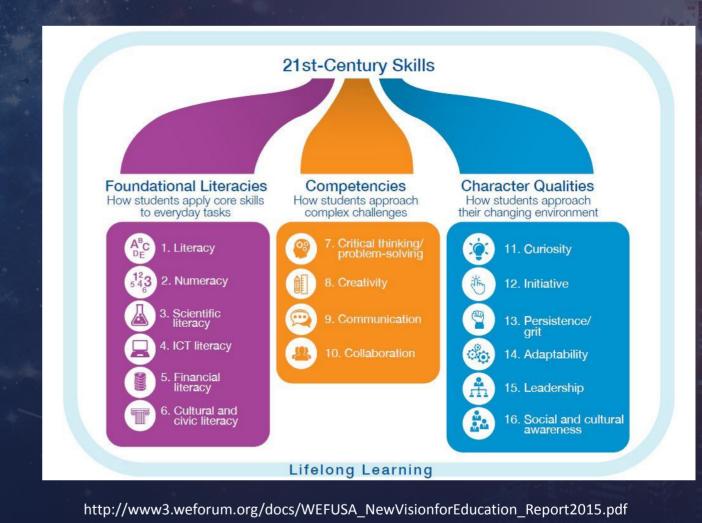


21st-Century Skills

How can talent be developed and deployed to enable people to fulfil their full potential and to support more prosperous economies and societies?



SUMMARY OF OVER **130 INITIATIVES** IMPACTING 12 INDUSTRIES OVER THE NEXT DECADE (1 OF 2)



Aviation, Travel and Tourism	Telecommunications	Professional Services	Mining and Metals	Oil and Gas	Chemistry and Advanced Materials
Ecosystem Convergence Diffusion of Ownership	Integrated on IoT Reimagining Communication	Enhancing Go-to-Market Strategy Fostering a Digital Environment	Advanced Analytics and Simulation Modelling Artificial Intelligence	Digital Customer Services – Hyperlocal Mobile Fuel Options Consumer Energy Choices	Innovation Ecosystem
	Digital Services	Modularizing Work	Smart Sensors	New Era of Automation	Digital R&D
Smart Manufacturing	Outside 'In-novation'	Developing a Flexible Workforce	Autonomous Operations and Robotics	Advanced Analytics & Modelling	Digital Plant
Intelligent Assets		Training Talent	3D Printing	Connected Worker	Digital Supply Chain
Next Generation Workforce	Software-differentiated Networks	Investing In Smart Infrastructure	Connected Worker	Real-time Supply/Demand Balancing: 3D Printing	Augmented Workforce
	Autonomous (Zero Touch) Networks	Designing the Employee Experience	Remote Operations Centre	Digital Information Sharing and Operational Transparency – Block Chain, Smart Contracts	
Traveller Centricity	Cyber-resilience	Reimagining Hiring	Asset Cybersecurity		Accelerated Circular Economy
Seamless Customer Journey	Transforming for a Digital Workforce		IT/OT Convergence	Omnichannel Retail and Experience-based Services	Digitally Enabled Offerings and Business Models
End-to-end Propositions					Advanced Customer Interaction
Modern Security Environment	Extending Connectivity	Augmenting Human Intelligence			Value Chain Collaboration
Ubiquitous Tourist Safety	Delighting the Digital Customer	Nurturing an Agile Culture			
Data Dilemma	Brand Atomization		Integrated Sourcing, Data Exchange, Commerce		

SUMMARY OF OVER **130 INITIATIVES** IMPACTING 12 INDUSTRIES OVER THE NEXT DECADE (2 OF 2)

