

**eschbach**

# CHANGE MANAGEMENT STRATEGIES FOR MANUFACTURING

A Guideline



# Six simple steps to deliver transformation with clarity and empathy

Switching to modern Plant Process Management requires a holistic approach. These innovations will remain valid for a long time to come. Change management in process manufacturing should be perceived as more of a core technological transformation. **Primary objective:** to holistically drive digital transformation forward and thus lay the foundation for a new, interactive and ultimately forward-looking communications and collaboration platform.



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# TOGETHER WITH US, YOU'LL HAVE A CLEARLY STRUCTURED CHANGE MANAGEMENT STRATEGY.

## Challenges

If you're looking to drive digital transformation, you should first keep an eye on the biggest challenges in your technology projects. In this context, the person who will ultimately have to deal with the changes represents a vital lynchpin. This person must understand the changes while also integrating new behaviors into everyday tasks and habits. Complicating matters further, the impact of new plant process management affects a wide range of business units, thus resulting in a significantly scaled-up scope.



### Some of the most common hurdles include:

- » Failure to grasp the urgency of the new solution
- » Extensive system landscape in combination with a wide range of interfaces
- » Absence of company-wide standards with concurrent local customization
- » Altered user interface and user experience
- » The need for new processes and behaviors
- » Communications across layers that span a wide range of functions

# Advantages

Regardless of whether your production team works in a medium-sized company or a corporate group: Modern plant process management is a sure-fire winner. Especially if you understand how to successfully embrace a new

technology. With the help of our team, you'll soon realize the potential pitfalls and thus reap all the rewards. A summary of the most compelling advantages for your company:

- » Sector-specific best practices
- » Harmonized datasets enhanced by human context
- » Modern UX
- » Real-time transparent communications with the essential interfaces and simplicity
- » Access to cutting-edge technologies, such as AI-based modules and features
- » The most stringent security standards for the platform, continuously ensured by experts



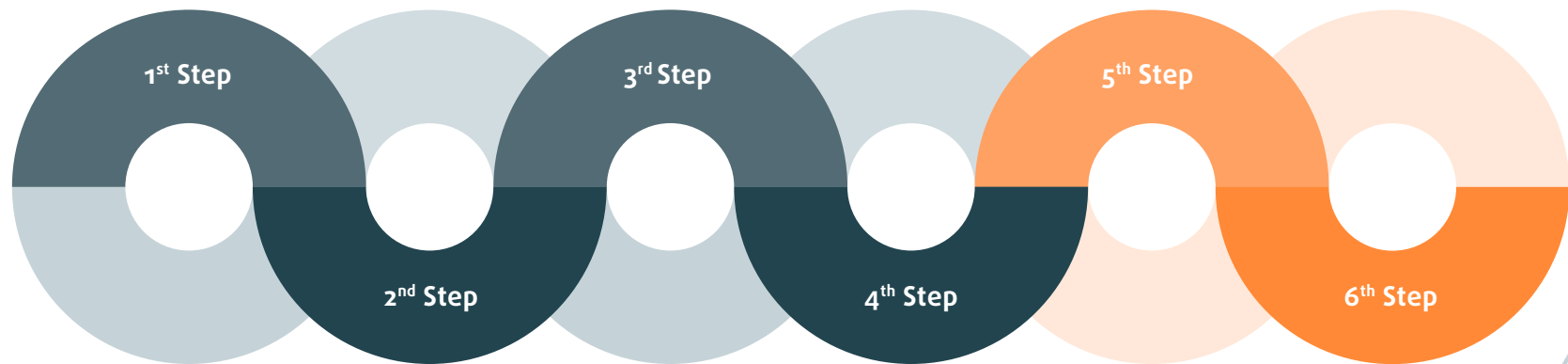
Immediate results in terms of performance and efficiency gains for your shift operations.

Interested in learning more about the advantages of Shiftconnector and the Industry 5.0 concept?  
**Visit our website**

# Step by Step

Given the wide impact of this change on many aspects of production, careful change management involves a series of steps. We can assist you in maintaining an overview

and taking the right measures at the right time. Here is a simple overview of the process and success factors that have proven themselves over the years:



# 1<sup>ST</sup> STEP: DEFINE REQUIREMENTS.

Proactively encourage others to recognize the need for change.

