WILL HUMANS REMAIN RESOURCES IN AN AI-DOMINATED SOCIETY?

Agentic AI and the Future of Work and PLM.

PLM Road Map™ & PDT EMEA 2026

AI in PLM: A Disruptive Opportunity and Challenge

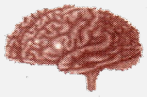
Turning AI disruption into enterprise value:

Strategic insights for the PLM professional

4-5 November 2026

CIMdata®

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The Know-How to Know Now



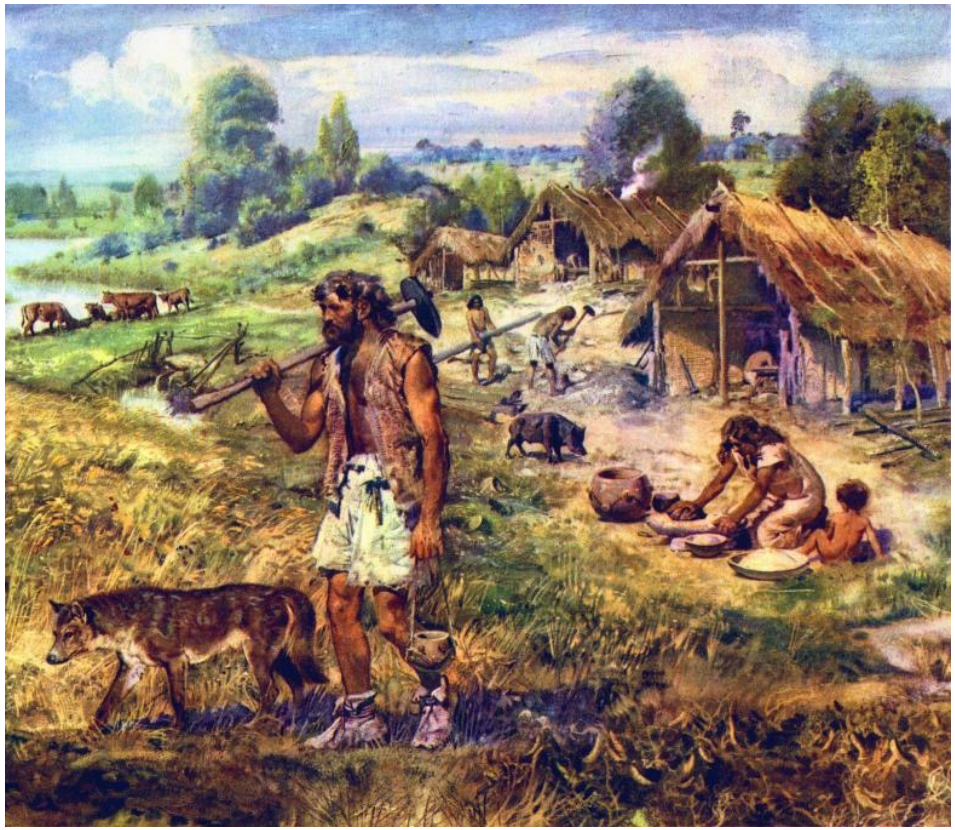
Jos Voskuil

www.virtualdutchman.com

Remember – three transformations affecting humanity



