



13<sup>th</sup> International Conference on Industrial  
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XXIII Congreso de Ingeniería de Organización



**Organizational  
Engineering  
in Industry 4.0**

**BOOK OF ABSTRACTS**

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## **A story of organizational philosophy change: a case study**

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**Keywords:** Organizational change; Data-driven transformation; Website testing;

### **1 Introduction**

Nowadays, companies are successful only if they adapt their efficiency and speed to the increasingly active business environment (Wassner & Brebion n.d.). Data-driven decision-making philosophies are a growing trend that lots of companies are nowadays willing to adopt. However, the organizational transformation needed is not always as simple and logical as it could seem and the comfort of the old habits can dim the change effort. In this paper we present a case study of an organization transformation planned and implanted in a real company.

### **2 Objectives**

A real organizational culture transformation is needed in order to become real data-driven. This transformation is addressed in our organization as a change categorized as incremental (Cao et al. 2000).

Organizational change process has different phases (Imran et al. 2016). Authors have been studying the different phases of change for a long time. The objective of this paper is to monitor how the organizational change is planned and implement and how the literature is understudy and put into practice in real companies.

### **3 Methods**

This paper presents a case study of the organizational transformation made by a company to move from traditional to data-driven decision-making philosophy. The case is based in the specific case of the web development team in a car

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manufacturer. In order to make this organizational transformation possible and to avoid it to become a simple process change, we have based our action plans in the organizational change knowledge found in the literature and then we applied it to the case company and we monitored the transformation process during 1-year period.

## 4 Results

After understanding the need for change and analyzing the situation of the company and the revision of the organizational change literature, the company chose to implement the transformation by using the Kotter and Rathgeber eight-stage model (Kotter & Rathgeber 2006). This model was mainly chosen by its focus on commination and inclusion of the different teams involved in the change, considering the preparation for the change even more important than the change itself.

After one year starting from the problem identification, the first signs of change where clearly appreciable in some teams. However, the new philosophy is far from being fully adopted and more work will be needed in order to consider the transformation as completed.

## 5 Conclusion

The presented case study is only an example of application of an organizational change model, it is far from including all the possible problems or doubts that a company may come to when facing an organizational change.

Known the importance of following an organizational change model, more guidance is needed for the industry to find and understand the proper framework to be used in their specific use case. Website experimentation and data-driven decision making, as much other growing trends, sound pretty logical and simple, however the reality of most traditional companies is very different and including those new concepts is not always that simple. The main learning identified from the presented transformation is that changes including philosophy transformation (or decision-making power re-balance) need special care on the communication and training in order to both empower all the involved teams and also make them trust the importance of the change and the new culture adoption.

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