



RESILIENCE BY DESIGN

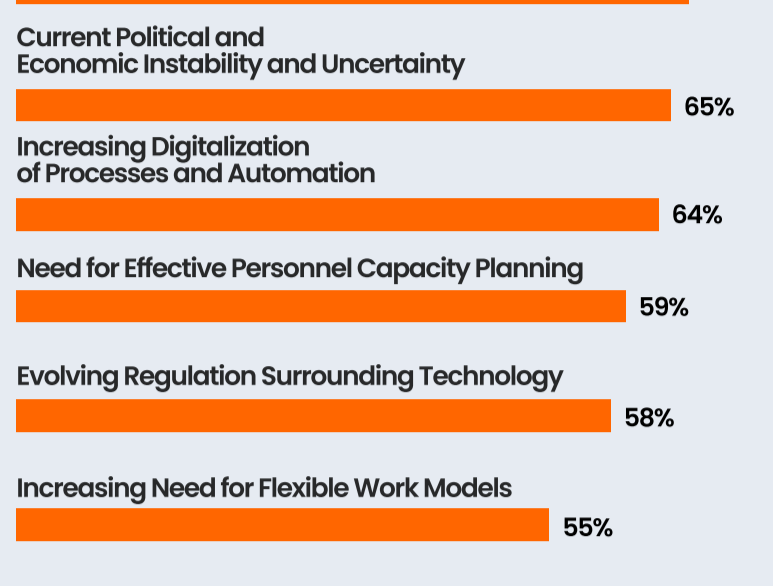
MANUFACTURING & PRODUCTION

Preparedness Gap Adapt or Fall Behind

European organizations are navigating an unprecedented era of simultaneous disruption – from digital transformation and demographic shifts to geopolitical instability and economic volatility. In this environment, resilience is no longer a nice-to-have; it is the decisive factor between thriving and becoming obsolete.

The ATOSS FutureWorks study examines the interplay of challenges, preparedness, and strategic measures in an age of multi-transformation, with a closer look at the Manufacturing & Production industry. For this purpose, more than 100 decision-makers from the industry were surveyed.

7 major challenges



THE RESILIENCE DRIVERS

Preparedness Gap

Organizations are aware, but readiness lags

Organizations in Manufacturing & Production face 7 major challenges simultaneously – all perceived as major or severe:

21%

on average feel completely prepared across these major challenges.



Technology

Drives business transformation and enhances organizational capabilities through automation, digital innovation, and AI. Technology serves as the enabler of efficiency, competitive advantage, and future-ready business models.

