

CHANGE MANAGEMENT

4 STAGES OF INDUSTRIAL TRANSFORMATION

THE IX JOURNEY: THE FOUR STAGES OF INDUSTRIAL TRANSFORMATION (IX)

The requirements to successfully launch an IX initiative become a hinderance to long-term success.

		VISION-FOCUSED		TRANSFORMATION CHASM	VALUE-FOCUSED	
		1 Incubate	2 Prove		3 Scale	4 Embed
PEOPLE	Program Head	High profile ("Celebrity") CDO	CIO		Team under CIO + COO	Business*-led under CIO/COO sponsorship
	Operations Role**	Minimal	Targeted engagement	Business-led initiatives	Leading, engaged, and incentive	
	Organization	Status Quo	IX Team formation (overlapping but separate from Digital Team)	Convergence of IT and OT into Mfg T Establishment of IX CoE	Merging of IX and OpEx teams	
	IX's Role In The Organization	Isolated	IX Program Team	IX Organization	IX Ingrained in the culture	
	Staffing	Corporate IT and Engineering	Corporate with additional data scientists	Adding significant operational input	Corporate-wide engagement	
PROCESS	Management System	Technology prototyping	Agile	Agile infused with Operational Excellence	Corporate OpEx specific methodology	
	Budget	Quite limited	Limited	Sufficient for some corporate funding of plant rollouts	Majority of spend funded by Business budget	
	Funding Source	Corporate	Corporate	Corporate and Business shared	Business units	
	Scope	Conference Room Pilots	Lighthouse Plant rollout	IX Center of Excellence (CoE)	Institutionalized across the company with a CoE	
	Priority	To generate internal news	Quick wins	Scaled, prioritized use cases	Integrated in corporate and BU strategy and planning	
TECHNOLOGY	Technical Scope	Exploring variety of cool new digital technologies	Focused pilots and proof of concepts of new technologies	Focusing on upgrading IT, OT, and design systems, too	Whatever is needed to solve big business challenges (OT, IT, IX)	
	Focus	IIoT	IIoT and assets	Manufacturing and Supply Chain	Entire value chain	
	Data Policy Control	IT	IT with Data Scientists	IX Program governance	Corporate and Business governance	
	Data Access	IX Program	IX Program and select managers	Data democratization across company	Open value chain to customers and suppliers	

* Business or function (Manufacturing, Quality, EHS...)
 ** Operations not just OT