1

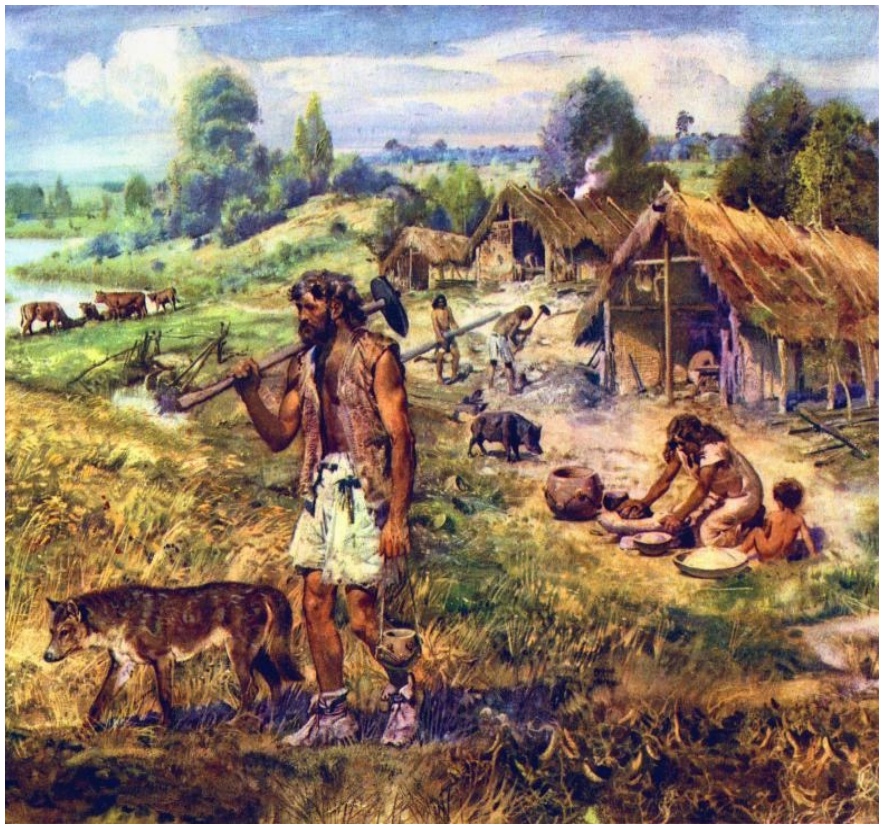


SLOW

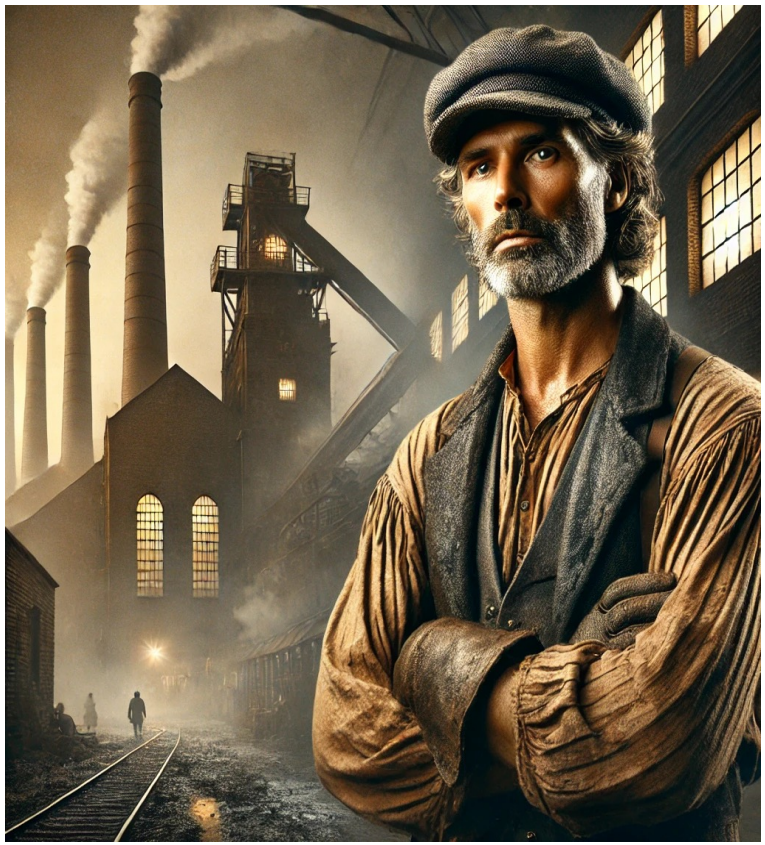
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Remember – three transformations affecting humanity



2



2 to 3 generations

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Remember – three transformations affecting humanity



3



< 1 generation !

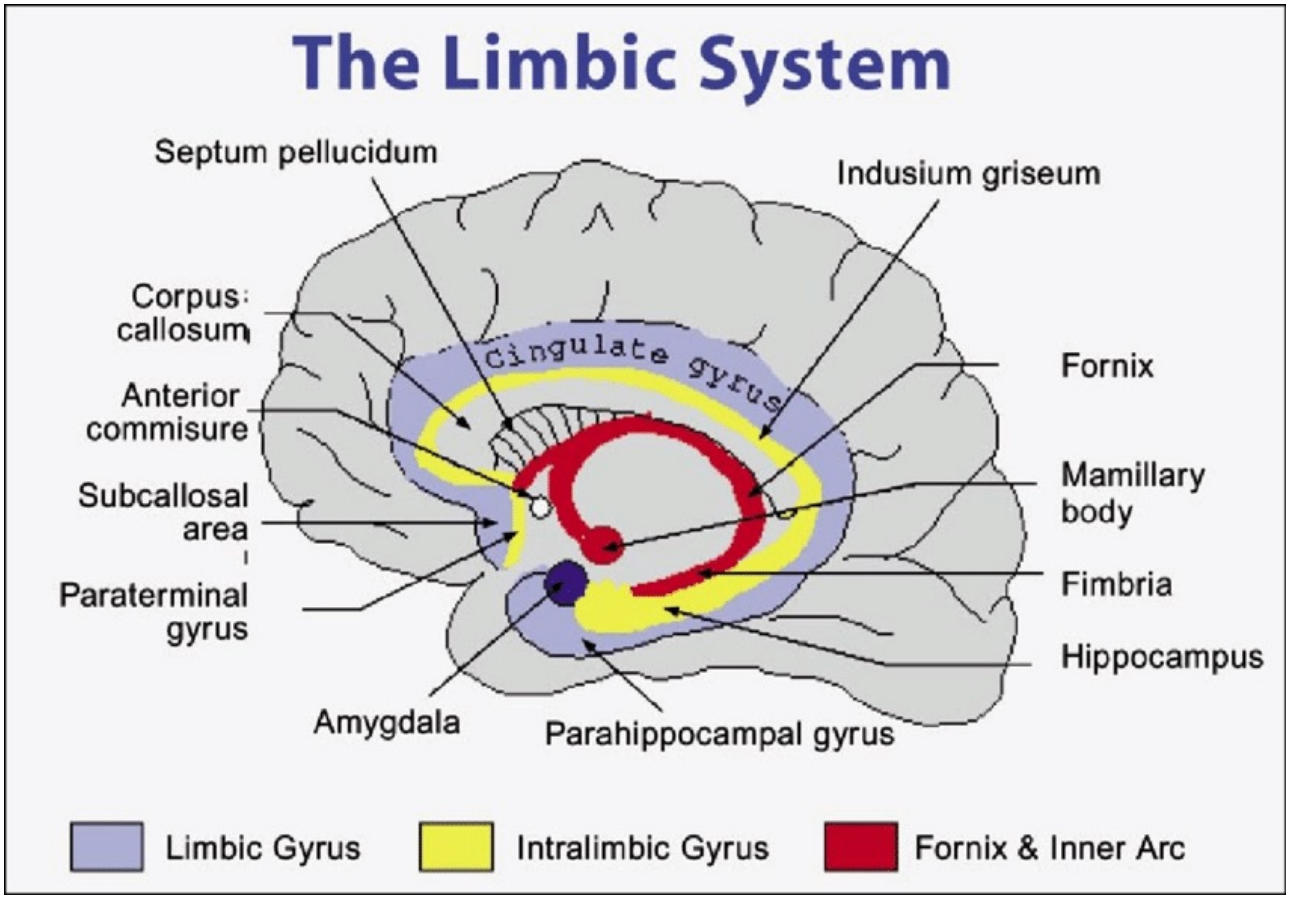
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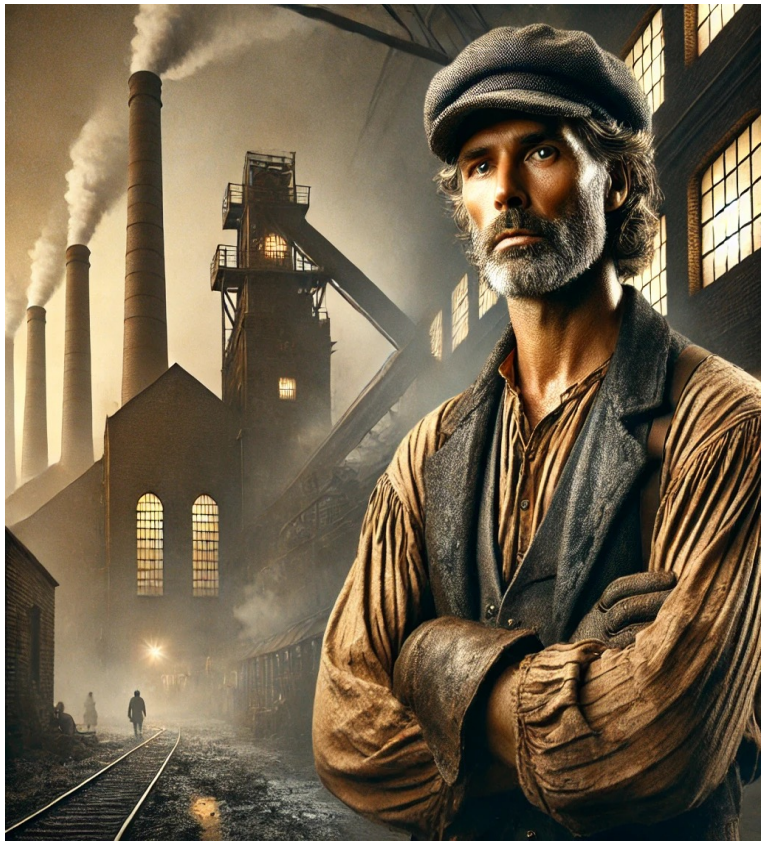
What did not change: Our biological hardware!

