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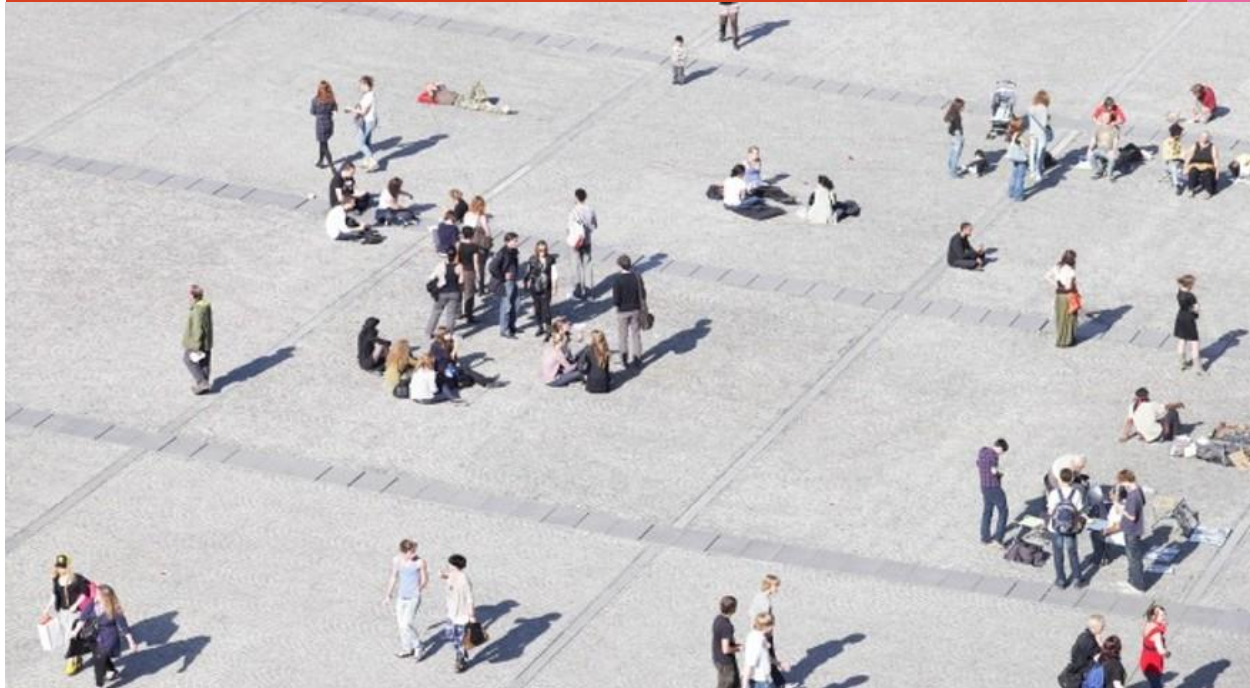
*Directorate-General
Internal Market,
Industry,
Entrepreneurship and
SMEs (DG GROW)*

Leadership skills for KETs

Quantifying demand for leadership skills

**HIGH-TECH AND LEADERSHIP SKILLS FOR EUROPE
CONFERENCE**

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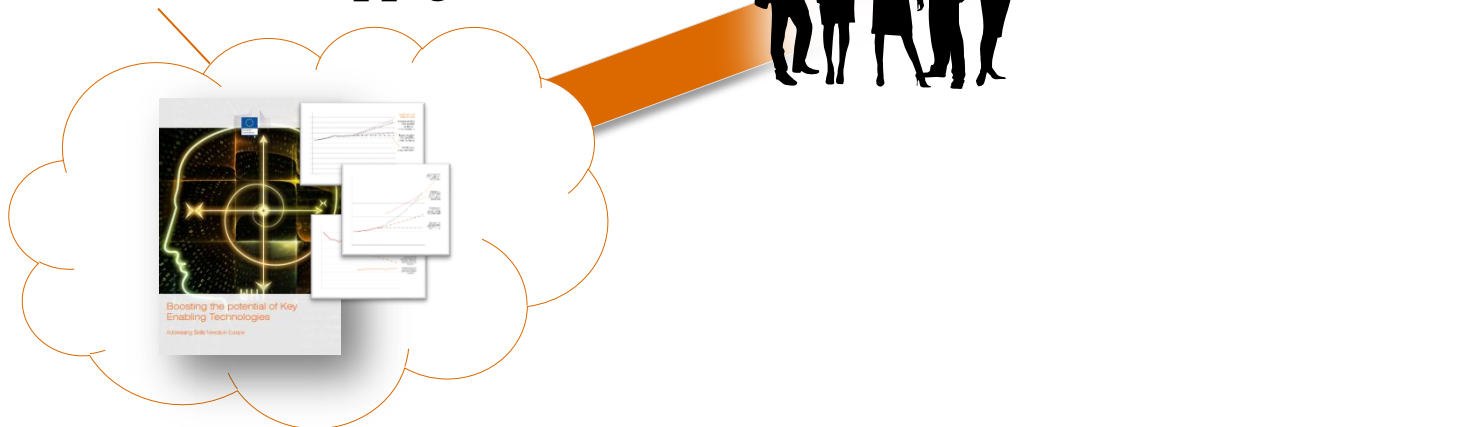
Estimating the demand and supply of leadership skills in KETs