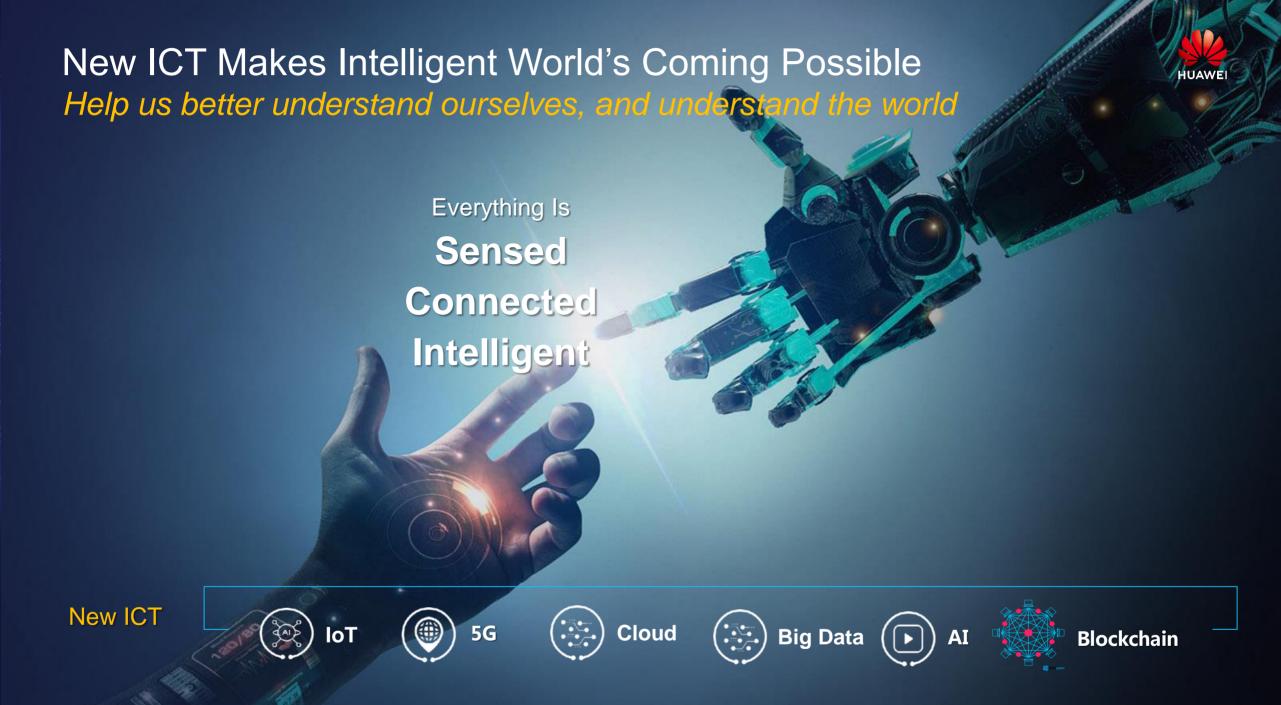


Media	Healthcare	Logistics	Automotive	Electricity	Consumer
Personalized Advertising	Patient Engagement at Scale	Logistics Control Towers	Infotainment	Energy Storage Integration	Data as an Asset
Personalized Content		Analytics as a Service	Usage-based Insurance	Digital Customer Model	Data Privacy and Transparency
Data Privacy and Transparency Reform			Multimodal Integration	Energy Solution Integration	Data to Improve Experience
Phygital: Digital Media Becomes Physical	Precision Medicine	Drones		Energy Management	
'Advicetising": Advertising as Advice	Robotics	Autonomous Trucks	Connected Supply Chain	Industrial Services	Physical Store Transformation
	Medical Printing	3D Printing	Digital Manufacturing	Municipal Services	E-commerce
	Accessible Intelligence	Crowdsourcing	Disrupted Retail	Asset Performance Management	Sharing Economy
Engagement, Co-creation and Crowdsourcing	Connected Worker	Circular Economy	Connected Service and Maintenance	Digital Field Worker	Smart Supply Chains
The Digital Organization	Intelligent Devices	Shared Transport Capacity	Transformed Digital Aftermarket	Smart Asset Planning	Talent Management
Flexible, Predictive, Precise Content Creation		Shared Warehouse Capacity	Automotive Data Marketplace	Energy Aggregation Platforms	Smart Factories
			Connected Infrastructure	Real-time Supply and Demand Platforms	
OTT and OTT 2.0	Virtual Care	Digitally Enhanced Cross-border Platforms		Real-time Network Controls	Hyper-personalization in Good
Communities of Content	Connected Home	City Logistics	Assisted Driving	Connected and Interoperable Devices	Products to Services and Experiences
IP Frameworks for the Digital Age		Same-day Delivery	Self Driving	Living Services	Health and Well-being Goods a Services

Growth through digitalization (customer facing, e.g. revenue generating)

Efficiency through digitalization (internally facing, e.g. profit generating)

Digital experience (the combination of growth and efficiency)





Thank You.

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