We are tuned for:

- Individual survival
- Thinking Fast
- Social group relations
- Short term goals
- **Fear of Losing** is stronger than **Desire for New**



The Industrial Revolution – the introduction of resources



A new society with new classes:

1. **Industrial Bourgeoisie (Upper Class)**
2. Middle Class
3. **Working Class ← RESOURCES**
4. Agricultural Laborers and Rural Poor
5. Old Aristocracy (few)
6. Underclass (Urban Poor)

1850 – child labor – humans are just resources



1935 - 1950 – the upcoming power of unions



Resources treated as Humans

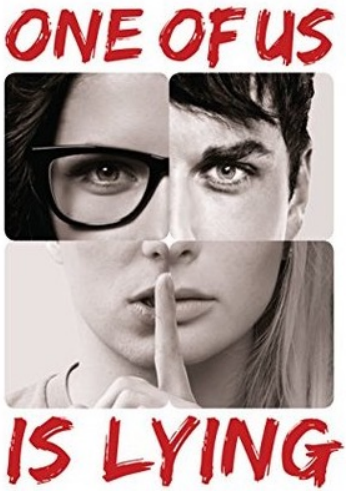
2014 -What to expect from digital transformation ?



Coordinated

According to HR:

"Our employees are our biggest assets"



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2018 -What to expect from digital transformation ?

New ways of working?

