

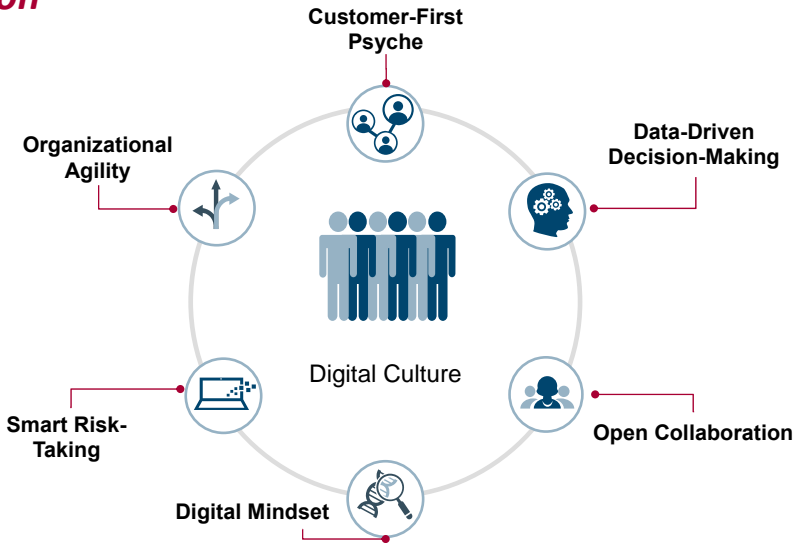
The importance of people and culture in the Industry 4.0 transformation journey

Digital culture enables i4.0 transformation

I4.0 digital culture is the set of self-sustaining values, behaviors and skills that enable an organization to thrive as new technologies and automation transform industries.

Developing a digital culture helps companies to:

- Increase the chances of sustained, post-transformation success
- Keep up with the speed of change from new disruptive technologies
- Attract and retain future talent



People and organizational culture is underpinned by six pillars that support technological enterprise transformation

Implementation Engineers partners with companies to develop Industry 4.0 strategy that is pragmatic and value-driven, accelerating execution and results. We move companies along a proprietary 4.0 journey curve to ensure foundational elements are in place, and that advanced technology, automation and analytics support business objectives. Integrated into this approach is a critical and often-overlooked element: people and organizational culture. Implementation Engineers assesses the current state, identifies gaps and develops a roadmap to transform the people, behavior and culture as operations progress in Industry 4.0 maturity. Six pillars to this organizational foundation are identified that underpin the i4.0 journey, and are essential to enable sustainable transformation.



Organizational Agility

The digital economy requires companies to adapt rapidly to market and industry changes. Removal of internal barriers and encouraging an iterative approach to change enhances organizational flexibility, allowing for a better response to emerging technologies and industry disruption.



Smart Risk-Taking

Smart risk-taking will unlock a company's innovative potential. By rewarding exploratory risk taking, learning, and positive change, a company can identify and apply automation, technology and analytics to new areas of the organization through its own workforce.



Digital Mindset

A company’s digital environment must promote and reinforce digital technology, culture, skills, and talent. This dimension is the thread that holds everything together as it reinforces the importance of digital technologies and solutions in the future.



Data-Driven Decision Making

At the heart of the digital transformation are data and applications that enable new levels of performance. Collecting well-structured accurate data, along with a strong core of business analytics to turn this data into useful information is a key to more fact-based decision making.



Open Collaboration

I4.0 solutions have impacts throughout the organization requiring cross-functional teams to work together seamlessly in an open, transparent culture. As new technology and applications impact jobs and responsibilities, collaboration must be supported by a clear unified organizational vision, and embedded in everyday practices.



Customer-First Psyche

A customer perspective must be taken when examining all touchpoints. A workforce that is willing to challenge existing processes and business models of customer delivery will more readily identify opportunities to leverage i4.0 in ways that drive business growth, enhance market competitiveness, and increase customer value.

Transforming people and culture toward the future state of industry competition

The enterprise 4.0 transformation enables companies to better leverage technology and information as they compete in rapidly changing industries. In doing so, the people and culture of the organization cannot be overlooked, and typically require training and development in order to be progressed along the 4.0 journey. As described above, Implementation Engineers identifies six key elements that drive organizational capability and lay the foundation for this transformative journey: customer first psyche, agility, smart risk-taking, open collaboration, data-driven decision making, and digital mindset.

In the end, it is the people that will enable and drive successful initiatives, and it is no surprise that this foundation is often overlooked in the ~70% of initiatives that fail. Implementation Engineers works with clients to transform people and cultures from today’s operations and behaviors to those of the future.

About the firm

Founded in 1963, Implementation Engineers is a global Performance Excellence company that works across the business value chain to accelerate results. The firm has completed 3,500 engagements across 38 countries across key business functions including manufacturing, supply chain and maintenance. In doing so we apply innovative operational and organizational solutions for our clients in complex environments that go far Beyond ConsultingSM.

The firm has taken a leading role in helping companies develop and execute Industry 4.0 strategy. By combining technical solutions to operational problems, we work with clients to drive value from i4.0 technologies in granular and targeted engagements.