Workforce

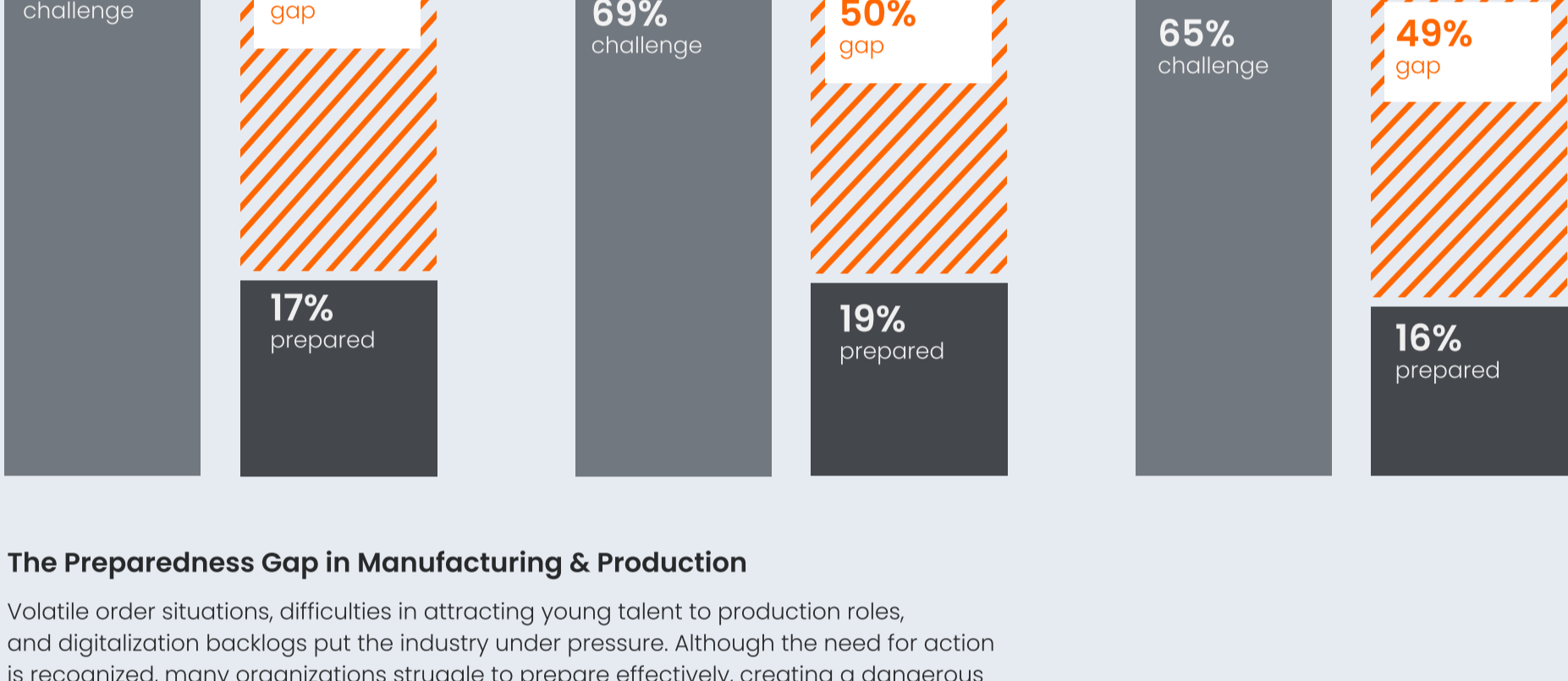
Focuses on people as the core driver of resilience through strategic talent development, flexible engagement models, and inclusive structures. This dimension strengthens organizations by enhancing employee retention, well-being, and their capacity to navigate change.

Organization

Establishes the strategic framework for agility through proactive planning, performance measurement systems, and leadership development. Organizational capabilities determine an enterprise's ability to anticipate, respond to, and grow from disruption.

Demographic Changes are the Largest Challenge with the Least Preparedness

Top 3 challenges vs. feeling completely prepared:



The Preparedness Gap in Manufacturing & Production
Volatile order situations, difficulties in attracting young talent to production roles, and digitalization backlogs put the industry under pressure. Although the need for action is recognized, many organizations struggle to prepare effectively, creating a dangerous gap between strategic intent and future readiness.

PROVEN LEVERS THAT MULTIPLY ORGANIZATIONAL PREPAREDNESS

Closing the Gap

The Most Effective Measures for Manufacturing & Production

Organizations that invest in the right workforce management measures can significantly improve preparedness. Different measures, applied individually or in combination, lead to above-average preparedness gains, and some can be implemented immediately.

Introduction of Technological Solutions

- Upskilling programs for emerging roles
- AI-powered forecasting tools
- Technology policy and regulation courses
- Introduction to employee self-service tools
- Training on performance measurement analytics and prediction tools

Demographic Changes

- Processes to retain institutional knowledge from employees nearing retirement
- Diversity, equity and inclusion (DEI) training
- Advanced digital tool training programs
- Cross-functional teams working on strategic projects

Political and Economic Instability

- AI-powered forecasting tools
- Training on performance measurement analytics and prediction tools
- Diversity, Equity and Inclusion (DEI) training
- Diversity reports and metrics, such as pay gap and diverse leadership
- Decentralized business model



