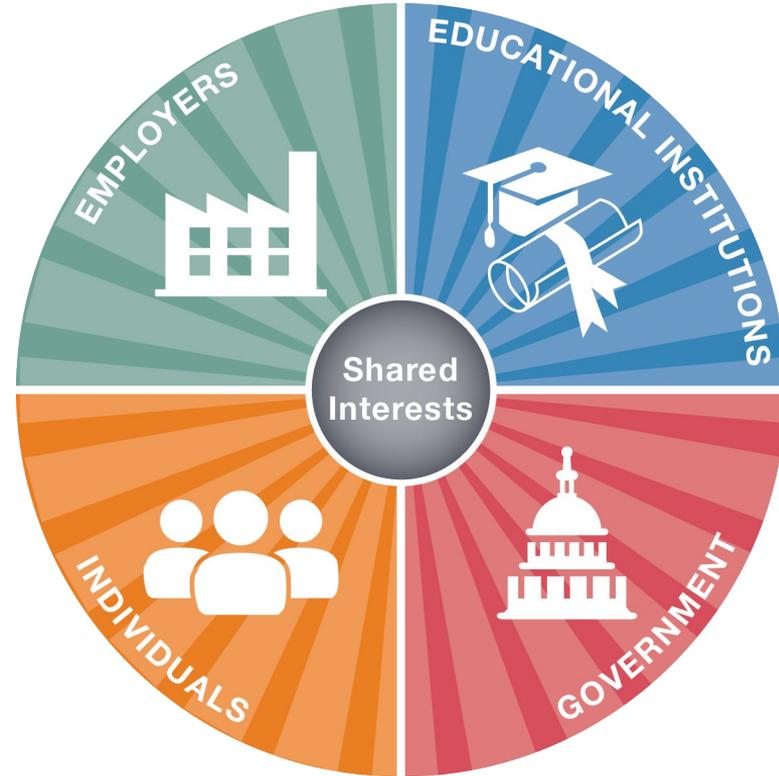
Integrative & Cross-Functional

Mission & Stakeholder Focused

Mobile/Virtual/Remote

Partner-Network Dependent

# What Can We Do Together?



# Building a Workforce Strategy that Enables Economic Development



## BUY

Go to market to attract the talent that cannot be build-in-house



## BORROW

Cultivate communities of talent beyond the organization



## BUILD

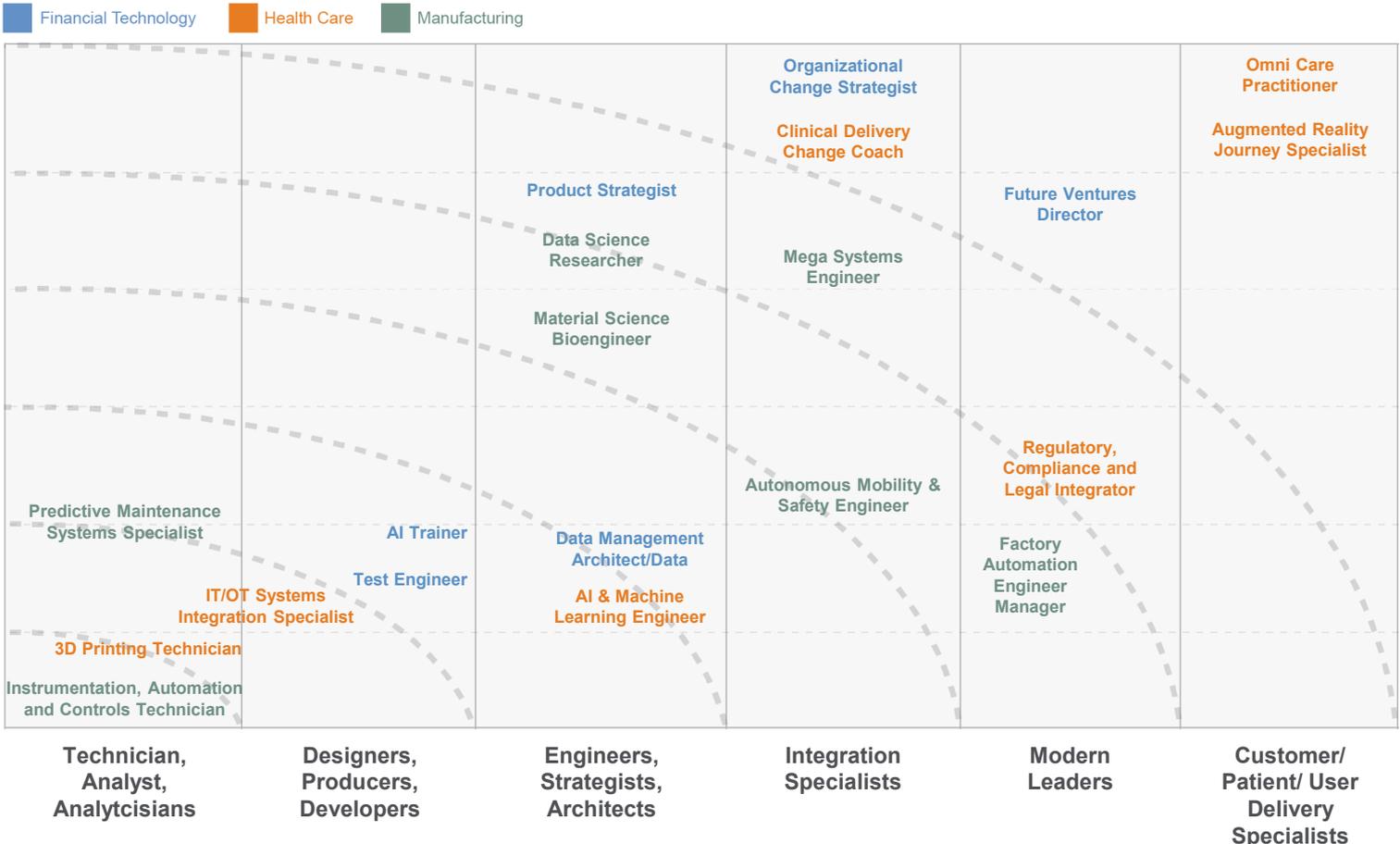
Invest in learning and development

