

## 2020 Strategic Technology & Innovation Management Programme

### Strategy formulation and transformation roadmapping for industry x.0

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#### Industrial / managerial need addressed

The lack of precise roadmaps and guidance was cited, in a global C-suite survey, as a major obstacle to Industry 4.0 transformations<sup>1</sup>. This research aims to develop a guidance framework to formulate strategic objectives, operational targets, and roadmap the transformation across different levels, while integrating innovation systems concepts, roadmapping techniques, and industrial architectures.

#### Expected deliverables

This 1<sup>st</sup> year phase of the research project is expected to deliver:

- Reference document for the relevant literature, approaches, benchmarks, and best practices
- Recommendations based on the analysis of the reference document and conducted test cases
- Preliminary framework

#### Engagement opportunities

- 1/2 – 1-day meetings/interviews/workshops; to gather information about major issues in business opportunity identification, technology selection, and transformation planning and implementation
- Generic and specific transformation and roadmapping recommendations based on analysis of relevant best practices and approaches

#### Approach

	<i>Phase 1</i>	<i>Phase 2</i>	<i>Phase 3</i>
<i>Activities</i>	<ul style="list-style-type: none"> <li>- Explore and review available literature and concepts</li> <li>- Explore and review best practices and transformation approaches in different regions (Europe, Asia, North America)</li> </ul>	<ul style="list-style-type: none"> <li>- Compare and analyse best practices and approaches in the different regions</li> <li>- Conduct initial industrial consultations/ meetings/workshops</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct test cases and industrial use cases, meetings, and workshops</li> <li>- Review and develop recommendations based on the outcomes of literature, best practices and approaches analysis</li> <li>- Draft preliminary framework</li> </ul>

<sup>1</sup> KPMG International, 2018. *A reality check for today's C-suite on Industry 4.0*, Switzerland: KPMG International <https://assets.kpmg/content/dam/kpmg/xx/pdf/2018/11/a-reality-check-for-todays-c-suite-on-industry-4-0.pdf>.