

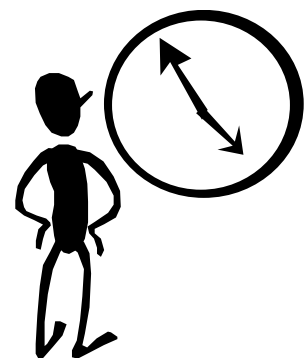
## Group exercise on sectoral approaches in anticipating skill needs

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Discuss in a group

Designate a group facilitator and a group rapporteur. The facilitator has to watch the time and make sure everybody has a chance to speak. The rapporteur will have to report back to the plenary discussion the results of your group work in a concise way (maximum 5 minutes).

You have **35 minutes** to discuss the follow:



- Choose **ONE sector** which you think has a high employment growth potential
  - ✓ Examples: *tourism / hotels and restaurants, agrifood, ICT, garment, renewable energy, construction, retail etc.*
- Analyse **the main drivers of change** for the sector
  - ✓ Examples: *climate change and sustainable development, trade, technology, demography etc.*
- Suggest a **simple short-to-medium term growth scenario for the sector** (such as increase competitiveness, output, sales – domestic or export, productivity, move up in the (global) value chain) which should lead to higher employment (direct/ indirect /induced).
  - ✓ Examples: *increase output in agrifood by X%, increase export sales to neighboring countries by X%. Or increase a number of arrivals in the tourism sector in a country by X% and preserve environmental sustainability of the sector at the same time.*

- Define **the binding constraints** to achieve the agreed growth scenario
  - ✓ *Please go through the business capability gap checklist provided, and identify the main areas where you think there is a gap between the business capability of the sector now and the capability that will be needed for success in future.*
  - ✓ *After grouping closely related gaps together, please list the top six business capability gaps for the sector.*
- Identify **skills implications**
  - ✓ What new or improved skills do you think are needed to enable businesses in the sector to develop each business capability identified to the level required for future success?
  - ✓ What are the main existing skills gaps in the sector that would have to be bridged even if you were not concerned about improving the sector's business capabilities?
- Propose **responses** and **actions** at level of policy, institutions, TVET training providers and enterprises. You have listed some skills gaps that should be bridged for the sector.
  - ✓ What options can you think of for addressing each? Under each option:
    - What form or forms should the action take?
    - What actors should take the action?
  - ✓ What do you think the best option would be for addressing each main skills gap identified?
  - ✓ Does what you have proposed point towards any wider need for action?

You are welcome to use the following table for your individual notes. For the presentation of the group work, you may produce a similar table on flipchart paper.

Drivers of change	Growth scenario for the sector	Key Business Capabilities (need to be improved )	Skills Implications	Key policy responses and other measures	Actions (who, what and how)

Table 2.1: Checklist of possible gaps in business capabilities (not comprehensive)

	Tick
<b>Operations</b>	
• Efficiency / costs / working capital requirements	<input type="checkbox"/>
• Quality	<input type="checkbox"/>
• Responsiveness / delivery times / product variety	<input type="checkbox"/>
• Implement regulatory requirements within operations (Improvements come from changes in technology, skills and processes)	<input type="checkbox"/>
<b>Product development (including technology transfer)</b>	
• Products new to firm	<input type="checkbox"/>
• Product improvement	<input type="checkbox"/>
• Product innovation	<input type="checkbox"/>
<b>Sales and marketing</b>	
• Domestic market	<input type="checkbox"/>
• Export consumer marketing	<input type="checkbox"/>
• Export business-to-business sales, marketing, relationship management	<input type="checkbox"/>
• Export channel management and management of export intermediaries	<input type="checkbox"/>
• Product management	<input type="checkbox"/>
• After-sales service	<input type="checkbox"/>
<b>Compliance with regulatory requirements (and quasi-regulatory customer specifications)</b>	
• Regulatory affairs (gaining approvals, management of compliance)	<input type="checkbox"/>
• Domestic regulatory compliance	<input type="checkbox"/>
• Regulatory compliance for export markets	<input type="checkbox"/>
<b>Sourcing</b>	
• Developing local supplier base	<input type="checkbox"/>
• Sourcing from most suitable international suppliers (cost, responsiveness, quality)	<input type="checkbox"/>
• Managing supplier relationships	<input type="checkbox"/>
• On-going purchasing operations	<input type="checkbox"/>
<b>Logistics</b>	
• Inward logistics – domestic sources, import sources	<input type="checkbox"/>
• Outward logistics – domestic, export	<input type="checkbox"/>
<b>Other business functions</b>	
• Human resource management, recruitment, development systems	<input type="checkbox"/>
• Financial and treasury management	<input type="checkbox"/>
• Corporate affairs – relations with government and other stakeholders	<input type="checkbox"/>
• Information technology	<input type="checkbox"/>
<b>Value chain</b>	
• Improving other components of value chain	<input type="checkbox"/>
• Reconfiguring the value chain	<input type="checkbox"/>