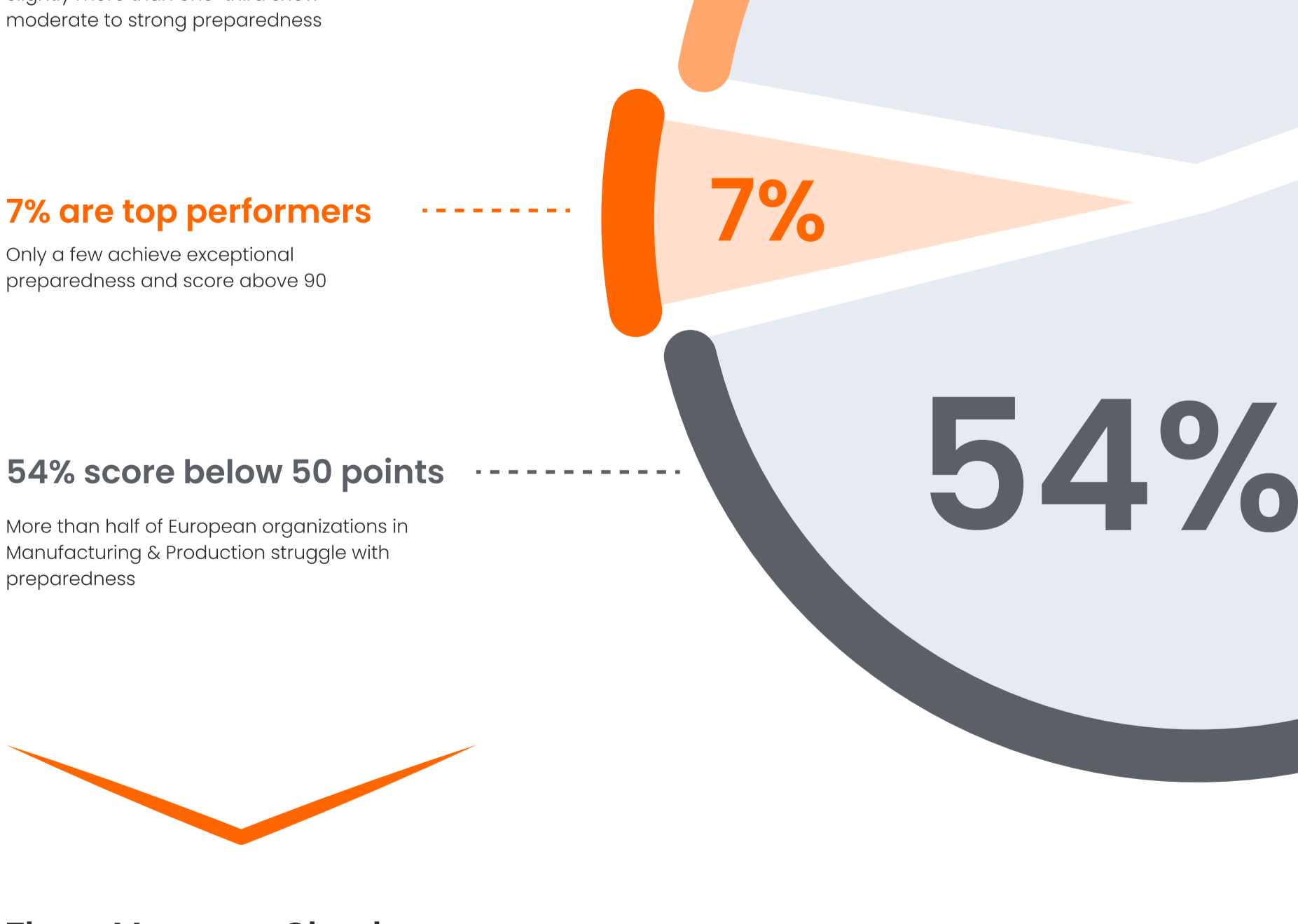
WHAT DO HIGH-PERFORMING ORGANIZATIONS DO DIFFERENTLY?

Resilience-Preparedness-Index

Only 7% of organizations in Manufacturing & Production are top performers

Across industries, top performers are more likely to use data-based and AI-powered forecasting, have a strategic focus on training, and view change as an opportunity rather than an obstacle.

What does this look like in Manufacturing & Production?



These Measures Clearly Set Top Performers Apart

- Advanced digital tool training programs
- Reverse mentoring
- Sharing hybrid best work practices

The Future Doesn't Wait

Preparedness starts with one question: Are you ready? Resilience isn't a reaction. It's a design choice. The time to act is now. And everything you need is already within reach. Take the first step: futureworks@atoss.com

Download the full FutureWorks study [here](#) for free

