

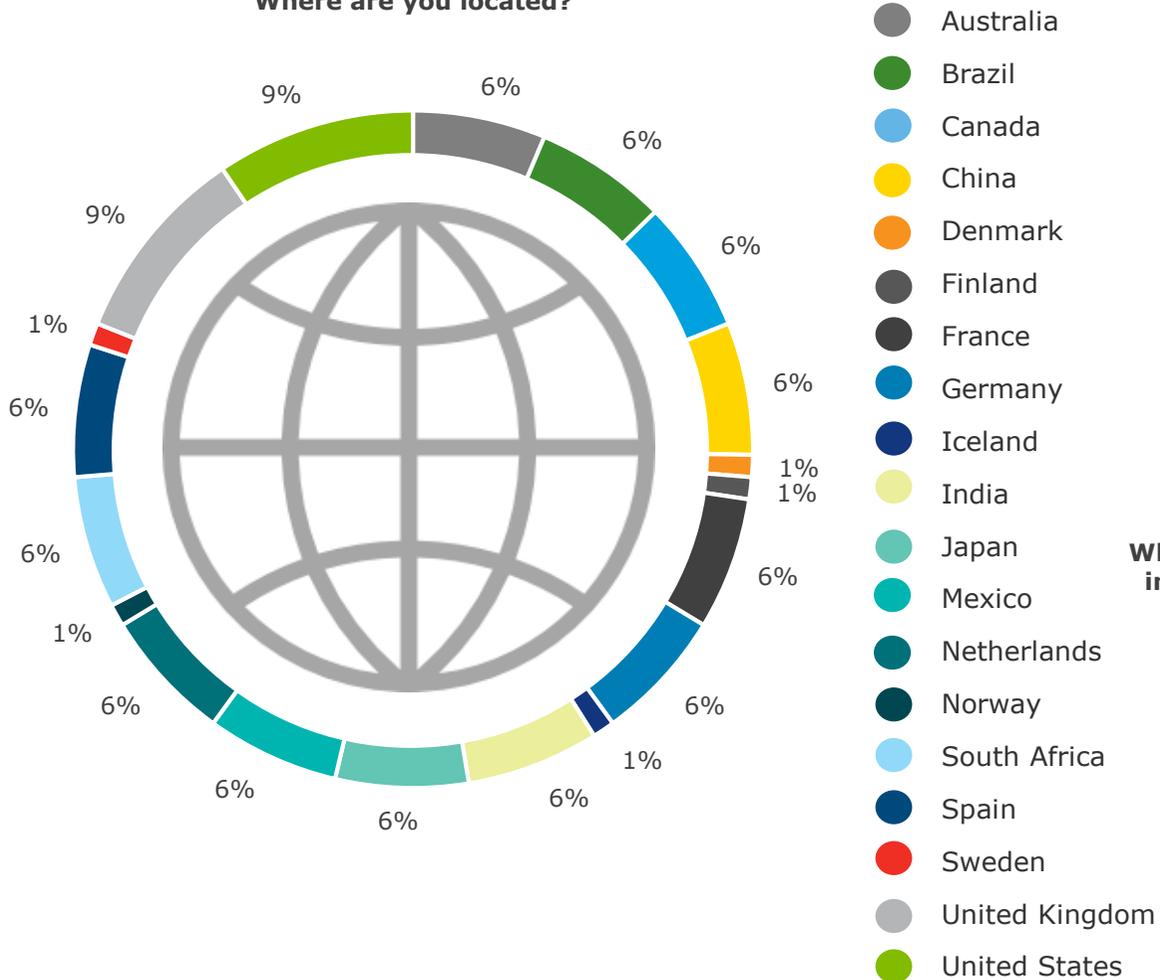


**The Fourth Industrial Revolution  
Is Here—Are You Ready?**  
Key findings

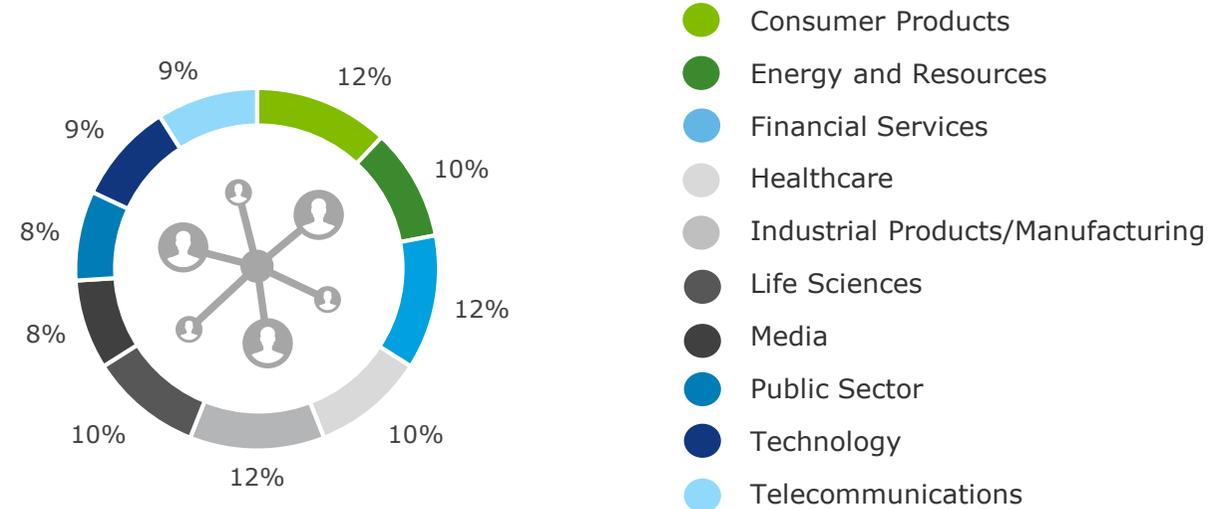
# Who we surveyed

Deloitte Global, in conjunction with Forbes Insights, explored how C-level executives are navigating Industry 4.0, and what steps they're taking