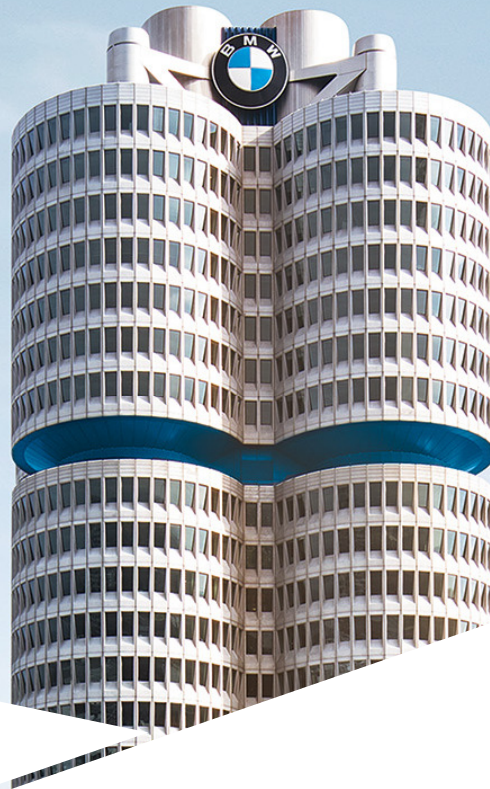


NEW SKILLS FOR NEW JOBS.

DIGITALIZATION AND IST IMPACT ON THE BMW GROUP.

September 27th, 2016



Rolls-Royce
Motor Cars Limited

SIGNIFICANT CHANGES IN THE BUSINESS ENVIRONMENT: NEW STRATEGIC CHALLENGES.



ENSURING OUR POSITION AS TECHNOLOGY LEADER.

Technology and innovation leader

Future focus: Powertrain technologies



**Efficient
Dynamics
NEXT**



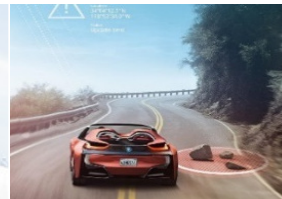
Hydrogen



Connectivity



**Artificial
Intelligence**



**Autonomous
driving**



BMW WILL DRIVE DIGITAIZATION FORWARD IN THREE KEY FOCUS AREAS.