## BRIDGE

Help people move on or move up to new roles inside or outside the organization



# Buy: Creating Talent Communities Around Shared Needs

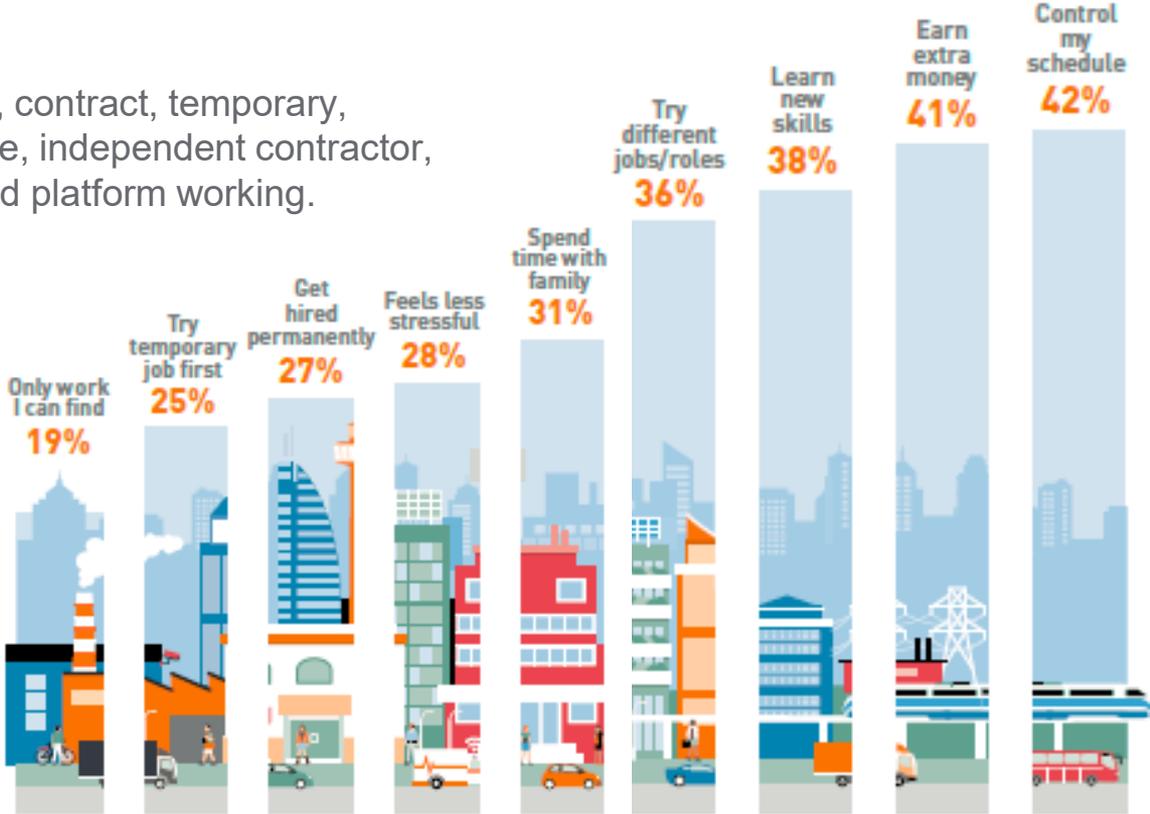


HIGH INTEREST SHARED DOMAIN

# Borrow: Creating Conditions for Flexibility & Balance

## NEXTGEN WORK:

Part-time, contingent, contract, temporary, freelance, permalance, independent contractor, on-demand online and platform working.

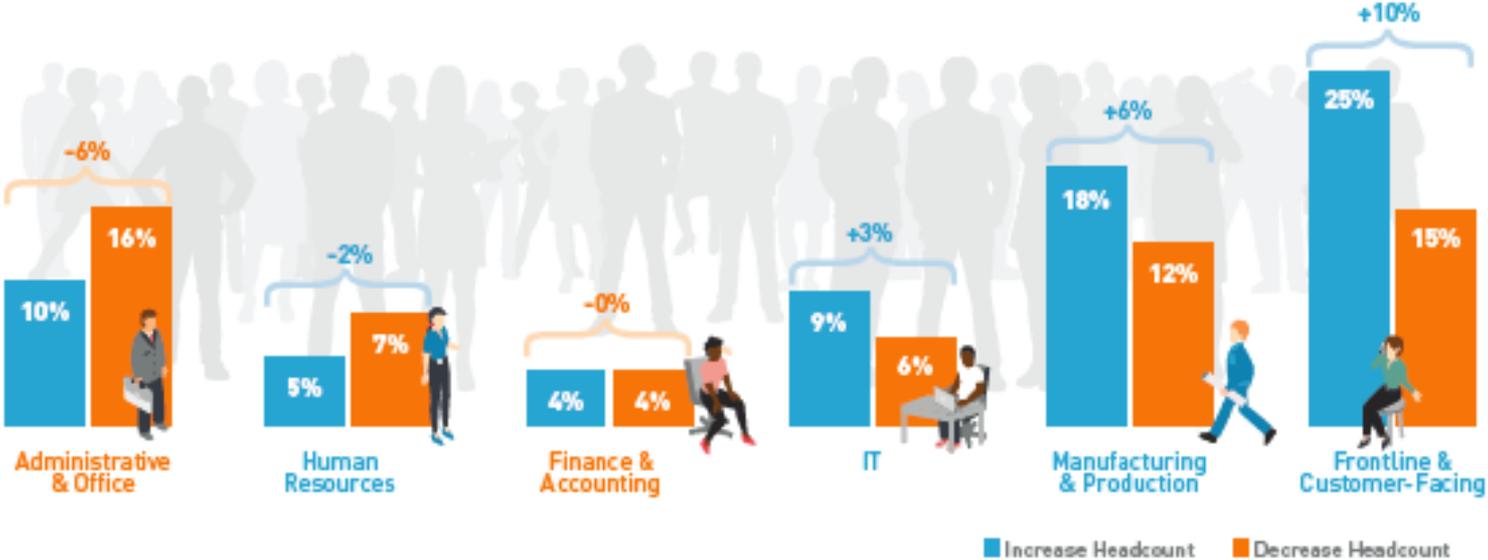


# Build: Developing Employability Today and Tomorrow



# Bridging: Proactively Pipelining Talent

Functions Likely to See the Largest Increase and Decrease in Headcount in the Next 2 Years



# Success in the Digital Age Takes Us All



## **BUILD**

Invest in learning and development



## **BORROW**

Cultivate communities of talent beyond the organization



## **BUY**

Go to market to attract the talent that cannot be build-in-house



## **BRIDGE**

Help people move on or move up to new roles inside or outside the organization



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