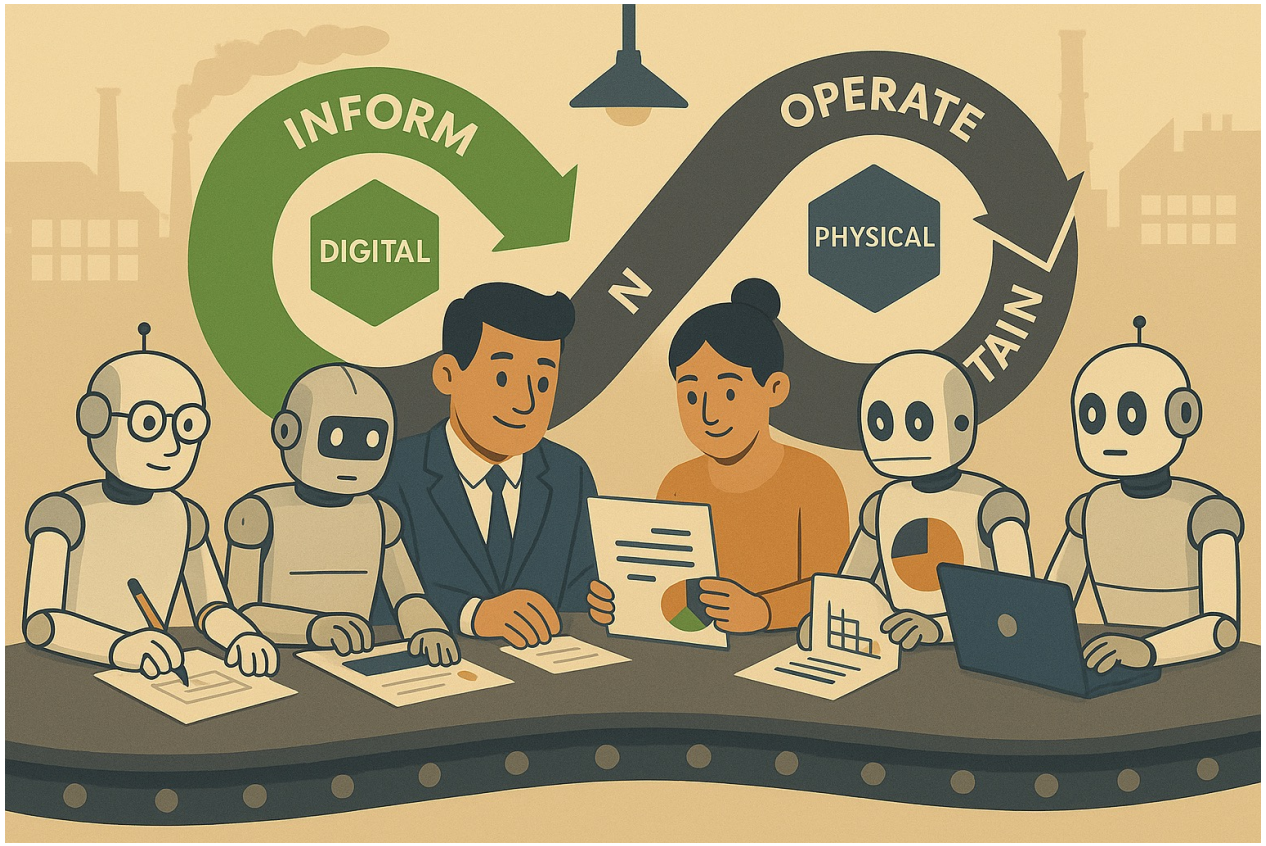




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Connected

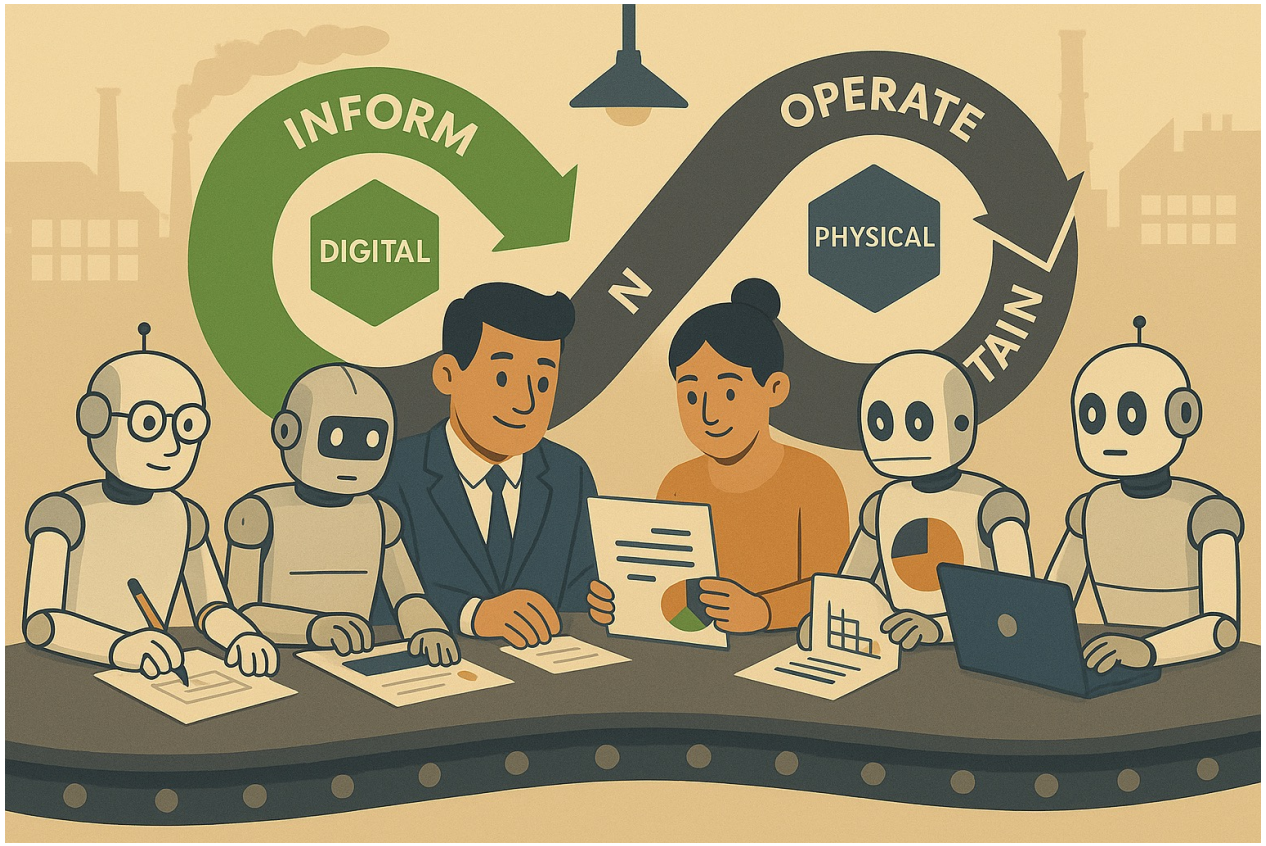
2026 And then came the AI agents

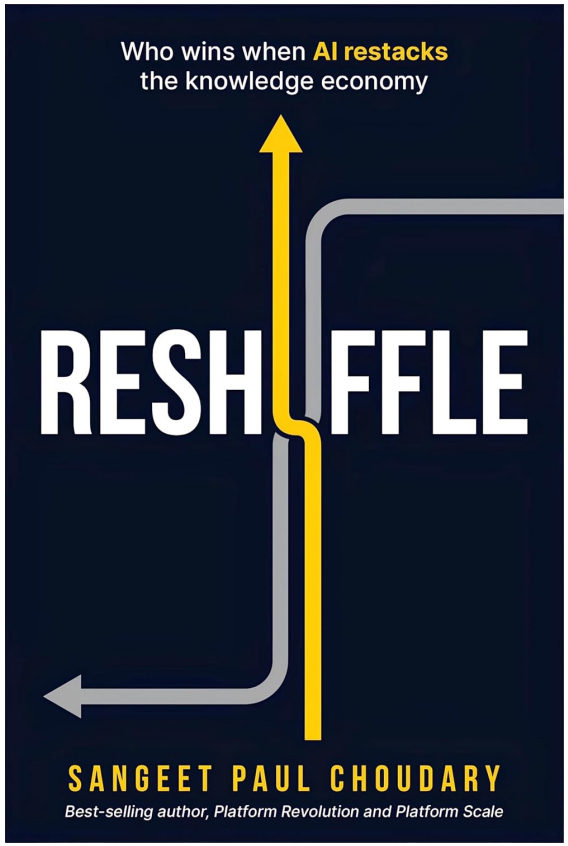


The HR statement:

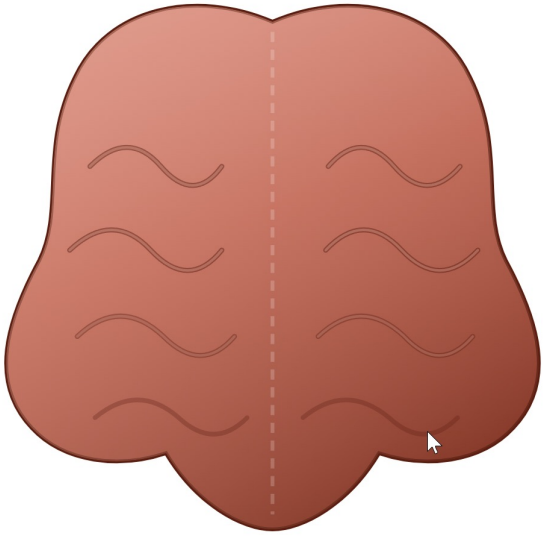
"People who can work and interact with AI agents are our biggest assets"

2026 And then came the AI agents





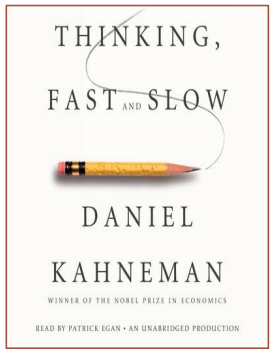
Thinking about an AI enabled enterprise

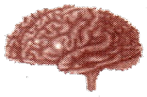


Systems 1 & 2

HUMANS

Difficult / Variable



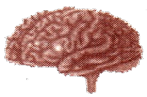


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With that …. are we doomed again for a long time?

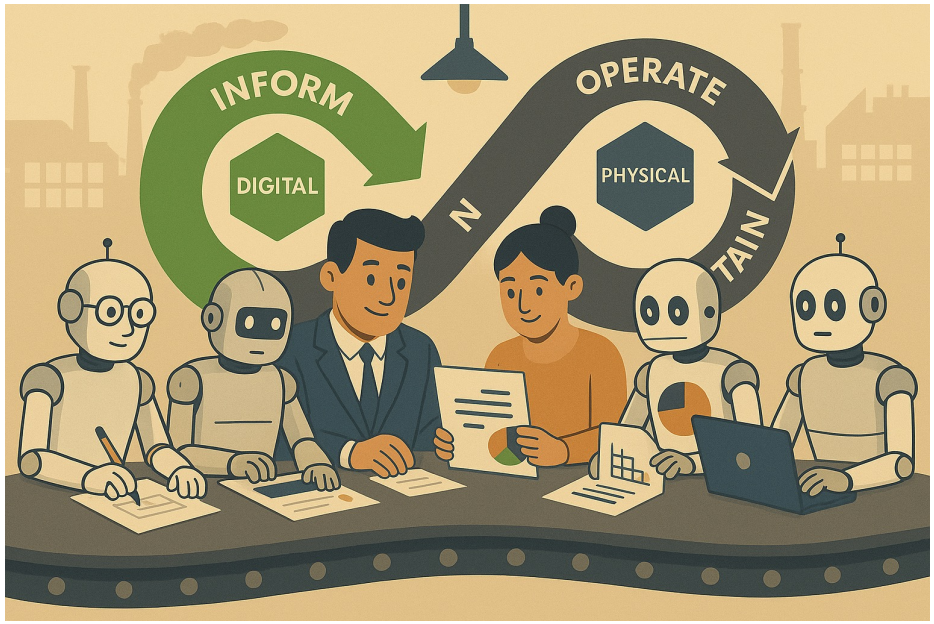




The good news #1

AI's Future is Social, Not Solo

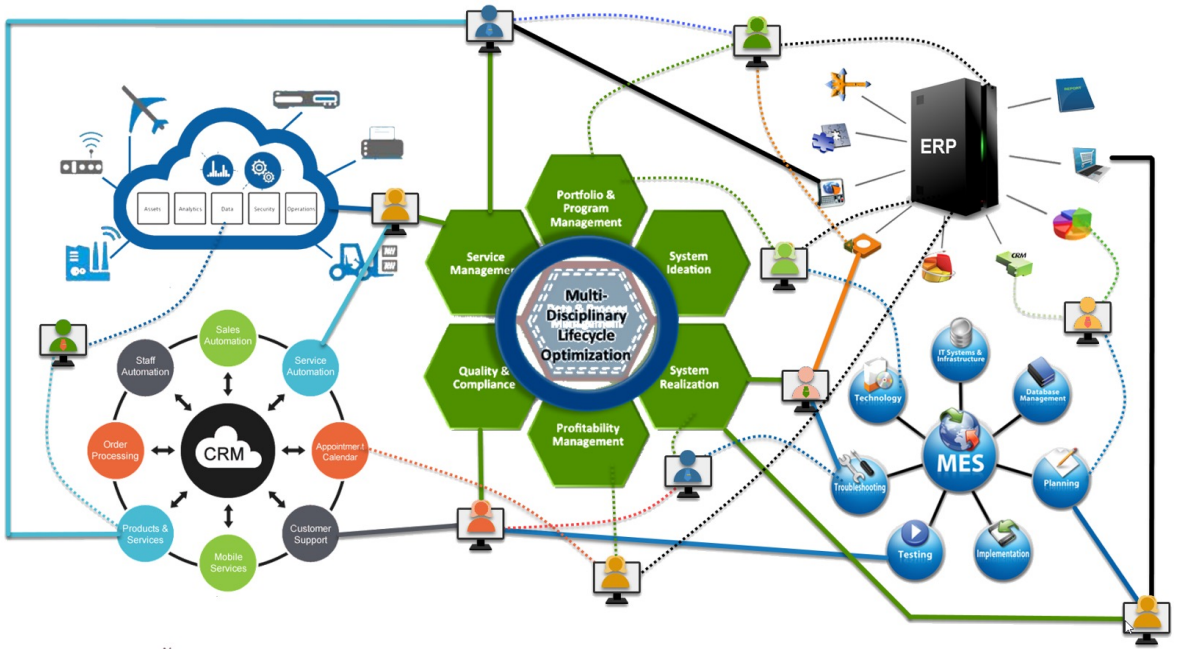
- Interaction with AI agents will be the future. There is not a single AI body
- Humans will need to become AI-native, like digital native before.
- There are job opportunities for fewer resources – better work balance?

