

# DYNAMISING METALWORKING COMPANY\*

Knowledge Dimension:  
Organisation

Advanced Teaching Case  
09 2019

\*Fictional company name

Access the full version of this teaching case in the InnoPeer AVM advanced course “Industry 4.0: Aspects of Organisation” on OPEN vhb:  
<https://open.vhb.org/blocks/ildmetaselect/detailpage.php?id=125>

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This case was developed solely as the basis for class discussion. Cases are not intended to serve as endorsement, sources of primary data or illustrations of effective or ineffective management.

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### Funding

This work is supported by the Interreg CENTRAL EUROPE Programme funded under the European Regional Development Fund (ERDF).

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Being “dynamic” is of utmost importance in order to survive in a fast moving and competitive environment. The industry served by Metalworking Company is considered conservative and traditional, and one might expect that the firm therefore lacks the necessary dynamism and innovation. In addition, Metalworking Company was aware that not only new processing materials, but also competing companies in the industry posed a threat to its long-term competitiveness. Although the firm actually is already dynamic, especially with regard to its production processes, the two managing directors of the production site in Austria asked themselves the following questions: How can Metalworking Company successfully adapt to the challenges of technological change in the future? And how can Metalworking Company develop itself into the direction of a “dynamic” company? Precisely, the goal at Metalworking Company is to acquire the capability to manage technological change and to thereof deduce necessary change processes in the areas of production, innovation and knowledge management. These change processes should then be integrated into the firm as new standards.

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