



## WHITE-LABEL SHOP FOR DIGITAL INTELLIGENT ASSISTANCE AND HUMAN-AI COLLABORATION IN MANUFACTURING

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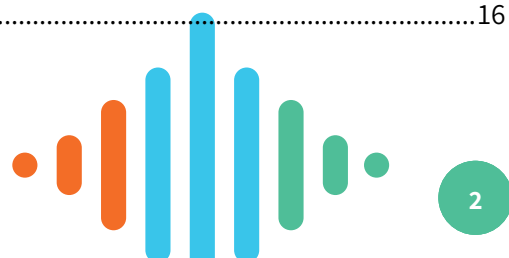
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## EXECUTIVE SUMMARY

The scope of D4.1 is to report on the change management process and its planned application at end users' in the frame of the Tasks T4.1 "Change management". It aims to prepare the workers, middle-management, and the IT staff for the collaboration between workers and AI-systems.

The overall objective of the document is to present the change management process to conduct the unfreeze phase of change in a manufacturing context to support the deployment of AI based digital assistant within the factories and its planned application.

The document contains the overall change management approach. The approach is structured as a framework with all relevant practices that need to be picked-up and adapted for each case of implementation. The document details the different phases of the approach (framing, testing, deployment and consolidating) and proposes guidelines on communication, training, steering and monitoring processes to be adapted to local contexts.

Finally, the report presents the planned application of the change management process to the Business Cases based on the initial elements of the change management diagnosis (expected impacts & benefits, risks, company specificities). On that part, a certain number of hypotheses remain to be validated and completed during the rest of the project. In particular, delivery of the digital assistants in the relevant IT environment for utilization in real end-users' context will allow the proposed approach to be rolled out.

This task will continue in parallel with the evaluation and continuous improvement tack (T4.2) and we will collect feedback about the change, monitor the resistance and identify the additional needs in terms of change management.

## 1. INTRODUCTION

WASABI, aims to enhance spreading of AI-based digital assistance into manufacturing to achieve their sustainability goals. The project seeks to demonstrate:

- 1- The ability of such assistant to achieve sustainability goals through the use cases developed with 5 industrial end users in the consortium
- 2- The interest for industrial company and feasibility Digital Assistant's functional packages interoperability, which reduces the vendor lock-in and increases the potential of functional increment of a given assistant
- 3- The possibility to create a market and a marketplace for selling such functional packages and associated services

The change management approach developed in this document is a generic one built from change management expertise of Mews partners and already used for COALA former project. It is focused on the deployment of digital assistance and not on the marketplace, but it is intended to propose content and services on the marketplace to ease the adoption of the digital assistance solutions distributed.

It will be tailored to the 5 specific cases of the end users in the consortium and could evolve based on their feedback. It will then be available for adaptation to any future industrial company wishing to start its path to AI-augmented operations towards sustainability.

The project is likely to lead to major changes in the way of working of :



- operators and other direct users of the Digital Assistant by shortening some tasks, reducing risk of error or giving access to insights to understand critical situations in better autonomy
- their management line by giving them access to data and increasing productivity and autonomy of the teams

The roles within the entire work chain of the factory are therefore likely to evolve at the same time and it could have an impact on the interactions between the different stakeholders (management, supervisors, operators and machines).

Moreover, considering the return on experience of industry 4.0 initiatives and aiming at being more in an industry 5.0 mindset, the fears and tensions about the replacement of man by artificial intelligence, the greater control of the individual in his or her work and the reduction of margins of freedom and initiative need to be taken care of.

Therefore, all of the gains expected by the Digital Assistant will only be realized if there is an evolution in representations and states of mind as well as in the associated roles and behaviors. This evolution will have to be supported by all the key players in the plant (and more broadly in the company and other institutional authorities), from the operators in the field to the management, including local management.

Supporting the change over the long term with the organization and the various players involved is a key factor in the success of the project. It will have to rely on the strengths and levers to respond to the risks identified (rightly or wrongly) and to realize the opportunities expected from the project.

This document presents the initial vision of the change management process taking into account a first vision of the stakeholders, the expected impacts, the main benefits and risk.

## 1.1 Purpose and scope of the deliverable

The purpose of the 4.1 task is to prepare the workers, middle-management, and the IT staff for the collaboration between workers and AI-systems. At the end of this phase, the different stakeholders should:

- Understand what is AI,
- Understand why it is relevant for workers,
- What are its features and limits,
- Which ethical and legal aspects have to be taken into account.