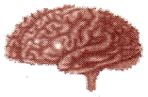


The good news #2

PLM systems will become extinct

- My future vision from 2018 is not accurate anymore





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Nearest Source of Truth and Single Source of Change

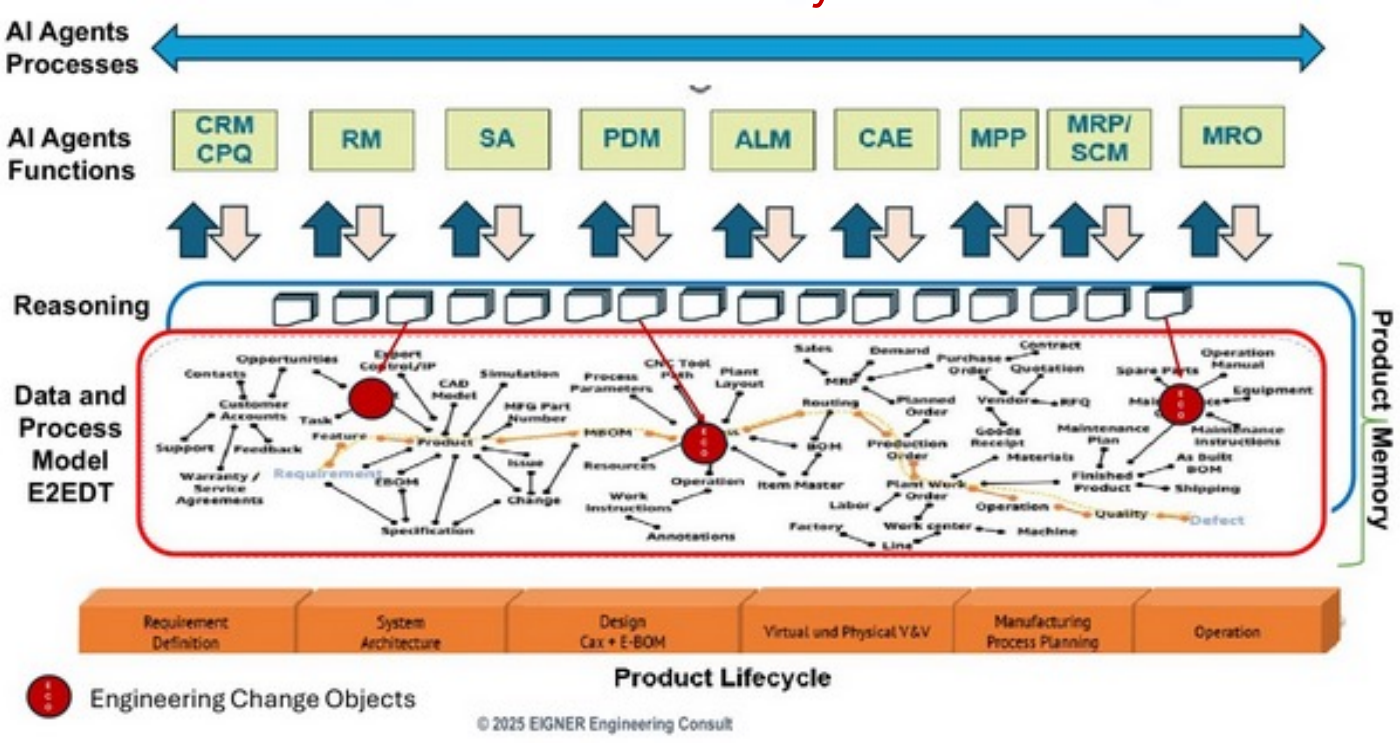
The good news #2

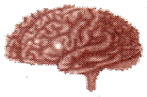
PLM systems will become extinct

- My future vision from 2018 is not accurate anymore

- Next: "product memory" based on an E2E digital thread ?

The most likely truth ?





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The challenges with “product memory

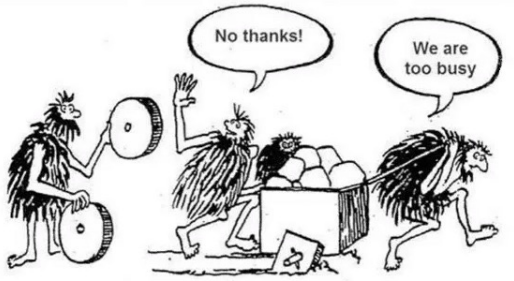


It is a technology concept:

- Software vendors have huge marketing budgets
  don’t always believe what you have been told.
- It requires a lot of educated people in your company:
  - *Understanding of ontologies / semantic models & enterprise architecture*
  - *Management sponsorship & ownership*
- Legacy data quality, availability & people
  Fear of Losing is stronger than Desire for New

Do we need Memory or Understanding?