to set their organizations on a path toward future success.

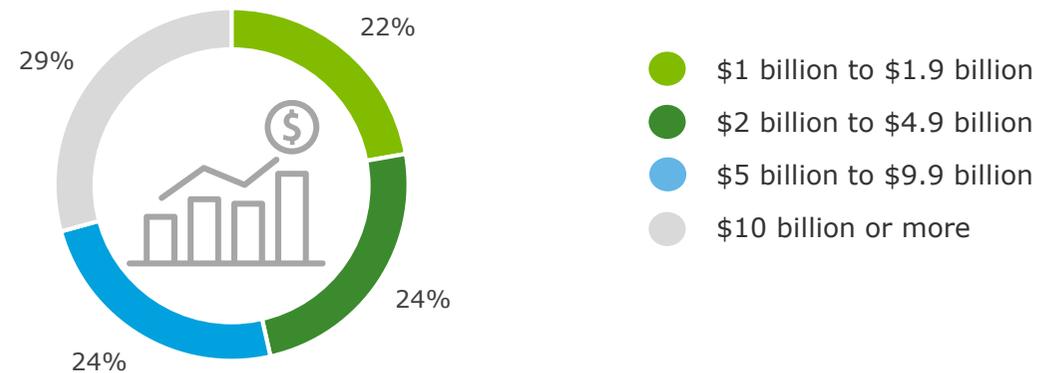
**Where are you located?**



**Which best describes your industry?**



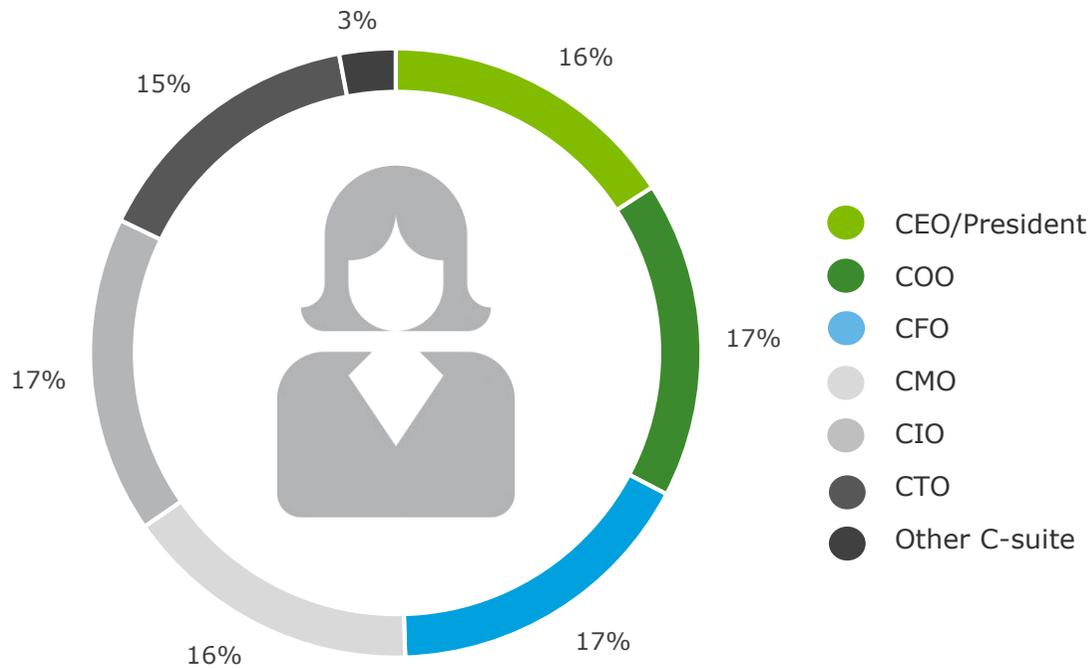
**What was your organization's global annual revenue in the most recent fiscal year? (non-public sector)**