This task focuses on the unfreeze and change phases of change management. The document delivers:

1. A first change management approach to conduct the unfreeze and change phases of change in a manufacturing context
2. A process to implement the change management approach to specific contexts and use cases, and adapt it to the local needs
3. An initial proposal for adapting the approach to the use case of each end user partner.

This relevancy of the approach, the content of the communication messages and the list of trainings remain to be validated by real testing on the field during the next phases of the project.



## 1.2 Adopted approach

This document has been produced on the basis of the thoughts and elements of the project present at this stage and is therefore based on the first elements found.

These elements were collected on the basis of:

1. A frame of reference provided by a standard change management approach built during COALA project and described in section 2 and 3
2. The human risks identified during the use cases derisking phase
3. A series of meetings to tailor the approach with each end user and confirm the identified risks.

This data collection led to the formalization of the change management presented in this document.

A certain number of hypotheses remain to be validated and completed according to the feedback from the stakeholders and business partners during the rest of the project. In particular, technical deployment of the product for utilization by end users will allow the proposed approach to be tested and adjusted based on their feedbacks.

In addition, a number of actions remain to be carried out at a later stage, including:

1. Design of training content and communication messages based on the release of the first prototypes and the testing of their functionality.
2. Fine tuning and planning of the change management process to the various business cases: local adaptation of the messages, finalization of the training modalities and material.

## 1.3 Relation to other WPs and tasks

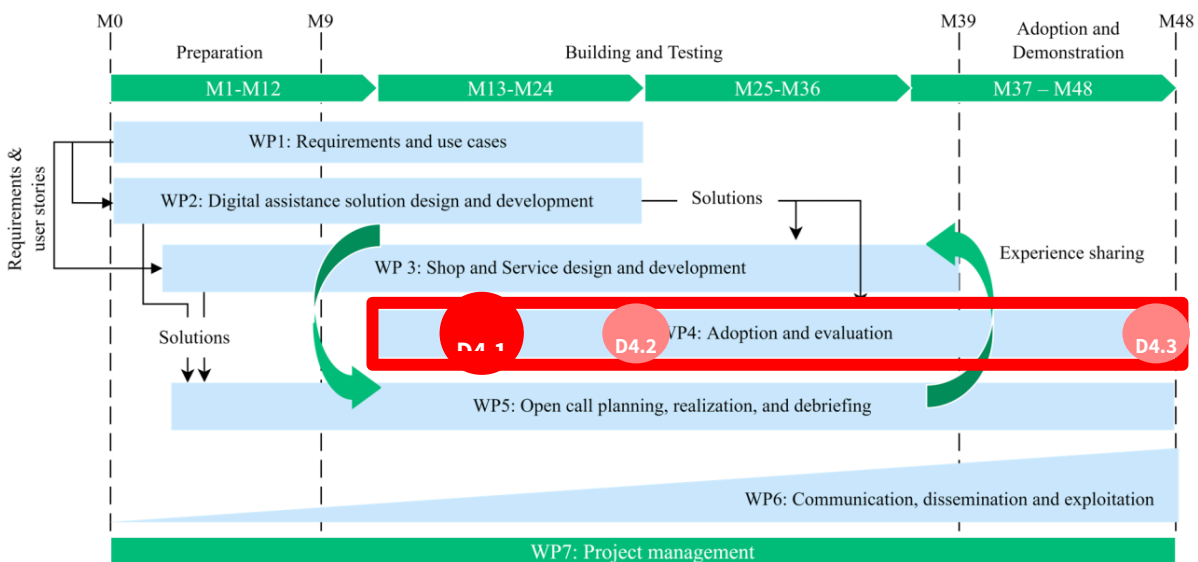


Figure 1. Workpackage integration

The deliverable D4.1 receive input from the following tasks:

1. WP1, especially Task 1.2: Use case de-risking and concretization
2. T3.4 especially the contents of the autonomous training modules called “learning nuggets”



Its output is used in the following WP and tasks:

1. Task 4.2: Evaluation and continuous improvement

## 1.4 Structure of the deliverable

This document consists of the following chapters:

- **Section 1:** gives a brief overview of the deliverable presented and how it was built
- **Section 2:** Introduces the structuring principles that guided the thinking behind the design of the change management process (2.1) and the different roles that have to be taken into consideration (2.2). Then, are exposed the different components of a change management process and their corresponding objectives (2.3): communicating (2.3.1), training (2.3.2), steering and monitoring the adoption (2.3.3).
- **Section 3:** Presents the overall change management approach proposed as a framework for a future implementation on any business cases. This goes by
  - Exposing a framing process enabling to design a relevant implementation of the process to a specific context (3.1)
  - Proposing suitable communication and mobilization processes to be adapted to local context and use cases (3.2)
  - Proposing trainings to be adapted to local context and use cases (3.3)
  - Laying the ground for monitoring adoption and resistance through feedback collection and barriers identification (3.4)
- **Section 4:** Presents the proposition of the adapted change management approach to the consortiums' end users' business cases. This section is based on the initial elements of the change management diagnosis collected, the key stakeholders, and the review of risks linked to human factor.

## 2. KEY PRINCIPLES OF THE CHANGE MANAGEMENT APPROACH FOR HUMAN-AI COLLABORATION

### 2.1 Key principles for designing a relevant change management approach

The change management method proposed for the implementation of a Digital Assistant is based on a certain number of principles designed to encourage an effective change in usage and behavior to enable rapid adoption of the tool.

#### **Considering all stakeholders in the management of change**

It is important to address all the persons directly or indirectly impacted by the implementation of the tool, and not only the operators and managers directly working with the Digital Assistant. Indeed, the implementation of the tool could have indirect impacts on the interactions that these populations have with other people today. Therefore, the whole factory is considered in this "ecosystemic" approach.

#### **A progressive deployment of Digital Assistance with a pilot phase**

A pilot phase in the deployment of the project will allow the method to be adjusted. This pilot phase will also enable to get "quick wins" and thus demonstrate the relevance of the project and the opportunities offered by the tool.

The pilot phase should be carried out on a representative panel. The participants selected should be open to change and have a positive capacity to carry it forward. These participants can then become "champions" during the larger-scale rollout. It is important that the participants of the pilot phase are involved in the work on the new work organization to be implemented and in the adaptation of the tool.

This phase should include all the phases of the change management approach: a phase of work and information for the employee representative bodies/unions, a phase of information of the stakeholders, a phase of meetings to identify the concrete impacts, barriers and levers to the deployment of the tool, the training needed and the post-deployment support with both business and technical support, a phase of sharing best practices between peers and a regular monitoring (feedback from the manager/operator, with regular sharing with the unions)

This pilot phase and the feedback from the pilot phase will enable the project to be rolled out on a larger scale following the same logic.

#### **Regular involvement of employee representatives from the start of the project**

It is essential to work with the employee representative bodies to involve them and share the key elements of the project on the work organization, the arrival of an AI tool and the regulations in terms of GDPR, while respecting the different stages of social dialogue in accordance with the law of the country and/or the company culture.



### **Integration of the project with the company's other projects**

The deployment of a Digital Assistant may interfere with other digitalization or production projects impacting the same populations. It is therefore necessary to integrate or make the connection between these projects to take into account in a holistic way the changes in the work, role or environment of the stakeholders of the project.

## **2.2 Key roles of the change management process**

### **Direct users**

Operators, supervisors, and managers are the priority targets of the change management. They will be regularly asked to express their opinions on the project and give their perception on the evolution of their work/activities.

### **Champions / ambassadors**

Champions / ambassadors are representative members of the different stakeholders impacted by the project (operators and / or managers). They are involved in the design and / or testing of the tool before the pilot phase.

They will become key players of the change management both in the pilot phase and during the wider deployment of the tool. Choice of champions: choose people whose workload or scope of responsibility will be affected by the Digital Assistant. People who are known for their ability to advise or support teams.

One of the objectives is to address fears of job losses or diminished interest in certain roles.

### **Trainers and / or support team members**

Their role is to share the knowledge and know-how needed to use the tool and to act as level 1 support for the users on the line.

They are selected among the champions: this double role makes the different phases of the change more efficient and faster.

For the roles of champions and trainers, it is important to dedicate time and to recognize / value this role.

### **Steering committee**

The project must be steered by a project steering committee. This committee takes the decisions that structure the project and ensures the management and timing of the actions undertaken.

It is made up of decision-makers: sponsors and people in charge of deployment.

During the pilot and deployment phase, the project steering committee will be responsible for monitoring the change management indicators and adjusting the approach accordingly.