Quantifying demand and supply of KET leadership skills is entirely new

- Estimate of skills demand and supply in KETs available (EC, PwC 2016)
- Qualitative evidence suggests a clear demand for innovation leaders in KETs
- No quantification of the (future) demand and supply
- Scarcity of KET specific data is a major challenge
 - *Estimating D&S for KET skills requires data at a more granular level than generally available, let alone data requirements for estimating D&S for **leadership skills in KETs.***

Our approach is therefore based on the previously conducted KETs skills analysis

- 1. Collect KETs skills demand and supply data**
- 2. Analyse the share of leaders in KETs**
- 3. Calculate (future) demand for leaders in KETs**



Step 1: Demand and supply of KETs skills



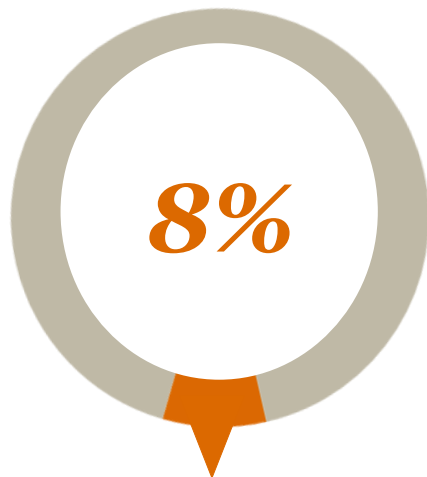
Quantifying demand and supply of KETs skills

- **Approach:** link KETs specific industry data to STEM specific skills and employment (forecast) data.
 - Results should only be interpreted as approximate estimates!
- **Key assumptions:**
 - Focus on technical skills.
 - Focus on employment of KETs professionals.
 - Focus on additional demand and supply in the future for matching demand and supply.
 - Focus on new graduates for assessing additional supply in the future.

Step 1: Demand and supply of KETs skills

Between 2013 and 2025, **an additional 953,000 KETs professionals** with technical skills will be needed to satisfy demand

