

A Case Study on The Implementation of a Cultural Transformation Program Based on Soft Skills in Industry 4.0 Applied to an Intralogistics Automation Company

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Abstract

Industry customers have increasingly demanded requirements related to cultural transformation. To meet this demand, according to the authors of the area of strategic operations management, it would not be necessary a tool to be applied by the industry, but a change in the mindset of those who work there. Among the necessary skills, within the context of industry 4.0 work, and mentioned in several articles, soft-skills stand out. Skills such as problem solving, flexibility and ideation are indicated as keys to an effective implementation. This article aims to bring the result of a case study for the implementation of a cultural adjustment program in an intralogistics automation company in the southern region of Brazil. This program seeks to improve all the company's departments, but with a focus on operations, thus also improving the company's competitiveness in its area of operation. For this case study, questions were elaborated for alignment and verification of which best practices to be adopted in a team for the effective implementation of the cultural transformation program. Questions to be answered by collaborators, supervisors, managers and directors. The intention of this study is to elaborate a cultural transformation implementation plan with a period of up to 3 years. With this study, some conclusions will be found, such as people and key competencies for the implementation of cultural transformation, which will be directly associated with an improvement in the performance of operations.

Keywords

Culture Transformation, Skills, Industry 4.0, Operations Management, Automation and Logistics.

Biography

Alessandro Crivellaro Martins Master's Degree Student (UFPR – Brazil). He holds BSc Degree in Mechanical Engineer (UFPR – Brazil), a PGDip Degree in Production Engineering (PUCPR – Paraná, Brazil), a MBA in Project Management (FGV – Paraná, Brazil), and an Executive MBA in Strategic and Economic Business Management (FGV – Parana, Brazil). His fields of research regard business process management, automation, innovation, and project management.