### **Change management project manager**

Change management must be led by an internal or external project manager whose role is to organize and manage the various phases of the project, maintain the commitment of the ambassadors, oversee the deployment of change management actions and adapt them if necessary.



### **Employee representatives/Unions**

The employee representative bodies represent the interests of all employees as key stakeholders in the social dialogue with the employer. As such, and beyond any legal obligation, it is relevant to engage them and keep them regularly informed of the project's progress, to bring them to support or at least adopt a neutral position regarding the project. This information / communication can also take the form of testing the tool during demos or employee testimonials during the pilot phase.

### **Human Resources**

The HR will have a major role in the different phases of the change management process, from the pilot phase to the roll-out to the wider factory scope. Beyond the social dialogue with the employee representatives and the unions, the HR will indeed be key in the training and communication at the shop floor. They will also participate in the redesign of the roles and responsibilities induced by Digital Assistant deployment and in their formalization within the job description and the annual review process/evaluation. Therefore, the HR should be involved and informed early in the project.

### **Other stakeholders**

Other stakeholders within the company should be considered in the project. If they are not directly concerned, they should at least be informed of the key elements of project.

## **2.3 Change management approach components**

### **2.3.1 Communication and mobilization**

Communication, and the mobilization it generates, are key elements in the process of supporting change: communication aims to ensure that the purpose / vision of the project is understood, whereas mobilization aims to set in motion the various stakeholders toward the change target. It comes from the change in perception resulting from exchanges with peers (see Kurt Lewin's work on group dynamics).

Communication and mobilization enable to:

Share key information and the overall vision of the project

Ensure end-user buy-in, prevent resistance to change, and minimize risk for this population

Create and maintain mobilization over time, particularly during the key stages of the project (training, testing, scale-up)

Adjust the project as everybody learns

It should not be confused with simply "informing". It is not only the company management sending information to Digital Assistant's end-users, even if this is one of the components. Communication also involves setting up times for collective exchanges, for employees to express fears, difficulties, benefits, and the perception of role changes. In this context, interactions or activities between users should be planned regularly.

Communication in the context of change should have the following characteristics:



2. It is regular: the rhythm is adapted to the specific times of change management (information, training, project launch and lessons learned/feedback).
3. It is differentiated to each target: the content of the messages is adapted to these different targets.
4. It is transparent about the benefits and difficulties encountered so as not to foster anxiety and potential rejection of the project.

To enable this open communication that brings out the positions of the various stakeholders a minimum content must be controlled by the project: dissemination of shared language elements, FAQ, monitoring of focus groups, dynamic moderation of exchanges.

### 2.3.2 Trainings

The training aim is to transfer the knowledge and know-how necessary for the use of the tool or for the management and support of the users. This training phase might be easier and quicker with new and young workers or student that are already familiar with using AI than with more experienced worker that might need more time and support.

In terms of training, it is preferable to give priority to practice over documentation or theoretical training. The objective is above all to "demystify" the tool, to quickly enable the users to use the tool and thus see the concrete impacts.

The training could be based on the micro-learning elements developed by the project. These trainings are dedicated to the aspects of mastering the tool from a technical point of view through photos, videos of key situations, quizzes etc.

Two complementary training modalities can be implemented: Demo labs in the Digital Assistant corner and on-the-job trainings.

#### Digital Assistant Corner

A possible suggestion is to dedicate a specific space to the Digital Assistant in the factory. This space, which is not necessarily a dedicated room, could be used to communicate about the project (visual management, documentation, roll out plan, testimonials, humor, challenges, motivational message etc.). It will host the "Demo Lab".

#### Demo labs

The first stage of training, preferably even before the deployment of the tool, can take the form of "demo labs" which could be led by project teams or champions. These labs will allow people to discover and test the tool and to ask any questions.

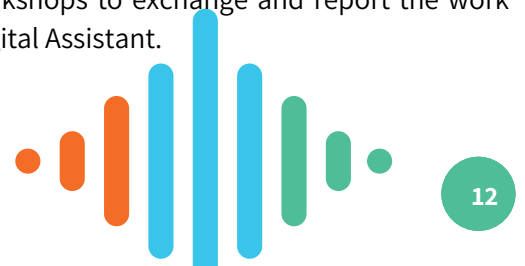
#### Train the trainers

The champions will be trained during training of trainers. These trainings will allow them to acquire operational skills both in terms of using the tool and appropriating the new process and roles, but also in terms of supporting other users (onboarding on the project, communication and training skills, coaching ...)