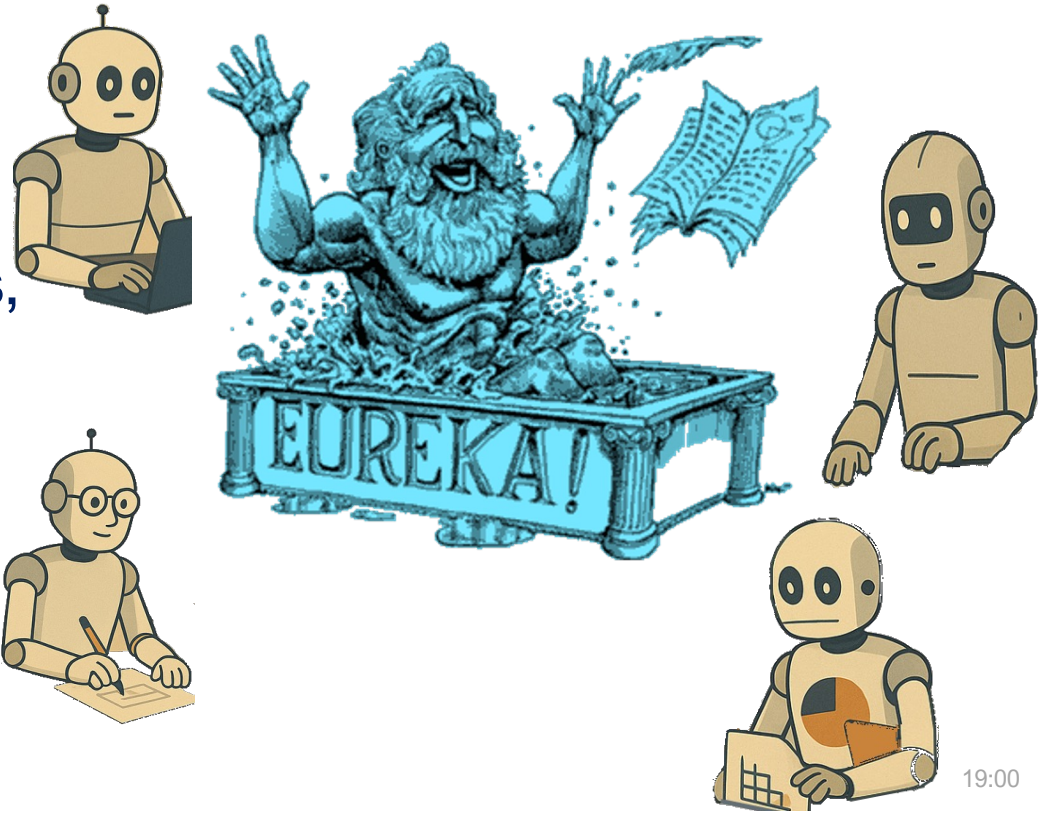


The good news #3

The golden age for entrepreneurs ?

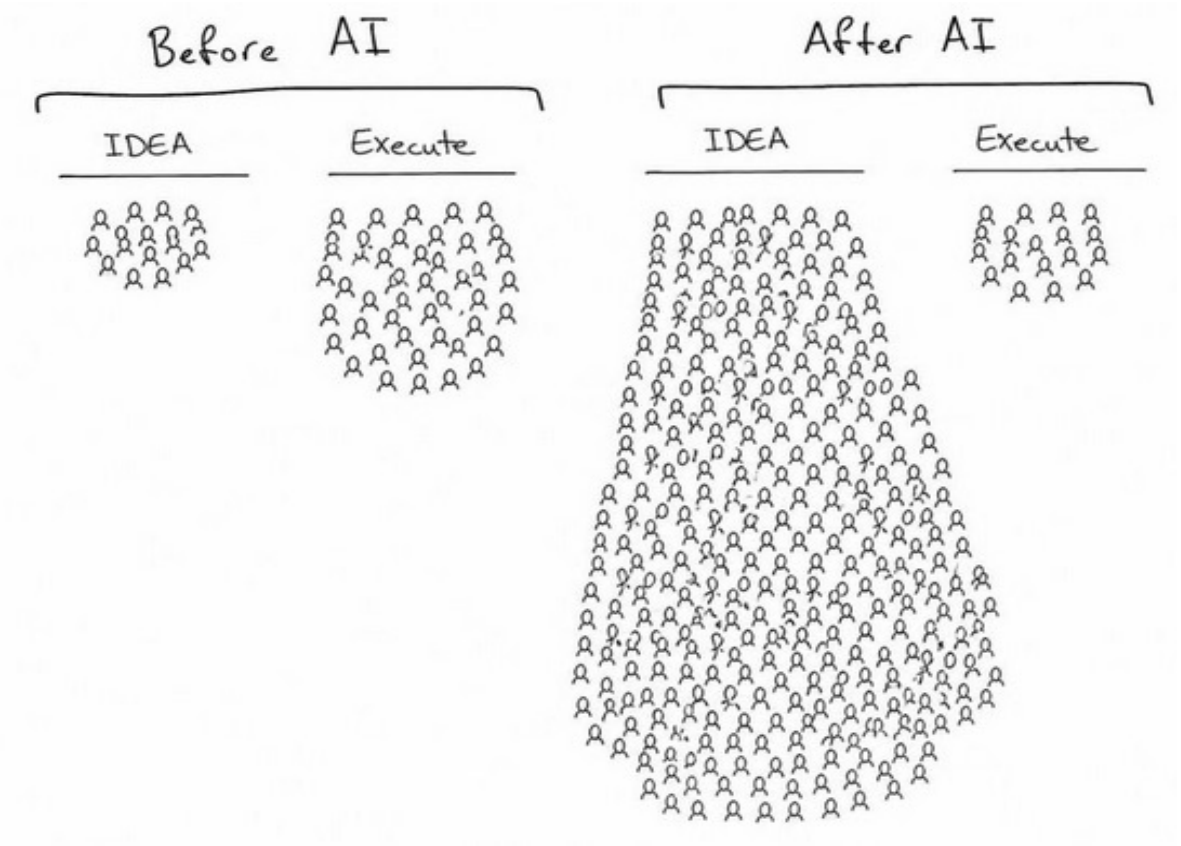
- Focus on the new ideas / the concept
- Coding, website, presentations, admin, task lists, deliverables and more:

  AI-agents



The good news #3

The golden age for entrepreneurs ?