The next step involves ascertaining the actual requirements directly on the shop floor. Some things just look better on paper than in production. Requirements should therefore not only be viewed top-down, but should definitely also be integrated bottom-up. This is a Both-Directions Approach, casting valid inferences on an acute need.

Essential framework conditions must also be examined in addition to the overarching definition of goals. **Is there any support from IT? Has the change management project budget been approved?** We will then have a better understanding of the actual needs and thus be able to define the next steps to take.



**The company should therefore consider the following preparatory measures:**

- » Communicating the urgency of change
- » Carefully determining shop floor requirements
- » Defining overarching goals
- » Ensuring internal support through IT and software security
- » Securing budget approval
- » Getting Corporate IT on board

## 2<sup>ND</sup> STEP: MOBILIZE A NETWORK FOR THE PROJECT.

A network of respected authorities should spur motivation for change. Together with your project team, we also take a look at which stakeholder groups are affected by which changes and to what extent, how they currently feel about the changes and how they should feel about the changes in the target state.



**Ideally, the entire organization should embrace accountability for change.** At the end of the day, rolling out new technology should be worthwhile for your company and each individual user.

The appropriate change strategy and objectives are defined based on the preceding analyses. The vision must be crystal clear, plausible and enthusiastic.

**Communicate the advantages of change.** Using communications and qualifications measures, the newly created network of proponents instills an overall positive attitude toward the change in your company. All shift teams should also become involved as soon as possible so that the necessary measures become apparent to all parties involved at an early stage.

# The company should therefore consider the following preparatory measures:

## Initial considerations for the company:

- » Network mobilization
- » Change Impact Analysis
- » Definition of the vision and the appropriate change management strategy
- » Widespread communication

## Further site-level preparatory measures:

- » Definition of Key Users and Admins  
Key User = A day shift manager can emerge as a digital champion
- » Definition of the standard structure
- » Exchange of best practices from different sites

## At the unit level:

- » Inclusion of local requirements
- » Definition of trained administrators (Key Users)





# 3<sup>RD</sup> STEP: TIME FOR GLOBAL STANDARDS AND LOCAL ADJUSTMENTS!

We're gradually getting down to the nitty-gritty, or the actual implementation. We can deliver a cloud solution proposal that includes scalability as we develop a pilot installation. You can configure the architecture of the platform together with us so that it fits your specific requirements. Workflows are taken into account, user roles and authorizations are defined, and initial interfaces to other process-relevant systems are created. Global standards and local adaptations are also taken into account here.

## Preparations for service providers:

- » Cloud solution offer, including scalability
- » Pilot installation development



# 4<sup>TH</sup> STEP: BUILD UPON THE FOUNDATION OF A STRONG TRANSFORMATION TEAM.



Ensure that as many as possible understand and accept the objective and strategy. Craft effectively credible communication. Eliminate as many obstacles as possible, so that everyone who wants to make the vision a reality has a free hand. Stop essential key players if they are demonstrably acting against the change.

Identify champions for your transformation. As soon as the enterprise platform has been configured, system testing should follow. We then train key users in effective use and provide the necessary training materials. Customizations will be implemented upon your request. The „train the trainer“ principle also helps train key users so that they can onboard the entire operations team. They are by no means left to fend for themselves. They can always count on support from eschbach. This step now includes employees in manufacturing and all stakeholders.

By taking the time to involve the teams in the change management process, the project manager can ensure a smoother transition and a higher level of engagement and satisfaction. This allows the stakeholders to understand the goals, benefits and challenges of the change, and to provide feedback and suggestions.

## **The provider will take care of:**

- » Workshops with key users
- » System testing and the corresponding adjustments in tandem with your team