#### Operator training

The champions will then be able to train the operators in small groups and accompany or mentor them almost individually to best support with the difficulties or answer the questions of each operator. Indeed, the challenge is not the complexity of the tool but the implementation of new work habits.

These training sessions should combine on-the-job training and workshops to exchange and report the work process adaptations needed because of the implementation of the Digital Assistant.



### Feedback and sharing of best practices

They allow the anchoring of practices. They create a learning loop to improve the use and deployment of the solution for other production lines.

### 2.3.3 Support

There are two components to be considered for post-deployment support:

#### 4. IT and technical support for the software

1. Support for business or process issues related to the implementation of the tool

It is relevant to have a single level 1 contact for the user. This person should be able to guide the user to the appropriate team for level 2 support, depending on the nature of the need (for example, a help desk for IT questions). This level 1 support could be provided by the champions who will be closest to the users. In addition to the level 1 support, it can be considered to set up a "customer service" tool allowing a first level of response (e.g. chatbot, chat)

In a continuous learning logic, it is important to increment a FAQ that allows to accelerate the capitalization and sharing of solutions and to make the answers more reliable. It is also necessary to carry out regular feedback loops with the project.

### 2.3.4 Monitoring and steering

The monitoring helps to provide a dynamic vision of the acceptance and appropriation of the change throughout the project and enables to adapt the change management actions if necessary. This requires the implementation of indicators and processes to measure the acceptance of the tool.

By its very nature, change management cannot be frozen. Indeed, the support of individuals through a change requires a follow-up and a permanent adaptation of the change management actions to the needs. Therefore, the management of a change project is generally based on the principles of the agile method and modern continuous improvement techniques.

To measure the perception of and adherence to the project and to evaluate the ability of the various stakeholders to change throughout the project (ability to change, to accept a new tool, to acquire new skills, etc.), a regular dialogue should be set up to provide feedback loops.

Regular feedback loops should be done with users or via ambassadors who are close to the "field".

All these indicators allow the project to monitor the effectiveness of the change management actions and to identify possible alerts to propose corrective actions and to adapt the strategy and communication strategy according to the results.

In addition, the project will have to measure the results of the change management at the end of the deployment of the tool by monitoring KPIs, in particular the rate of use of the tool, the number of calls to functional support, etc.

### 3. PRESENTATION OF THE OVERALL CHANGE MANAGEMENT PROCESS

#### 3.1 Overall change management process

Based on these structuring principles, an overall change management approach has been formalized. This approach is a framework that can be adapted at the local level for each deployment according to the context, the real impacts collected at the end of the test phase, the challenges and the change management habits.