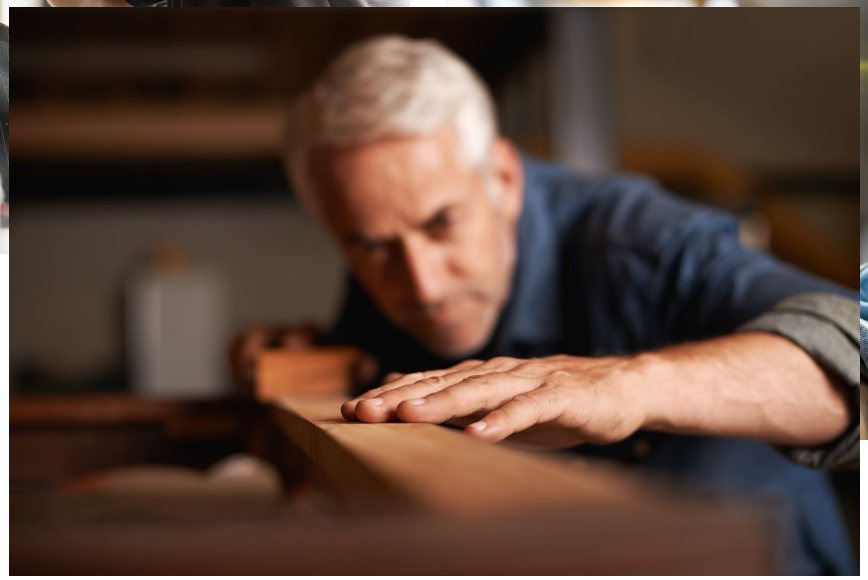
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But not everyone is an entrepreneur or engineer







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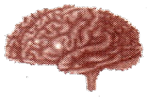
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The biggest risk for the future

PISA Rankings by Country (2000–2026 Full Analysis)



RANK	COUNTRY / ECONOMY	OVERALL	MATHEMATICS	READING	SCIENCE
1	B-S-J-Z (China)	578.7	612	527	597
2	Singapore	552.7	563	535	560
3	Macao (China)	530.3	549	501	541
4	Chinese Taipei	531.3	546	508	540
5	Japan	522	525	503	538
6	Estonia	511.3	508	499	527
7	Korea	516.3	522	501	526
8	United Kingdom	497.7	488	494	511
9	Canada	495	485	490	510
10	Australia	492.7	478	491	509
10	New Zealand	495.3	480	497	509
12	Finland	482.3	469	474	504
13	United States	485	463	490	502
14	Switzerland	490	499	470	501
15	Ireland	493.3	480	500	500

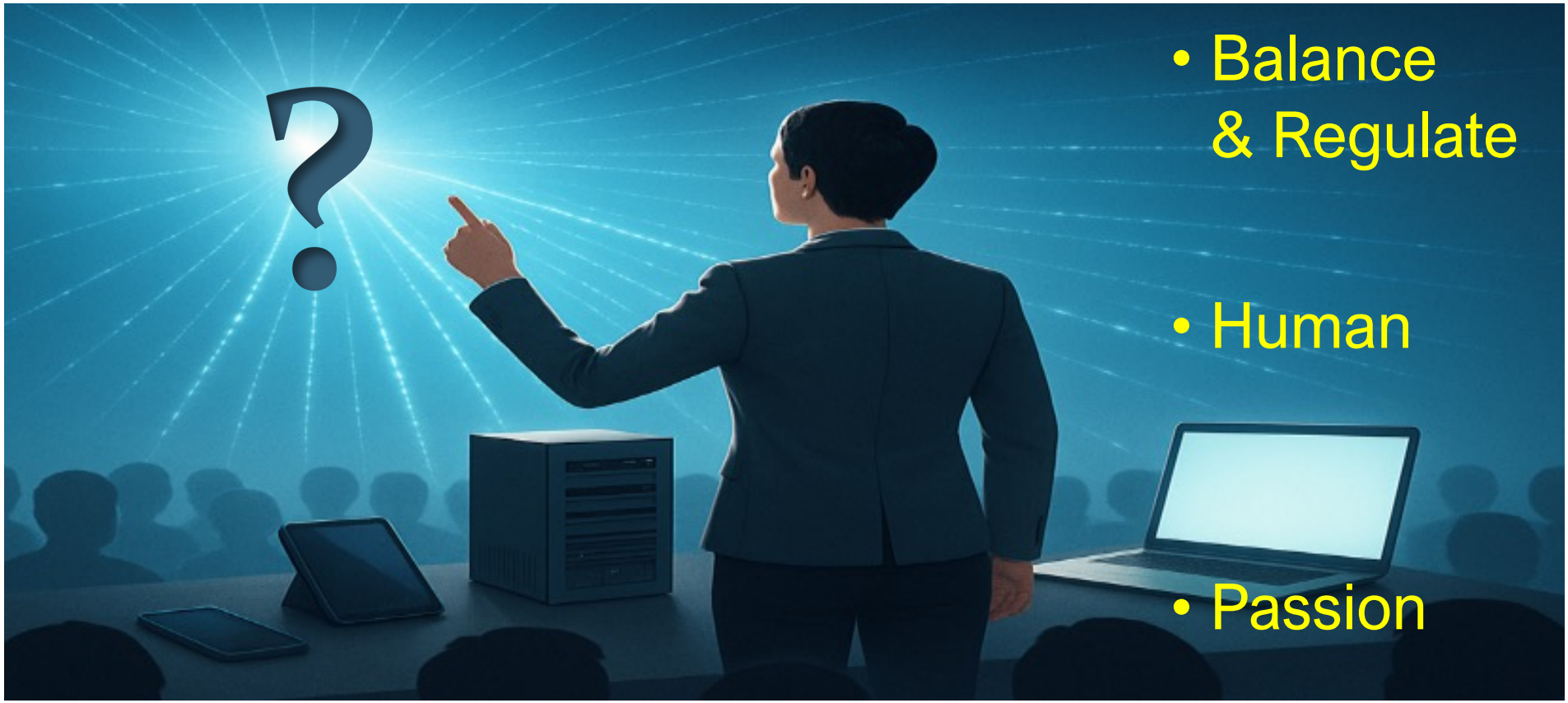


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https://educationbycountry.org/pisa-rankings-by-country/


• Humans, AI & Robots are the future
• The end of “human resources”
• We should retire the word “WORK“
• Balance & Regulate
• Human
• Passion


• Balance
& Regulate
• Human
• Passion

Please provide your feedback