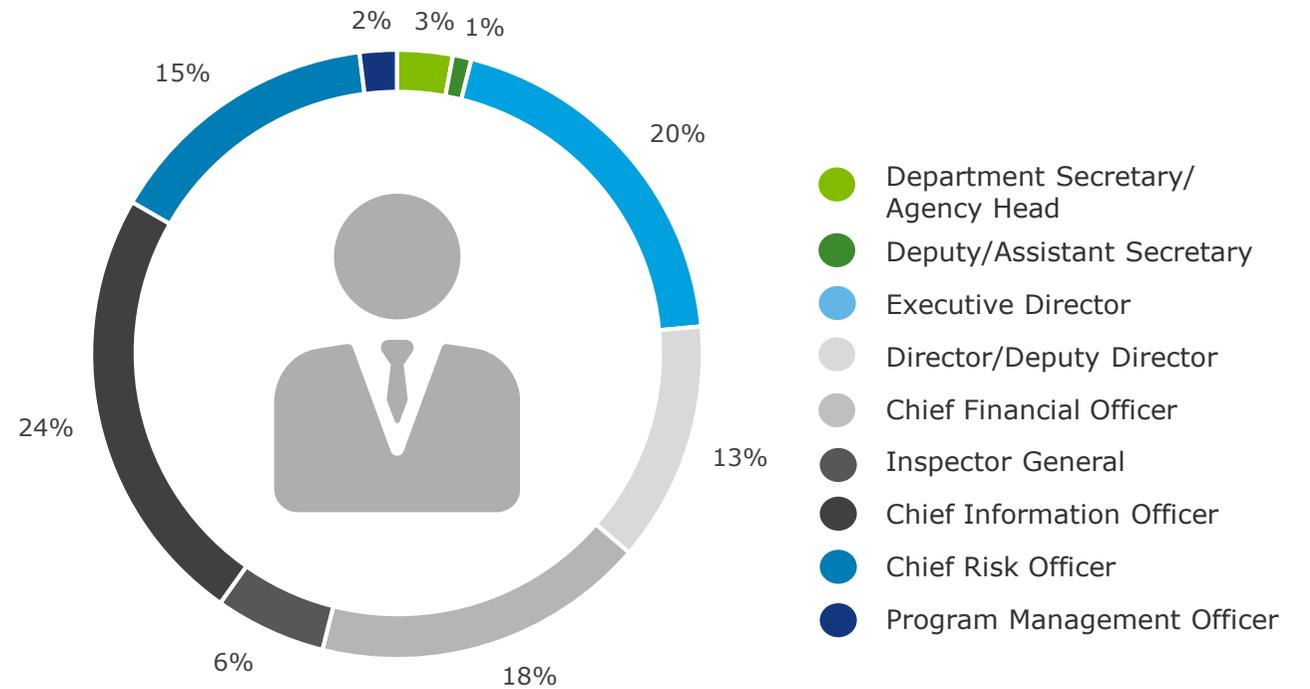
# Who we surveyed

Deloitte Global, in conjunction with Forbes Insights, explored how C-level executives are navigating Industry 4.0, and what steps they're taking to set their organizations on a path toward future success.

What is your title? (non-public sector)



What is your title? (public sector)



# Findings – mixture of hope and ambiguity

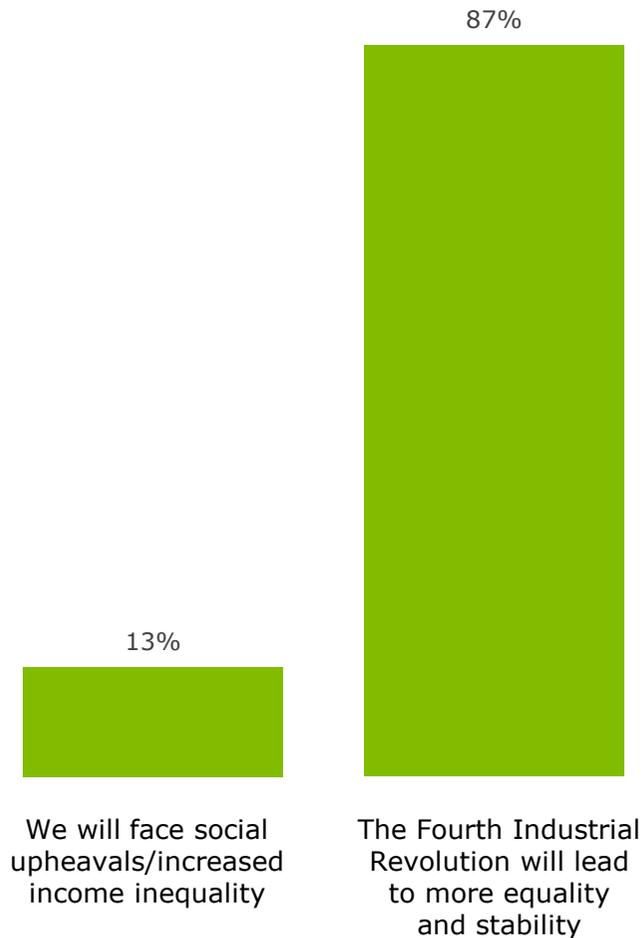
Overall, the survey revealed that while executives conceptually understand the changes Industry 4.0 will bring, they are less certain how they can take action to benefit from those changes. In each of four key areas of impact, the survey uncovered some tension between hope and ambiguity.