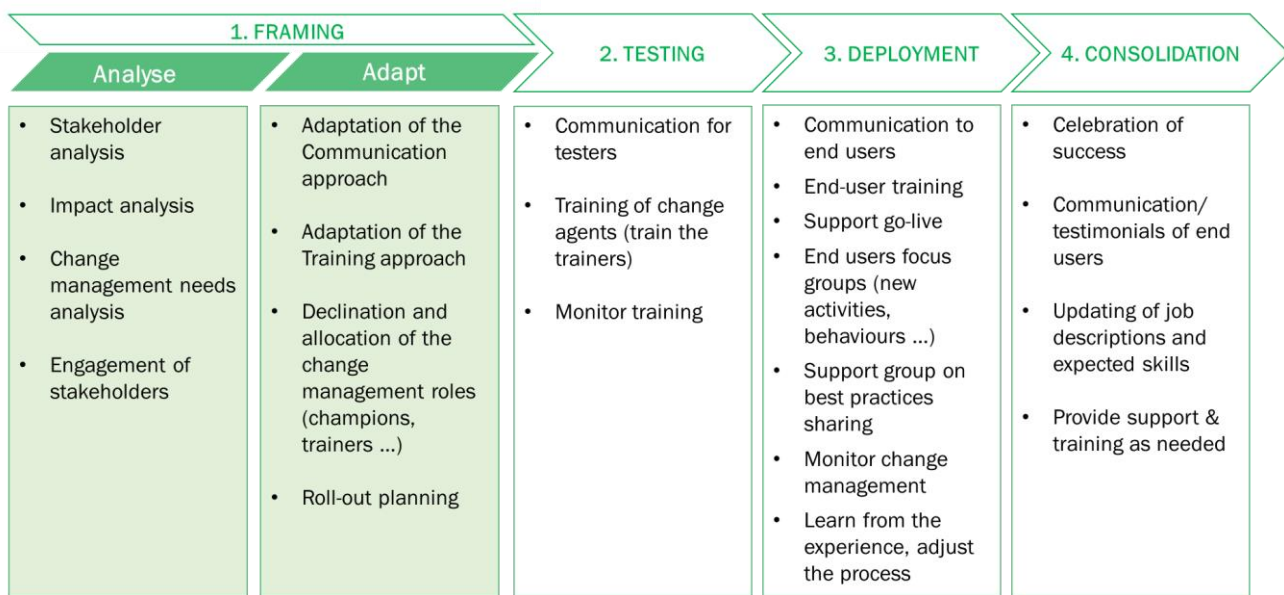


Figure 2. Overall change management process

##### 3.1.1 Phase 1: Framing

###### Step 1: Analyze

The objectives of this phase are to identify the key success factors for change. This step allows to **analyze the conditions of change specific to the implementation context through:**

1. **Stakeholder analysis:** It consists of identifying the main stakeholders impacted, ranked according to their level of impact. This analysis makes it possible to prioritize the targets and their needs in terms of change management.

According to Wanner, Marcus. F. (2013) "Stakeholders are any individual or groups of individuals who are impacted by the change or are critical to the successful implementation of the change."

2. **Impact analysis:** It aims to analyze the nature of the impacts for each stakeholder and the associated benefits and risks. This analysis makes it possible to formalize the differences in perception of the change for the various stakeholders. These perceptions can be positive or negative, real or perceived, depending on the stakeholders "targeted by the change". These impact analyses are iterative and refined throughout the design and testing phase of the solution.

The elements collected make it possible to adapt the change management approach according to the specific context: which targets to address, through which types of communication, with which messages, which support and which training.

During this phase, the stakeholders involved in the project must be engaged and mobilized, including the employee representatives' bodies. From this phase, the dialogue must be initiated with the employee representatives' bodies around the key elements of the project, the arrival of an AI tool, the impact on the work organization and the regulation in terms of GDPR

## Step 2: Adapt

The objective of this step is to adapt the generic change management approach to the different specificities of contexts within which the tool is implemented.

This adaptation must be based on the elements collected during the previous phase. During this stage the specific communication and training strategy will be defined to ensure the appropriation of the new habits/usages and the tool by all users.

This phase is also the occasion to identify of the main change management's roles within the company, in particular the champions and the trainers.

A first roll-out plan must also be formalized and communicated. The return on experience from COALA shows that this adaptation is a key step in the approach and that it needs to be continued based on the feedback collected through communication.

### 3.1.2 Phase 2: Testing

The objective of this phase is to conduct a pilot of the change management approach by implementing the tool on a limited perimeter.

This phase allows, through the onboarding and mobilization of participants on the pilot to involve future champions. Thus, they will have the best possible knowledge of the tool and its various impacts as soon as possible in order to support the deployment of the tool to the entire end-user group.

This phase is an opportunity to refine the impact analysis and adapt the communication, training, and support strategy.

This mobilization of champions will be completed by the training of those who will later become the trainers.





For WASABI, the testing phase will be synchronized with the evaluation of the tool (T4.2) and will be an opportunity to test the initial generic learning contents of the Didactic Concept (see D3.6). Communication and training will then be adapted from the standard framework presented in this section to serve those objectives.

### 3.1.3 Phase 3: Deployment

The objective of this phase is to scale up the deployment of the tool.

From then on, we leave the experimentation phase to enter the change at the level of all the perimeter. The whole organization must adapt to allow the Digital Assistant to find its place, which implies a managerial transformation and a change in the attitudes of the operators that must be accompanied and supported.

Consequently, this phase requires a coherent monitoring by the steering committee to continuously adapt the supporting approach.

### 3.1.4 Phase 4: Consolidation

The objective of this phase is to avoid any backtracking. Indeed, after the unfreeze and change stages, it is important to anchor the new work habits in the daily reflexes. This phase, called refreeze, is essential because if it is ignored, the old working methods will quickly return.

This anchoring will notably involve celebrating successes and promoting the innovative nature of the plant, formalizing new roles and ways of working and taking them into account in evaluations. This can also take the form of communication and exchanges around feedback illustrating the benefits brought by the solution in the daily life of operators and management. It is essential to listen to employees regularly during this phase in order to be able to carry out targeted and specific actions if necessary (support, training, etc.).

