







George Cardoz
Forbes Marshall



Meenal Chaukar Legrand



Manisha Kelkar Nuvoco Vistas



Narendren Nair Voltas



Niraj Barethiya Finolex Industries



Umesh Jadhav Imerys



Shirish Ghude
Solar Group

Industry 4.0

Navigating the Transformation Landscape

Need to Diversify Supply Chains

With their current advantage in scale, the global manufacturing supply chains are still being handled by China. However, after the push from COVID, India will have to start investing in developing its own technology and execution skills.

Managing the Sociological Implications

With the rise of Industry 4.0, it is important that HRs find a way to put humans in the loop, by focusing on not just eliminating routine tasks and cutting costs, but by creating meaningful work for their employees.

Push from the 'Make in India' Drive

This drive will soon push India into becoming the manufacturing hub for global giants in various sectors like automotive, industrial and home appliances attracted by India's market of more than a billion consumers.

Expanding Digital and "Soft" Skills

The rise of automation has brought with it an interesting corollary for skills needed by manufacturing workers. Investing in developing a blend of advanced technology & digital skills with uniquely human skills will yield the highest level of productivity for the sector.

HR Transformation

The Digital Transformation of HR in the manufacturing industry will open up the bandwidth of the HR teams by automating generic tasks and allowing them to focus on strategic activities and steering and maintaining a human connection.

The State of Talent in Manufacturing

Need for Cultural Shifts

There is an identified shortage of talent, especially in the mid-senior levels, and organisations need to undergo significant cultural changes and invest in developing strong employer brands that focus on employee experience, in order to attract and retain talent.

Evolving Skill Sets & Bridging the Gap

The increasing penetration of new emerging tech in the sector has created a demand for professionals who will be key enablers of smart factories & developers of a collaborative human-machine workforce. HR teams need to identify these skill gaps and invest in upskilling their workforce.

Attracting Millennials & New Talent

Partnerships and collaborations with academia will help develop new talent with industry-relevant specialisations, however, attracting newcomers from more generic educational backgrounds could be a challenge. HR teams will need to design policies and processes that meet millennial expectations.

Investments in HR Tech

Covid has pushed the industry to invest in HR and recruitment tech and use virtual or video interviews to hire new talent. This trend is here to stay, and organisations should also invest in training their HR teams to use these online tools and technology platforms.