- **Social Impact** – Executives see a bright future for society as a result of Industry 4.0 and believe business will have much more influence than government; however they have low confidence in their own organizations' role influencing key social issues
- **Strategy** – Executives feel unprepared for many aspects of 4.0, but they remain stuck pursuing current strategies. Interestingly, organizations generating higher revenue growth also are taking a broad view of their responsibilities and stakeholders
- **Talent** – Discussions about talent are low on executives' list of priorities. Even so, they say they are doing *everything* they can to create a better-prepared workforce for this new era. However, there is less agreement about what creating the workforce of the future will require
- **Technology** – Executives' technology investments are focused on supporting new business models, but they lack a strong business case for investing in advanced technologies

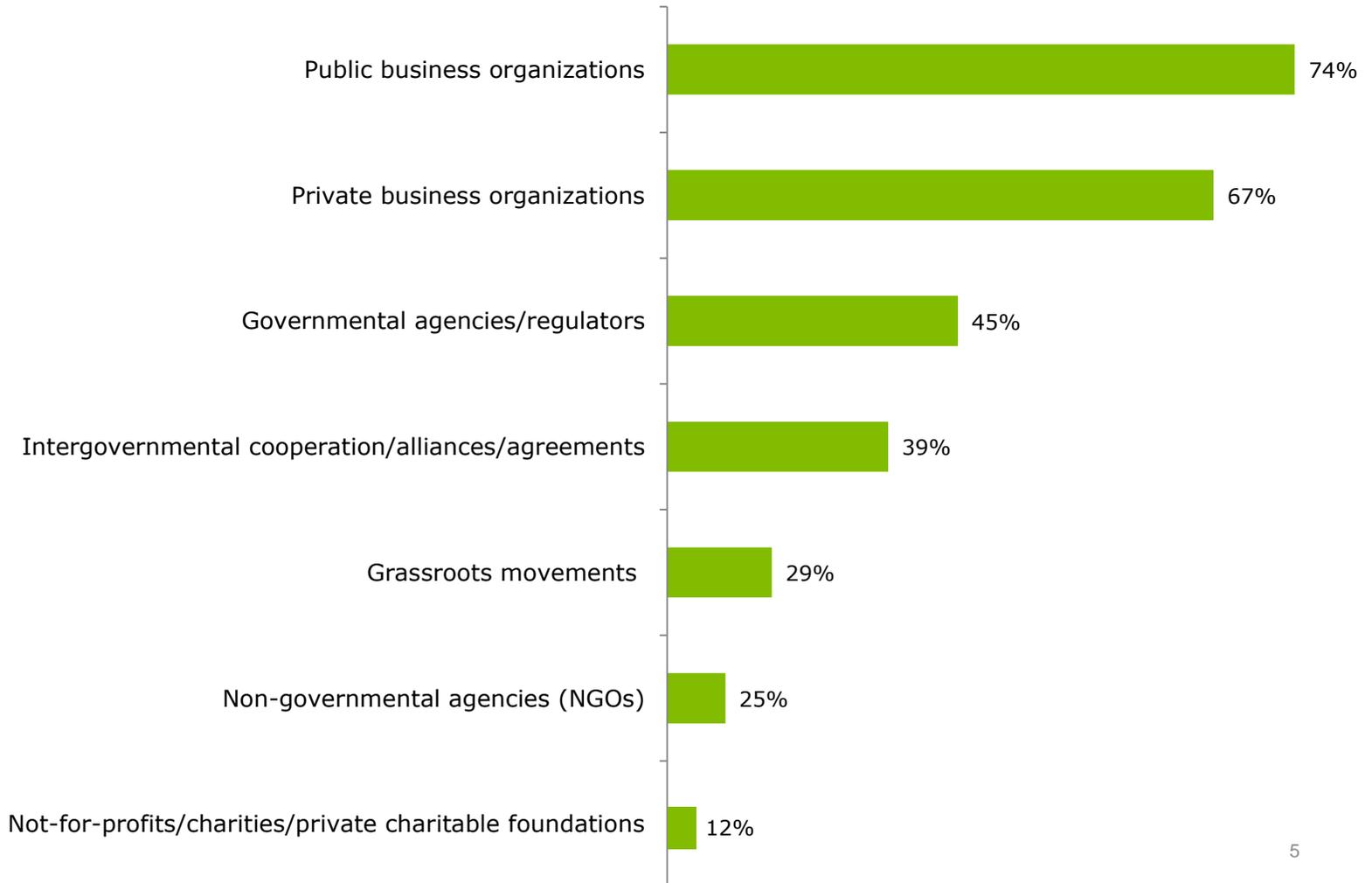
# Bright view of the future

Executives overwhelmingly believe Industry 4.0 will lead to more equality and stability, and three-quarters say *businesses* will have much more influence than governments and other entities in shaping this future.

Which of the following statements about the Fourth Industrial Revolution's **impact on the workforce is more true?**



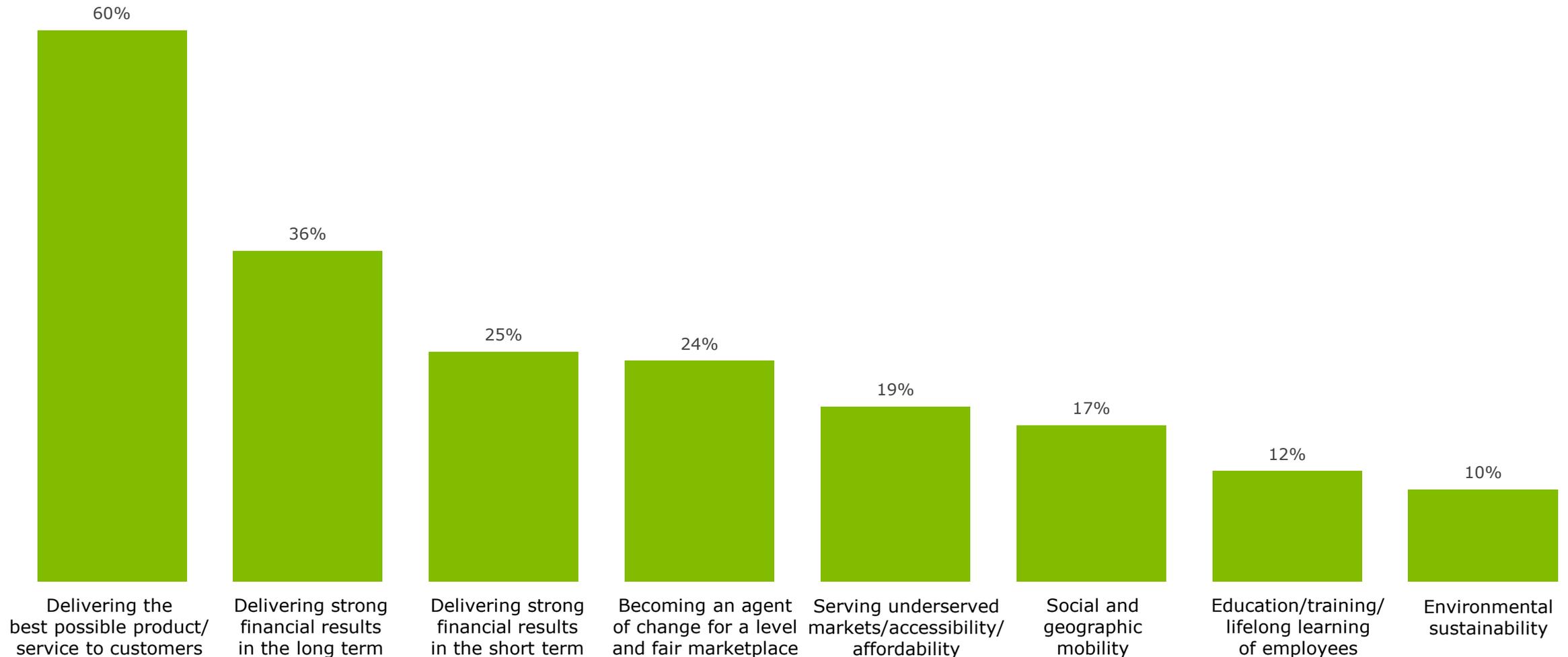
Which of the following entities do you believe have the **most influence** on how the Fourth Industrial Revolution will shape society? (Select up to 3)



# Low confidence in the role their organizations will play influencing society

Less than a quarter of executives believe their own organizations hold significant influence over key factors like education, sustainability and social mobility.

