

OÖ. BLITZSCHUTZGESELLSCHAFT: DECIDING FOR DIGITAL TRANSFORMATION

Knowledge Dimension:
Human Resource Management

Advanced Teaching Case
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<https://open.vhb.org/blocks/ildmetaselect/detailpage.php?id=126>

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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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Despite some inconveniences, one was not that unhappy with the previous situation in Austria's biggest competence centre for lightning protection: The good old AS/400 has dutifully and reliably fulfilled its purpose, technicians and assemblers eagerly practiced the filling out of excel sheets and other print forms and the back office was responsible for accordingly handling all orders and invoices. However, the back office was regularly pressurised as soon as all records were to be completed simultaneously. Aware that something needed to change, the Managing Director consequently defined a detailed strategic roadmap in order to digitalise all work processes at the Oberösterreichische Blitzschutzgesellschaft (BLS) to increase the firm's work efficiency. Noticing that the integration of a mobility solution within the already existing AS/400 system would not lead to the desired efficiency gains and productivity increase, the company decided to implement an entirely new software system. However, during the transition from the old to the new software system, various aspects have caused the employees to experience difficulties in adapting to the new mobility solution, therefore leading to resentment amongst some of the staff. In 2018, the implementation of an updated version of the software system led once more to changes within the firm. This time, however, things were done differently...

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