We will lead the digital transformation of the automotive industry



Business processes



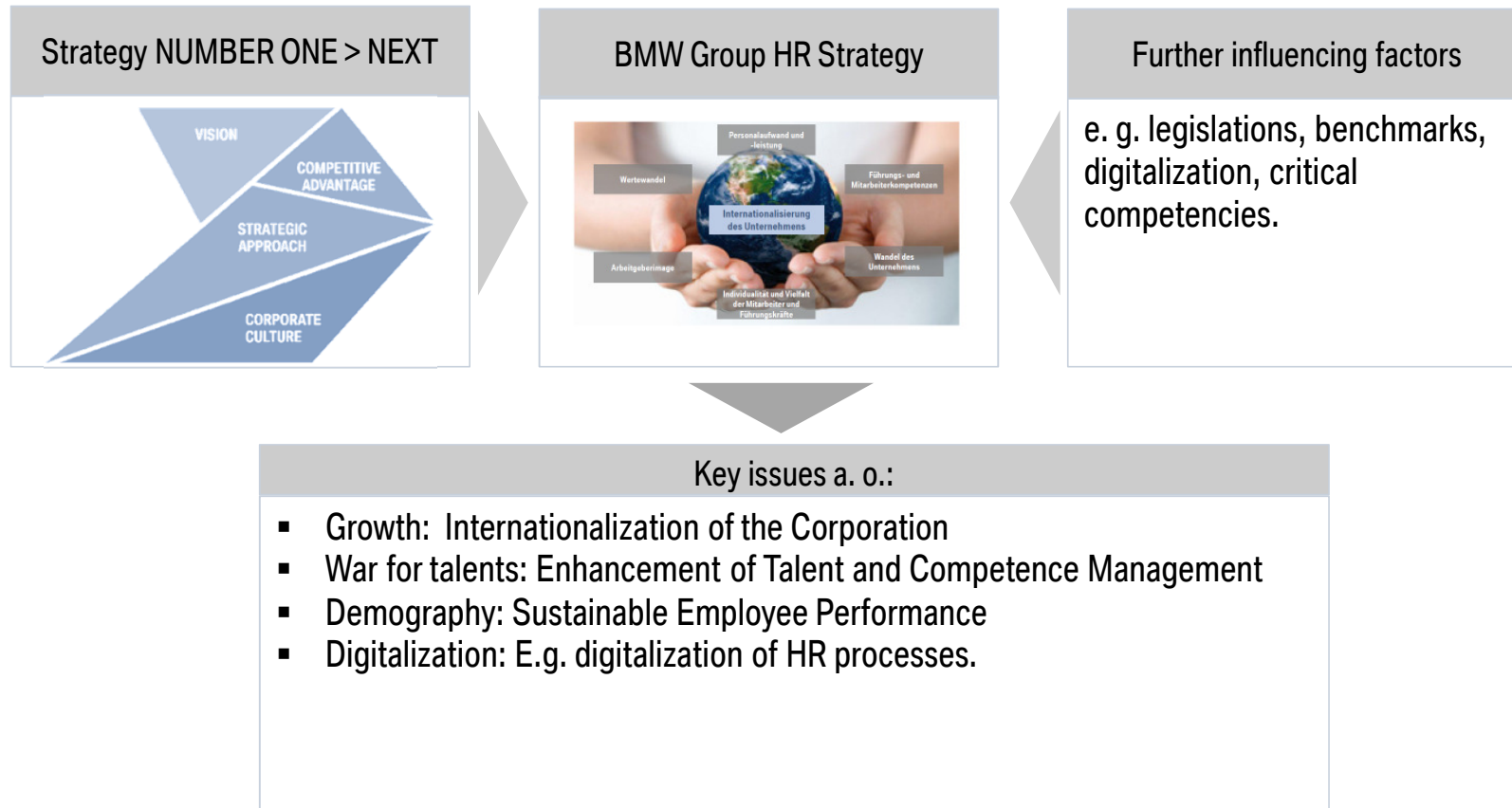
Digital customer experiences and services



Connected / autonomous vehicle



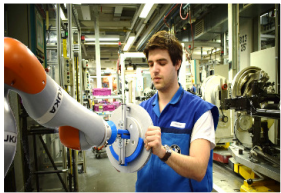
THE ROLE OF HR WITHIN STRATEGY NUMBER ONE > NEXT.



ENSURING THE RIGHT SKILLS AT THE RIGHT TIME AT THE RIGHT PLACE. ACTIVITIES OF THE BMW GROUP AND THE ROLE OF THE EDUCATION SYSTEM.

Well skilled associates

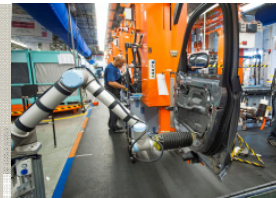
**Focus outside the company:
VET, future talent programs and
continuous cooperation with HEI**



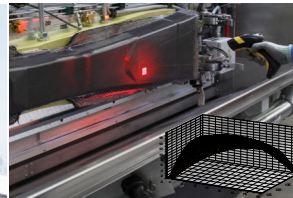
**Modernization of
occupations and
integration of new
modules in existing
occupations**



**„Dual study
programs“ in
cooperation with
higher education
institutions**



**New and flexible
modules within VET
in direct exchange
with shop floor and
maintenance**



**In-service study-
courses and modules
in cooperation with
higher education
institutions**



**Career-paths and
individual
qualification plans**

Linking of theory and practice is a prerequisite – all parts of the education system have to cooperate with companies and business to ensure the teaching of labour market related skills and competencies.

