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**FROM FASHION TO FACTORY**

A New Technological Age

## HRM 4.0 and Work-Based Learning – A Great Match

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How Will Industry 4.0 Impact Factory-Floor Work in the Footwear Industry?



## OECD: The Next Production Revolution

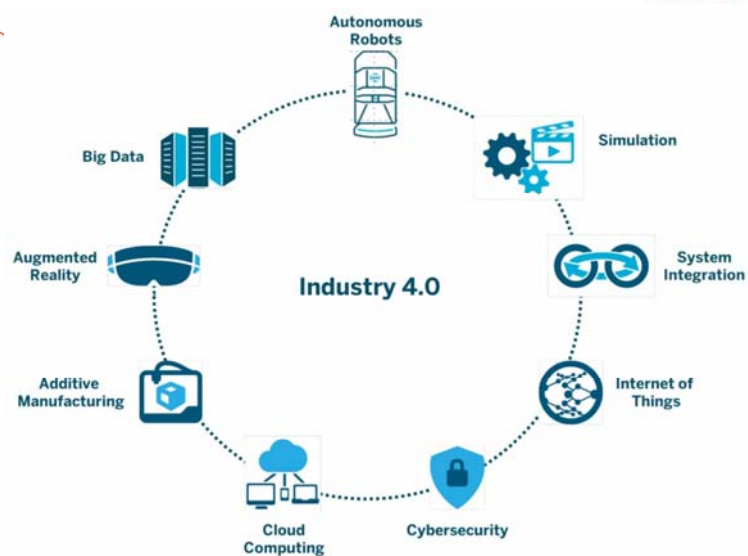
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## Technologies Transforming Industrial Production

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**Industry 4.0:**  
"A confluence of technologies"



## OECD: The Next Production Revolution

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## Work-Based Learning in the Dual System

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Work-based learning embedded  
in a dual vocational training  
programme:

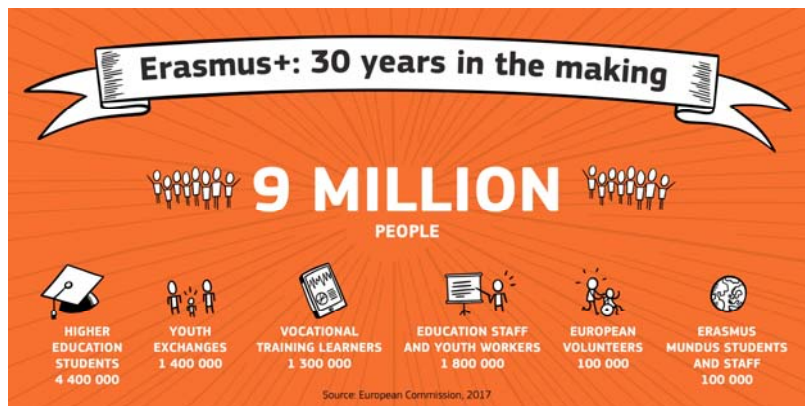
Method of choice to train  
skilled workforce able to face  
the challenges of Industry 4.0.

exploration discovery  
Internships communication  
opportunity career  
Apprenticeship **Work**  
attitude workplace preparation **Based** skills connections  
job **Learning** Work-Ethics  
networking Real-World  
Mentorships experience

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The European Commission heavily invests in the development of dual training structures in countries where the dual vocational training system is not yet implemented.



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ISC, for example, is currently involved in the ICSAS project.

ICSAS aims to provide countries with no or little experience in work-based learning the opportunity to get a first-hand practical impression how this training system works .



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Work-based learning is a training model that functions in a setting where state schools and industry as well as other stakeholders (such as chambers of industry and commerce, trade unions) cooperate to provide high-quality, practice-oriented training to job starters.



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Apprentices in work-based training pathways spend about 80% of their time in the company and 20% at school.

In the company, they are “coached” by experienced workers / tutors to acquire the necessary skills and competencies to become qualified skilled workers.



