

# Managing Change and Acceptance of Digitalization Strategies

## Implementing the Vision of „Internet of Production“ (IoP) in Existing Corporate Structures

### Introduction

The vision of the Internet of Production is to enable a new level of crossdomain collaboration by providing semantically adequate and context-aware data from production, development & usage in real-time.

**Thesis I:** Changes are required regarding strategy development and implementation and have an impact on employees, organizational structures, and corporate culture.

- **Challenge:** Digitalization approaches must be implemented in already existing corporate structures
  - **Change** is a critical element for the implementation of new approaches, as the risk of failure while establishing and securing organizational changes is seen between 40% and 70%.<sup>1, 2</sup>
  - Anticipation of the necessity of change and acceptance of change processes on employee side are decisive for success.
  - **Research Focus:** Investigation of the attitudes and mindsets in a corporate organization towards the implementation of digitalization
- Reflection of the acceptance of changes** in the context of digitalization

### Target

**Identification of key enablers that facilitate digital transformation**

### Use Case – Industrial Advisory Board (IAB)

- **Research Object:** Industrial Advisory Board of Cluster of Excellence “Internet of Production” (IoP)
- **Specification:** 35 industrial companies, broadly diversified in production industry (different branches, sizes, and structures)
- **Branches:** Plant and mechanical engineering, automation, automotive, IT, and conglomerate
- **Headcounts:** Between 60 and more than 400.000 employees

### Research Question

Which organizational processes and management approaches facilitate the implementation of the IoP idea?

### Research Objective

Perceived prerequisites, enablers & hurdles to transfer the IoP into reality

### Research Method

Qualitative exploratory interviews

Study Design

## Research Results



→ **Need for an organization-specific, people-centered and transparent change management**

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