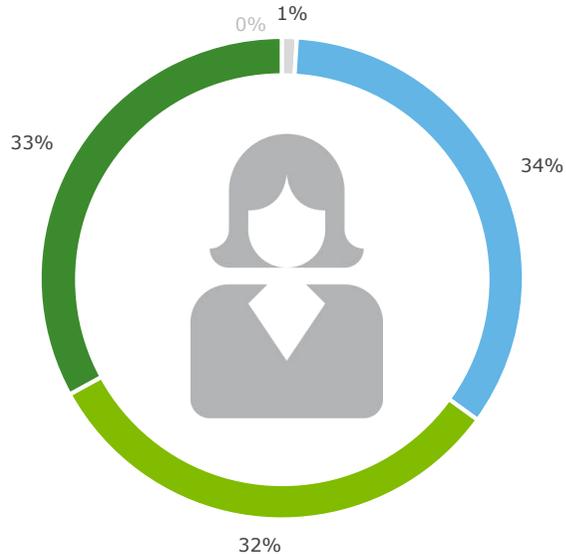
Does your **organization** consider itself able to significantly influence the following issues?



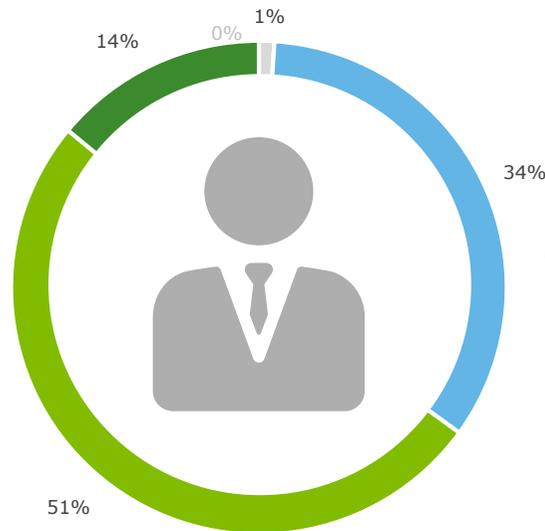
# Feeling unprepared, but stuck in current strategies

Only one-third of executives are highly confident they can act as stewards during this time of change, and only 14% are highly confident their organizations are ready to fully harness the changes associated with Industry 4.0. Yet many continue to focus on traditional business operations rather than focusing on opportunities to create new value for their direct and indirect stakeholders.

How ready do you feel to act as a steward for your organization during this time of change and disruption?



How confident are you that your organization is prepared to fully harness the changes associated with the Fourth Industrial Revolution?



● 1-Not at all confident ● 2 ● 3 ● 4 ● 5-Highly confident

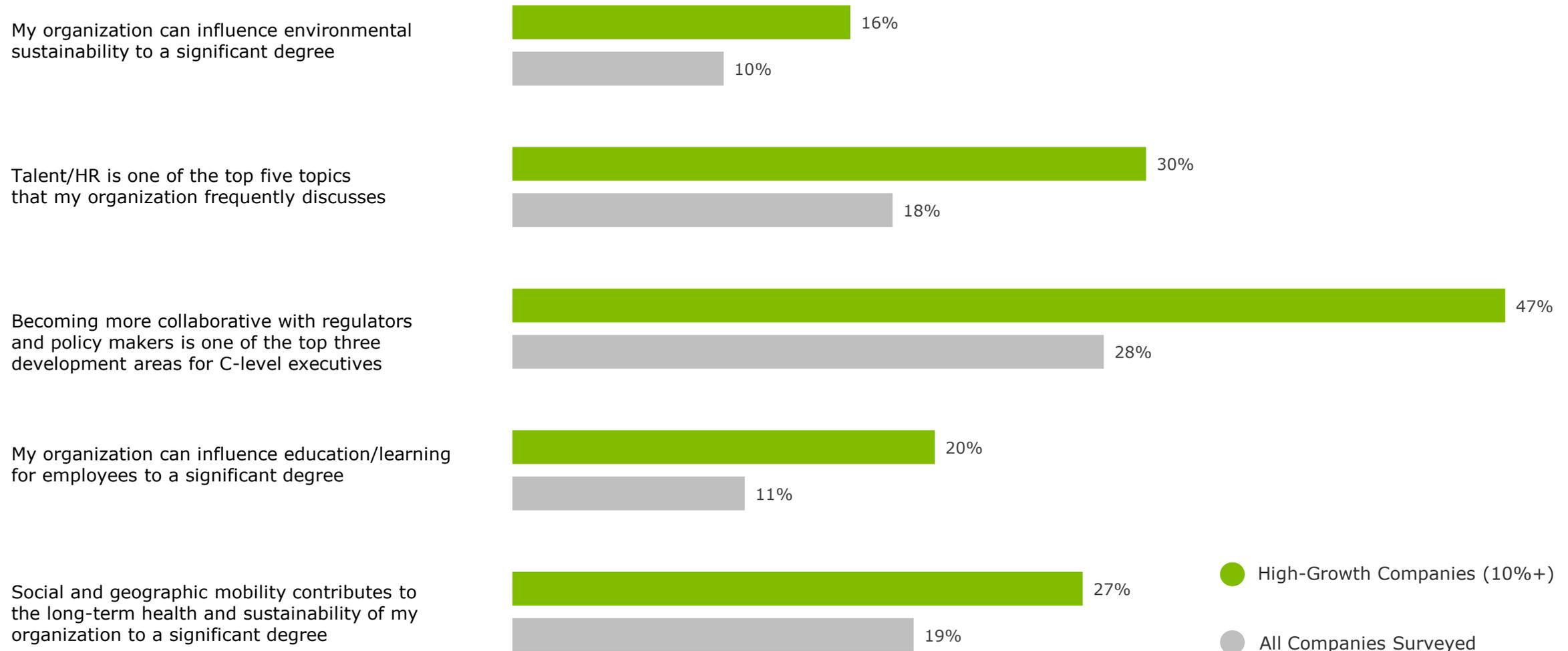
Over the course of a year, what topics do you discuss most frequently as a company? (Select up to 5)