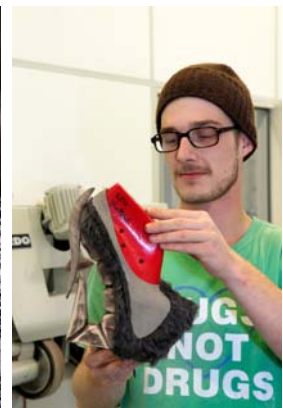


## Work-Based Learning: Apprenticeships

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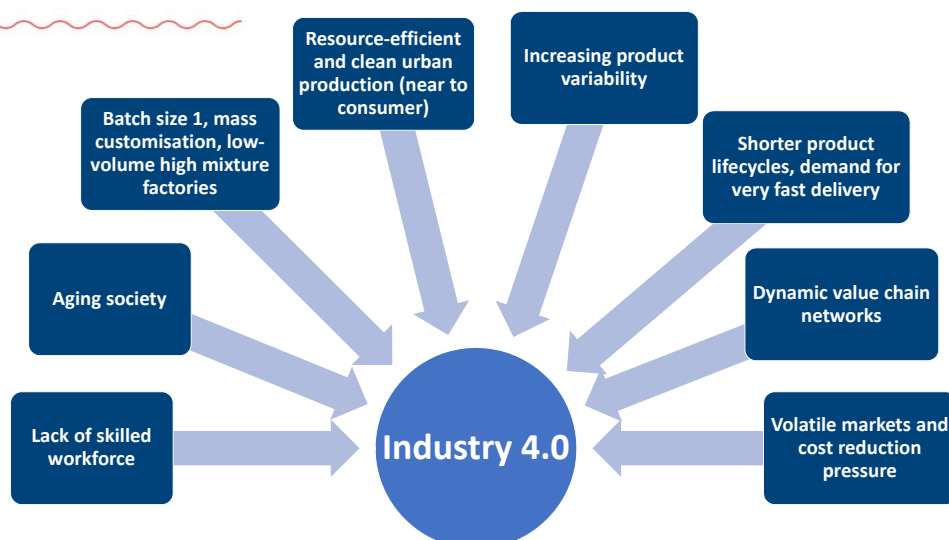
VET schools impart industry-related theoretical subjects as well as general education.

The obtained state certificate allows the young skilled worker to work anywhere in shoe production, or to pursue further training and specialisation.



## Socio-Economic Triggers of Industry 4.0

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## HRM 4.0 aka Sustainable HRM

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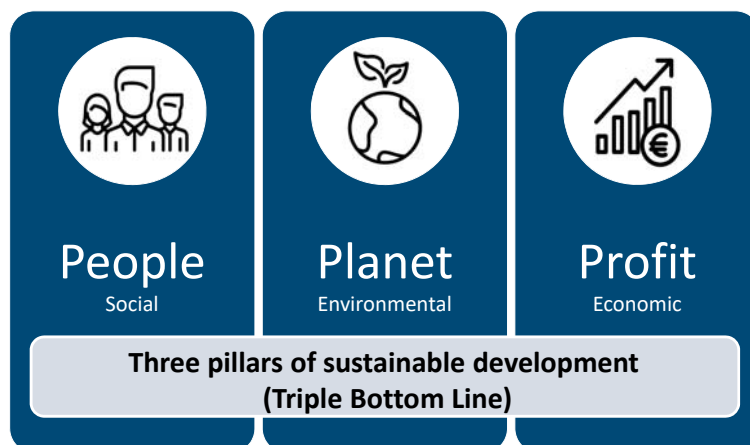
Training is at the core of HRM  
4.0 aka sustainable HRM



## HRM 4.0 aka Sustainable HRM

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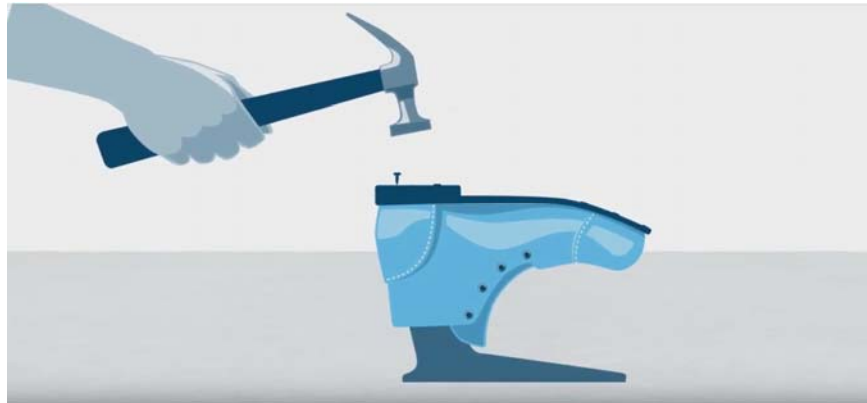
Three pillars of sustainable  
development



