

# CASE STUDY

Described for the project: "The Hexagonal Leader"

## Name of the organization

P.M. S.p.A.

## Website of the organization

[https:// www.pm-spa.it](https://www.pm-spa.it)

## Logotype of the organization



## Type of organization

- Business organization
- Public administration
- NGO's
- Others (what kind?) .....

## Size of the organization

- Small
- Medium
- Large

## Economic sector

Economic sector: mechanics

### Brief description of the organization

P.M. S.p.a. is an Italian reality of mechanical machining and precision assembly, boasts important collaborations and partnerships for nationally and internationally renowned brands in different sectors offering co-design, engineering, prototyping services, as well as mechanical processing, mass production and final assembly of complex groups. The company supplies the following sectors: automotive, cycling, motorcycle, road and racing, nautical, hydraulic-oil-pressure, energy and robotics.

Innovation, Training, Research constitute the three pillars of the company's success.

Innovation as a fundamental factor for maintaining competitiveness in the market.

In the field of mechanical processing, the company has the most advanced technologies and the most flexible production systems for a highly performing and truly competitive response. Training that involves both younger and more experienced resources. The search for innovative solutions aligned with customer requests.

### Case study description (situation / the problem they are facing) [max 2000 characters]

Market and process innovations combined with technological innovations represent daily challenges for the company. To cope with new and renewed needs, the company must necessarily focus on the digitization of processes and the interconnection of departments and structures to optimize both production and information flows. Together with these challenges that the company has been managing for several years, the theme of manager transition is aligned by identifying new figures who are able to oversee strategic and urgent functions. Change management is to be considered the main focus to accompany the company in the digital transformation process 4.0, recognizing the importance of supporting and monitoring the organizational change that derives from it, transversally evaluating the technical aspects, the analysis of organizational constraints (model organizational, redefinition of tasks, change of operating methods) and behavioral aspects (new operating methods, training resistance to change).

The company has developed the awareness that people must be guided, acquire the skills they do not have, acquire new skills. People must be at the center, especially in a change dictated by completely new technologies, with an absence of trust in the first instance due to a lack of knowledge of the tools and their benefits.

In a process of change such as the one that P.M. S.p.A. constant implementations towards Industry "4.0" must be accompanied by organizational innovations. I. 4.0 is not a "disruptive" technology! It does not eliminate people, indeed, on the contrary, it can enhance them even more as long as we work on a redesign of processes (Digital Transformation & Open Innovation in the integration of information systems).

The need therefore is to steer the transition phase by identifying new ways of integration, exchange, sharing and operational activation of the necessary changes.

### Suggested solutions (added pros and cons)

- Identify technologies that can lead the company towards an organization structured by processes
- Integrate technologies and managerial skills by defining internal figures within the company capable of following the process of technological and organizational innovation, identifying a research and development manager to oversee and monitor the innovation area and the digitalization of processes
- Identify an external company to accompany the company in the change process.

### Chosen solution

Integrate technologies and managerial skills by identifying internal figures within the company able to follow the process of technological and organizational innovation, defining a research and development manager to oversee and monitor the innovation and digitalization of processes.

CHANGE MANAGEMENT and INDUSTRY 4.0 together to develop projects consistent with company objectives. A path consisting of various steps, for which skilled figures are required who coordinate, manage, guide, empower and share information, motivating people with perseverance and meticulousness and strong determination with the aim of always reaching the set goal. It is not a question of turning the page, but of accelerating the change that in P.M. S.p.A. it has a double value: organizational-technological and planning of the generational transition.

### Rationale of the decision taken

It is a family business where the new generations have gained experience abroad and in other productive realities, in possession of adequate skills to support the innovations in progress. The historic owner has decided to entrust the new generation with the supervision of the innovation and technology area. The reasons that have guided the choice lie in the recognition of the skills of the new generation that has deepened its training with post-graduate masters in recent years.

The innovation and ITC area is one of the most innovative and strategic areas of the company that must continually compete with both increasingly demanding clients and with a competitive environment that is particularly attentive to innovations.

### Solution implemented in practice

In the face of significant investments in technological innovations, integrated information systems have been developed that put the production, logistics, warehouse and administration areas in contact in real time. These systems have an impact on working methods and times by offering the possibility of monitoring the phases of the production process even remotely. This implemented solution was overseen by the internal ITC Innovation Manager in collaboration with companies experienced in integrated systems and also provided for the support of personnel involved in various capacities in the main business processes.

The Innovation manager has a decisive role both for the supervision and identification of technologies and systems more consistent with the needs of the company and for the support of human resources (training in support for the use of integrated systems potential). The identified Innovation Manager is a figure with process and business organization and technological skills, who favors the orientation of business processes towards business innovation, stimulating the use of enabling technologies more correct for the company and the transformation of work and production in a digital perspective. The Innovation manager conducts research in the company towards the best strategic opportunities, taking advantage of digital transformation. Specialist in Smart Factory and Industry 4.0, he has an innovative mentality (active thinker), identifies and solves problems at work and in life with training on design thinking and open innovation, integrates soft skills and Hard Skills essential to accompany the manager transition.

### Lesson learned

The mainly technological innovations introduced in the company in an initial phase have encountered some difficulties in implementation, due to resistance to change both by the owners and by the resources employed in the company in various capacities.

The development and implementation of innovations found space and had concrete results in the optimization of production processes only when an internal (new generation) figure was identified, legitimized by the owner, who had the task of initiating a process of change. Identifying areas that can be covered by the new generations, providing tools and supports together, can represent a way of recognizing roles and developing new opportunities for both people and business, facilitating the process of planning the generational change.

### Connection to the six skills depicted in the project

- Manager Transition (Generational transition in family firms- Pianification)
- Manager Skills transition (knowledge, collaboration, trust, motivation...) and Manager Style.

In this case, the connection with the skills identified in the project mainly refers to the areas indicated above allowing to face the challenges related to both organizational-technological and generational change by adopting a flexible and innovative approach, strongly centered on achieving the goal to move to an organization oriented towards innovation and business development in which the integration of soft and hard skills is essential to plan and implement the transition.