## **Site-level tasks and responsibilities:**

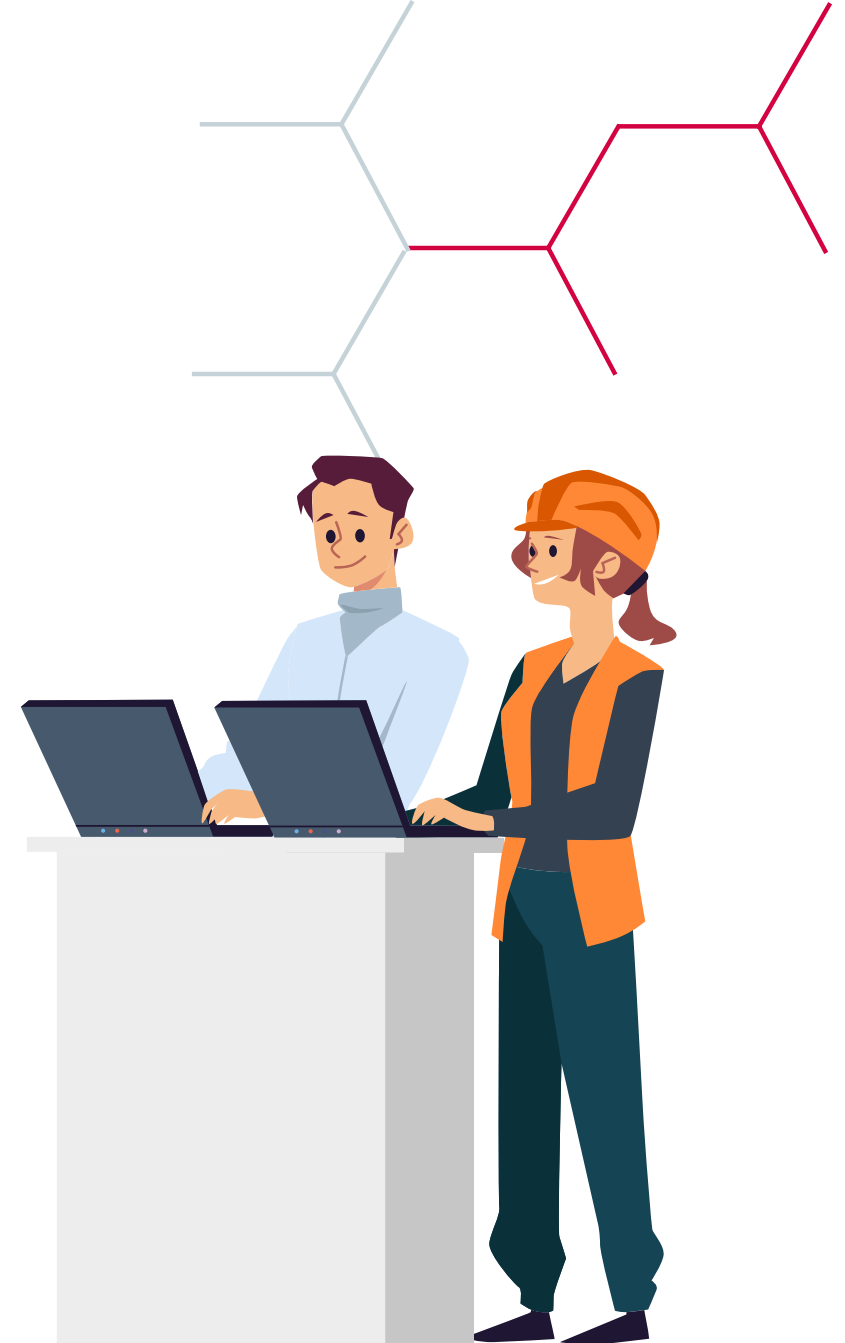
- » Promoting acceptance and widespread communications
- » Stopping opponents
- » Training for shift teams conducted by key users

# 5<sup>TH</sup> STEP: ROLLOUT! SUPPORT FOR YOUR TEAM.

**At long last, the time has come: System rollout!** New technologies will gradually be expanded and deployed. Never neglect your team at any stage. Training and support are essential. Quick successes convince your team of the relevance of the new solution. Show visible success and performance improvements.

## To Do's:

- » Enable and communicate short-term successes
- » Rollout guidance
- » Arrange necessary support for the team
- » Request feedback



# 6<sup>TH</sup> STEP: MONITOR AND OPTIMIZE.

**Don't slack off. What's still stuck?** Look for opportunities for improvement, support your teams, and keep your eyes open for legacy systems and processes that are still in use.

Once deployed, it is important to monitor the platform's performance and optimize it over time. This may include analyzing data and metrics to identify areas for improvement, adjusting workflows and processes, and implementing new features and functionality as needed.

## To Do's:

- » Monitor and optimize
- » Anchoring change in the corporate culture



# Result

Implementing a Plant Process Management solution has been proven to increase efficiency and improve communications across operations. A structured and guided change management should be considered as an inherent part of the project from the very beginning to ensure that transformation goals are achieved.

**The end? No, not by a long shot.** Our system maps continuous improvement. Contact us to learn more.



**Tell our experts about your project:**

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