## Pre-Industrialisation

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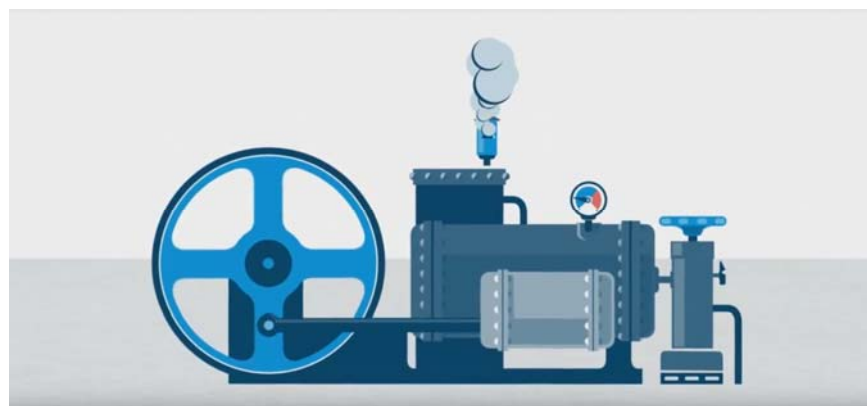
Before industrialisation:  
Handcrafted footwear



## Industry 1.0

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Water- and steam-powered  
mechanisation

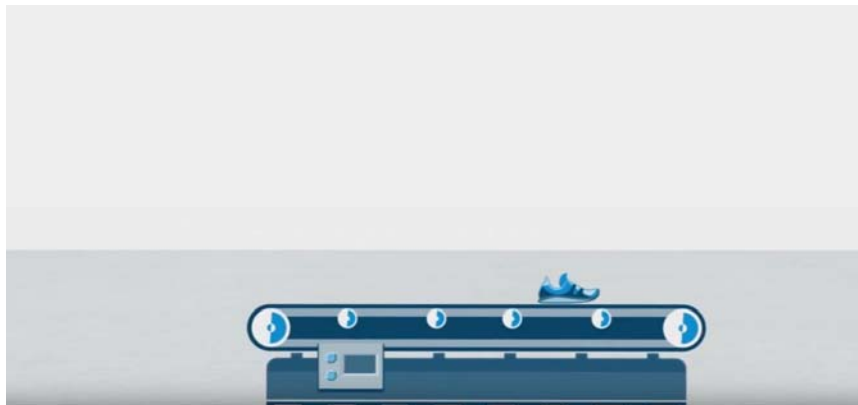




## Industry 2.0



### Electrification



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## Industry 3.0



### Automation



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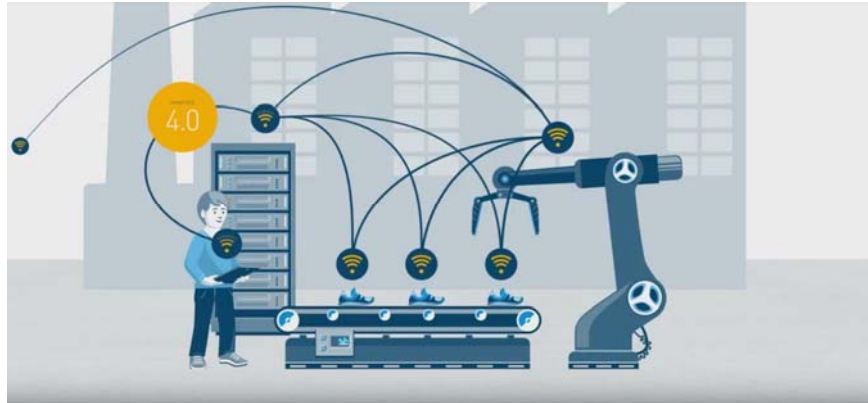
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## Industry 4.0