# High-growth organizations take a broader view

An exclusive group of high-growth companies stand out for their broad view of responsibilities and stakeholders.

Rate your agreement with the following statements.



# Uncertainty about what is required to create the workforce of the future

86% of executives say they are doing *everything* they can to create a better-prepared workforce for this new era. However, asked about specific workforce issues and trends, there is less agreement about what that will require.

Which of the following statements about the **Fourth Industrial Revolution's impact on the workforce is more true?** (Select one option from each set)



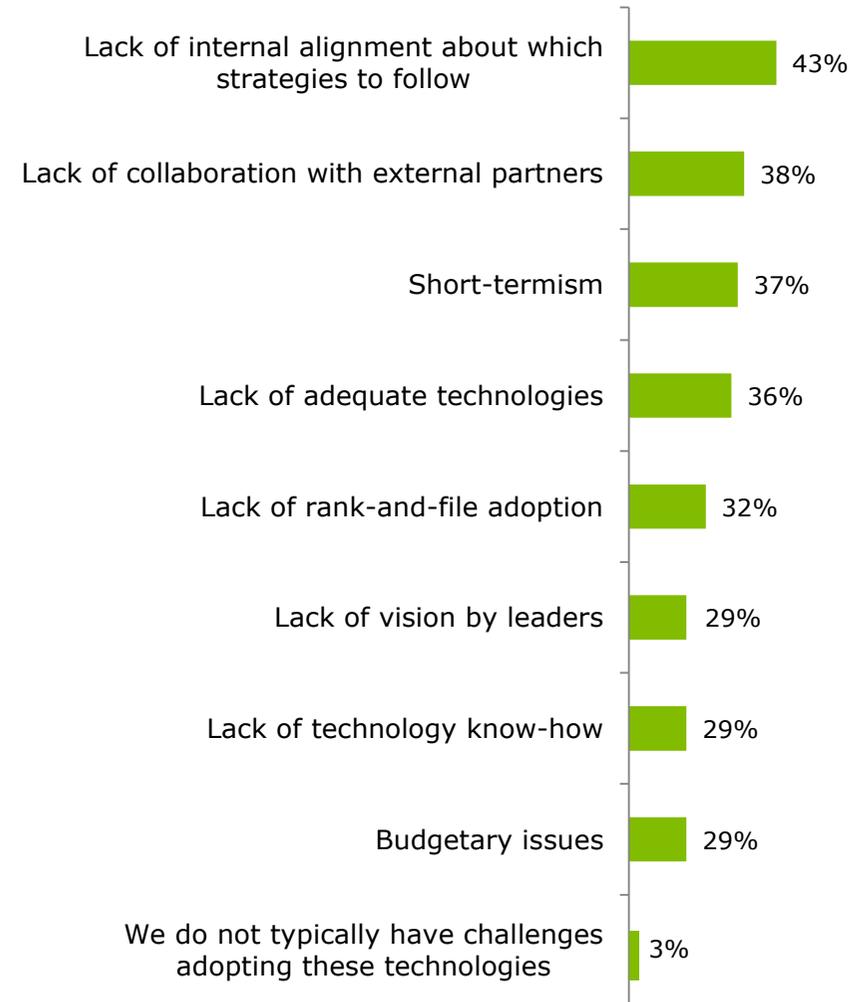
# Technology investments focus on new business models, but lack strong business case

Executives understand they need to invest in technology to drive new business models; however, they have a hard time making the business case for that investment because of a lack of strategic alignment internally and short-term focus.