Breakdown of total demand by skill levels



8% of estimated additional demand accounts for low-skilled KETs employment



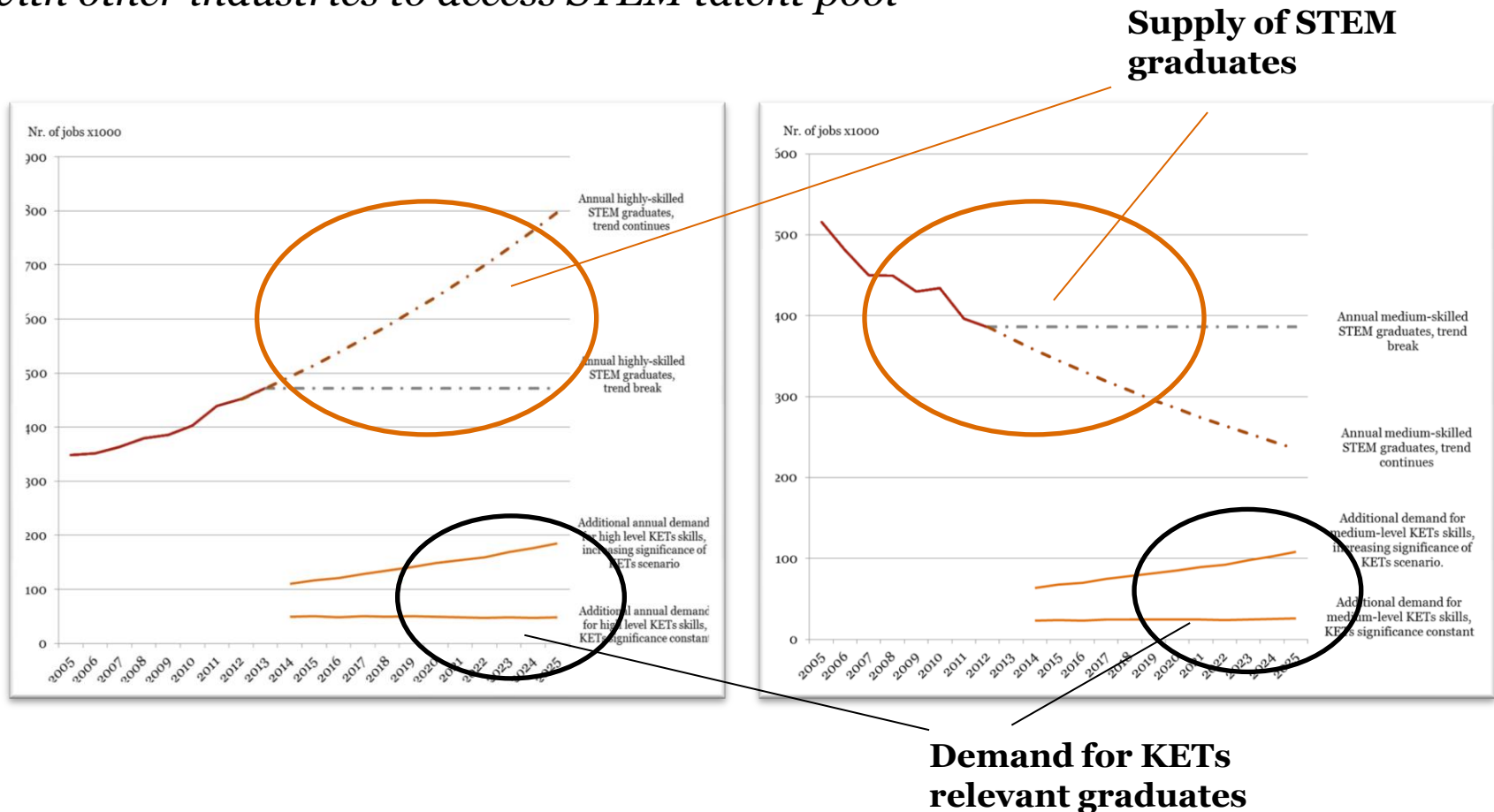
30% of estimated additional demand accounts for medium-skilled KETs employment



62% of estimated additional demand accounts for high-skilled KETs employment

Step 1: Demand and supply of KETs skills

Potential undersupply of KET graduates and fierce competition with other industries to access STEM talent pool



Step 2: Analysing the share of leaders



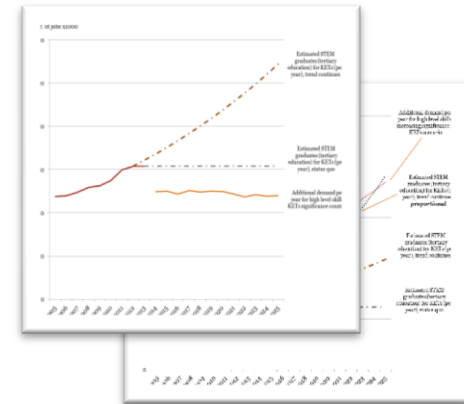
Industry reports suggest that +- 9% of employment in KETs is considered a leader

- Number of people reporting to a supervisor in US companies is on average between 9.7% and 11.4%*, which is roughly 1 in 10 (9%).
- ***This includes leaders at all levels***
 - *Innovation in KETs is not only driven at executive level, but also strongly by e.g. team leaders and business division leaders.*
 - *KETs companies have difficulties to find the combination of technical knowledge and business sense at middle management level.*

*Deloitte, (2016). Global Human Capital Trends 2016.

Step 3: Calculate future demand for KETs leaders

Assuming that a proportional amount of leaders will be needed in KETs to satisfy demand implies that out of the 953,000 additional KETs professionals in demand between 2013 and 2025, **85,770 additional leaders will be needed up till 2025.**



Qualitative evidence suggests that it is already very challenging to find leaders having required interdisciplinary skills to drive innovation and business transformation in KETs

Thanks a lot for your attention!

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