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### Digitalisation

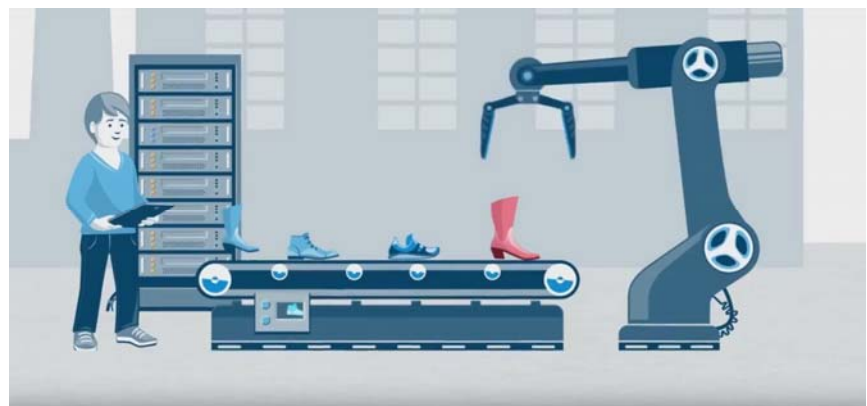


## Industry 4.0

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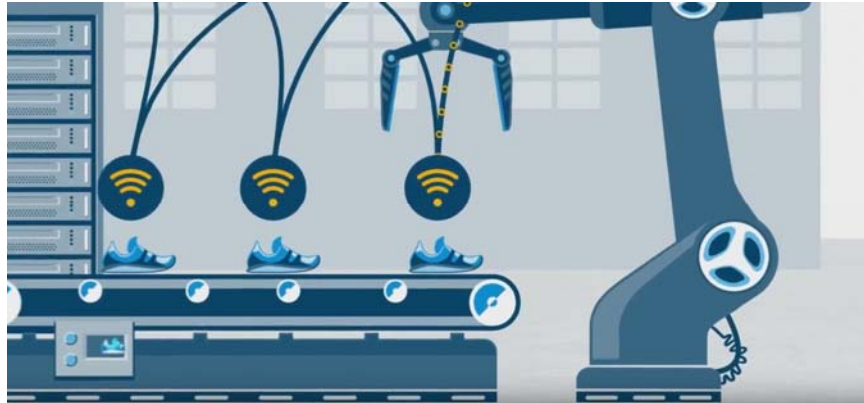
### Customisation



## Industry 4.0

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### Cyber-Physical Systems (CPS)

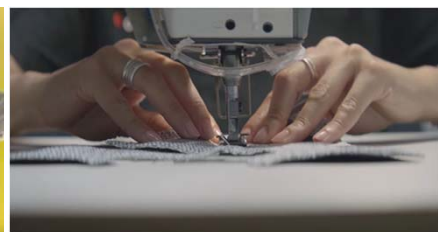


## Example: adidas Speedfactory

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The images shown here are stills from the adidas clip:

<https://www.youtube.com/watch?v=j8OLfzYuJEk>



## How Will Industry 4.0 Impact Factory-Floor Work the Footwear Industry?



**Thank you for your attention!**

## Image sources:

Page 2: Modern Times. Film by Charlie Chaplin, 1936. Picture taken from <https://www.northernsoul.me.uk/modern-times/>  
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 Pages 9, 10, 11: ISC, BBA-Campus <https://www.bba-campus.de/themen/ausbildung/>  
 Page 15-21: Stills from <https://www.youtube.com/watch?v=0DaS7zkKcAo> (DIN e.V. Berlin )  
 Page 22: Stills from <https://www.youtube.com/watch?v=j8OLFzYuJEk>  
 Page 24: Modern Times. Film by Charlie Chaplin, 1936. Picture taken from <https://www.northernsoul.me.uk/modern-times/>, fused with robot picture from <https://www.emaze.com/@A1LFTR0T> by ISC

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Inside Adidas' Robot-Powered, On-Demand Sneaker Factory

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The Next Production Revolution. Implications for Governments and Businesses. By OECD. [https://www.oecd-ilibrary.org/science-and-technology/the-next-production-revolution\\_9789264271036-en](https://www.oecd-ilibrary.org/science-and-technology/the-next-production-revolution_9789264271036-en)

AI and Robots Will Destroy Fewer Jobs Than Previously Feared, Says New OECD Report. By James Vincent.

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TVET plays crucial role in 'Industry 4.0'

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