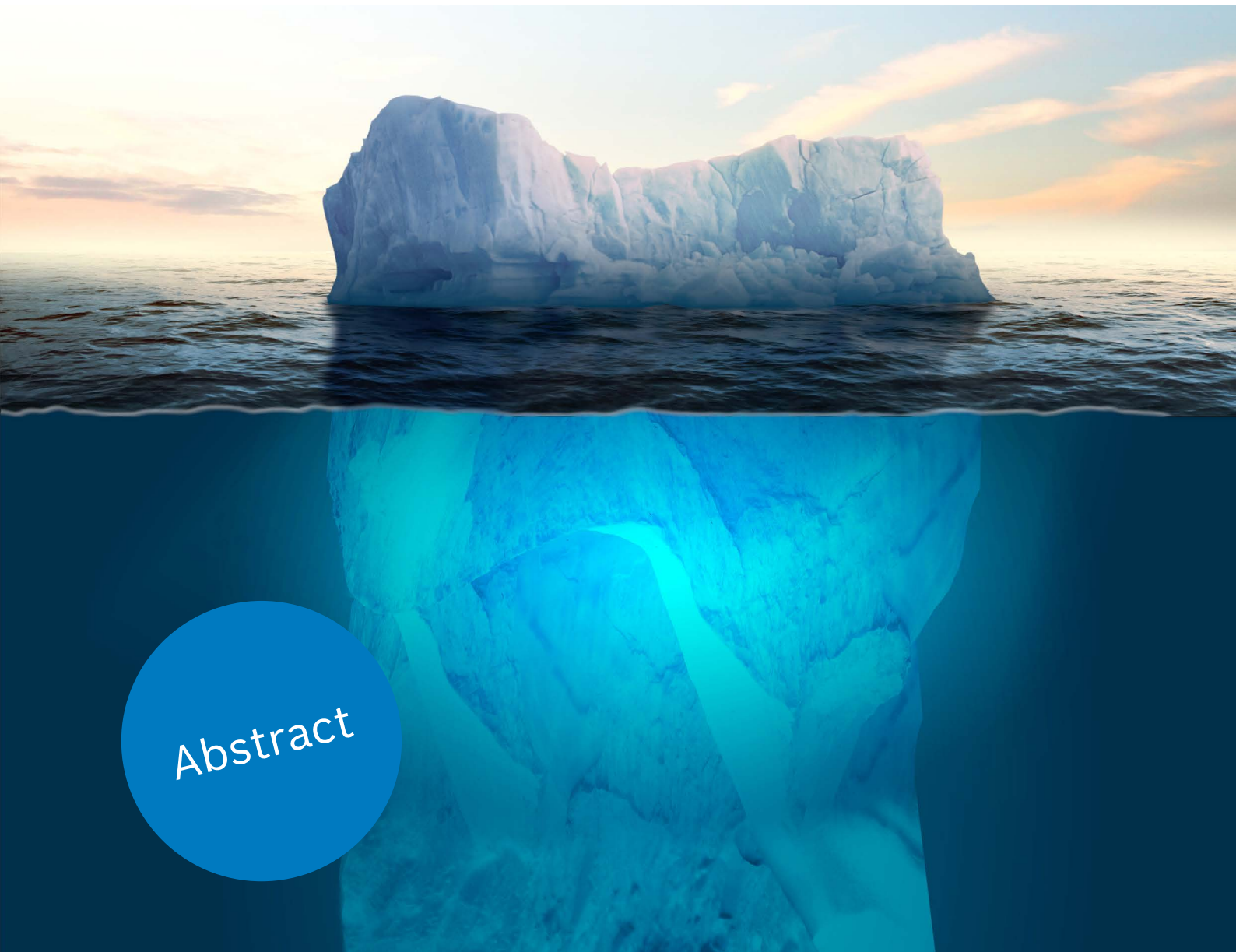


The iceberg model for digital transformation in manufacturing

Hidden success factors and how to implement them

A white paper from Bosch Industry Consulting



Abstract

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Digital transformation in manufacturing is a challenging task. Across companies and industries, many digitalization programs fail – for quite universal reasons. Some challenges are pretty obvious: connecting legacy hardware and software, or finding ways to turn data into actionable information, for instance. Others, however, are difficult to identify, and even more difficult to overcome. Bosch started its digital transformation journey towards the “Factory of the Future” at a very early stage – and can report from experience. We encountered numerous barriers – some of which we did not expect – learned many lessons, and defined a number of success factors, which we are now happy to share.

This white paper analyzes the most frequent barriers that companies encounter during their transformation. It further describes the approach that Bosch Industry Consulting has developed for successful digital transformation – the iceberg model. As the name suggests, this model considers both layers required to reap the value promise of the smart factory: the target picture and the different maturity levels situated above the surface, as well as the five most important success factors for digital transformation, which lie below the surface of the iceberg. These insights are followed by a practical transformation program sketch designed to inspire your own digital transformation journey.



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