What influences **your investment in advanced technologies?** (Select up to 3)



What are the most **common challenges your organization faces as it seeks to adopt new technologies and their applications?** (Select up to 3)



# Views about Industry 4.0 readiness vary by geography

When looking across geographies, there are notable differences around Industry 4.0 readiness and whether technologies will replace or augment human expertise.

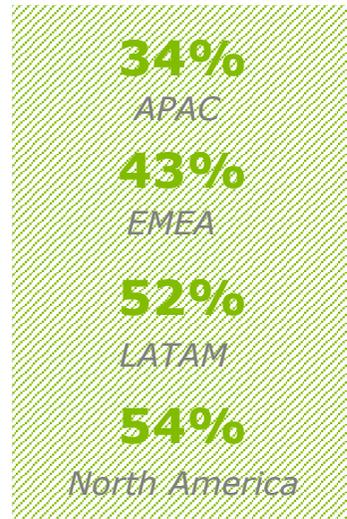
How prepared is your organization to address the emergence of new businesses or delivery models?

	APAC	EMEA	LATAM	North America
Highly Prepared	12%	20%	25%	30%

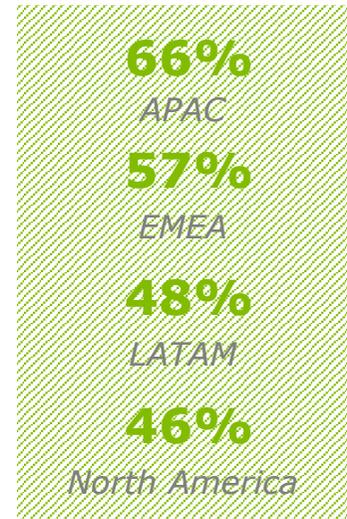
When it comes to workplace planning, rate your agreement with the following statement: We possess the correct workforce composition and skill sets needed for the future.

	APAC	EMEA	LATAM	North America
Completely Agree	13%	25%	33%	43%

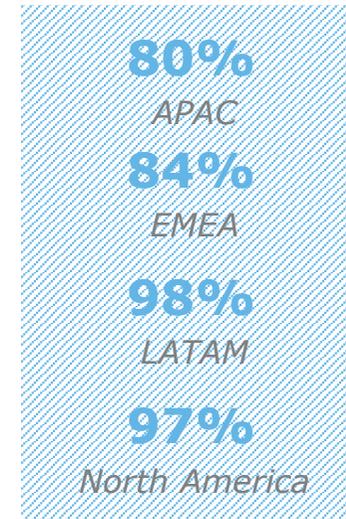
Which of the following statements about the Fourth Industrial Revolution's impact on the workforce is more true?



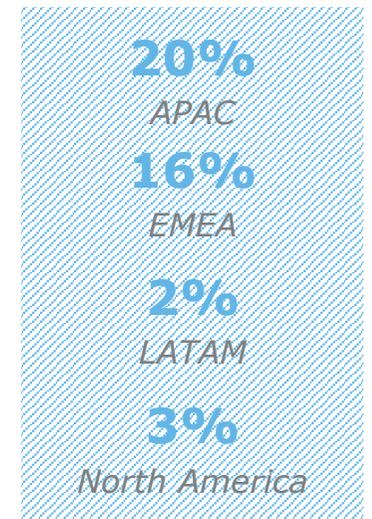
The skills that we require of our employees will evolve relatively similarly to those of today



The skills that we require of our employees will evolve much more rapidly than how they do today



We are doing everything we can to create a workforce for the Fourth Industrial Revolution



We are not focused enough on creating a workforce for the Fourth Industrial Revolution

Which of the following statements about the Fourth Industrial Revolution's impact on business/delivery models is more true?

	APAC	EMEA	LATAM	North America
As an organization, human involvement in the production and movement of goods and services will remain essential	40%	57%	77%	71%
In the future, our organization will make extensive use of autonomous technologies for the movement of people and goods	60%	43%	23%	29%



## **Methodology**

This research is based on a survey of 1,603 global executives conducted by Forbes Insights in the second half of 2017. Survey respondents represented 19 countries from the Americas, Asia and Europe, and came from all major industry sectors. All survey respondents were C-level executives, including CEOs/ presidents (16 percent), with the rest evenly divided among COOs, CFOs, CMOs, CIOs and CTOs. All executives represented companies with revenue of \$1 billion or more, with more than half (53 percent) coming from companies with more than \$5 billion in revenue.

Additionally, Forbes Insights and Deloitte conducted one-on-one interviews with global industry leaders and academics.

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