## 3.2 Communication and mobilization process to be adapted to local context

Communication is organized in successive stages. The messages and communication channels are distinct for each stakeholder. The communication elements proposed below must be adapted to each deployment context and the messages must be defined according to the objective to achieve.

### 3.2.1 Focus on each target group

1. Unions / employee representatives' information/consultation

Objectives: To inform and / or consult on the project and to be able to adapt the project if necessary following feedback from the employee representatives / unions



Suggested content:

- Presentation of the project, content, timing and phases, impacts on work organization and evolution of skills and jobs
- Presentation of the tool
- Presentation of the elements implemented to comply with the GPDR rules
- Answer to questions
- Recommendation / feedback gathering (with a consultation purpose, the output of the consultation can be received or rejected but with explanation)

Suggested format: Sending a file to the employee representatives/unions in advance, exchange meetings with the employee representatives/unions, answering questions.

After information / consultation, a regular update on the implementation of the project should be carried out, including demonstrations, testimonies, etc.

## 2. Communication to the management about the project

Objectives: To inform management in advance in order to ensure support and relay within the teams, to provide language elements to managers to communicate with their teams

Suggested content:

- Presentation of the meaning of the project, vision and final objectives of the project, timing, phases and targets
- Presentation of the tool
- Positioning of the project within the other production and digitalization projects of the plant
- Visibility on the information that will be shared with the employee representatives, their employees and the whole company

Suggested format: Meeting, recurrent newsletter on the project

## 3. Specific communication to the test perimeter when launching the project

Objectives: To present the project and give visibility on its organization, to explain the role and responsibilities of the pilot's participants, to help them project themselves in the roles and competences which will be asked of them and to reassure the actors of the project

Suggested content:

- Sharing the meaning of the project / vision, objectives, organization of the phases, positioning with other projects being deployed or recently deployed.
- Presentation of the tool
- Presentation of the role of the participants to the pilot
- Presentation of the support that will be given (support, training)
- Answers to questions



Suggested format: meeting with the plant manager, management, and any technical experts on the Digital Assistant

#### 4. Communication to the whole plant

Objectives: To present the project to all the employees of the factory

Suggested content:

- Sharing elements on the project and its integration into the plant's organization
- Presentation of the main phases of the project

Suggested format: poster, newsletter, intranet communication depending on the usual communication culture

#### 5. Specific communication to the test perimeter during the testing phase

Objectives: to anticipate and prevent risks during deployment, to participate in the development of new ways of working

Suggested content:

- Formalization of the new work process
- Work on new attitudes and skills
- Evolution of the role and exchanges

Suggested format: focus group and exchanges, display in the Digital Assistant corner, FAQ

#### 6. Communication on successful experiences and testing phase

Objectives: To give visibility on positive experiences to reassure the whole factory, to remove the barriers and to give desire to prepare the deployment

Suggested content:

- Presentation of the tool
- Sharing of the tool's contribution to the daily life of the pilot's end-users
- Restitution of the positive impact of the Digital Assistant had on the performance of the plant

Suggested format: newsletter, videos with testimonies, testimonies in the Digital Assistant corner, comic book ...

#### 7. Feedback to management on the process and information on future deployment

Objectives: To present the feedback from the pilot, to become aware of the areas of difficulty and the levers for successful deployment, to take into account the specificities of non-pilot teams and to adapt the communication, to give language elements to managers to communicate with their teams

Suggested content:

- Presentation of the tool to date
- Sharing feedback on the pilot
- Testimonials and videos



- Presentation of the impacts and areas of difficulty encountered
- Presentation of the deployment schedule
- Presentation of the proposed support

Suggested format: working meetings with the plant manager, the management, and the members of the project team and in particular the change management project manager

#### 8. Mobilization moment for the champions

Objectives: To celebrate the success of the pilot, to mobilize for the deployment and to value the role of champion in the deployment

Suggested content:

- Presentation of the feedback and successes of the pilot phase
- Presentation of adaptation of the change management strategy following the pilot
- Deployment schedule
- Role and tools available for the champions

Suggested format: dedicated meeting with plant manager, management and project team

#### 9. Communication to the end users when launching the deployment

Objectives: To present the project, to give visibility on its organization and the proposed support (training, support), to explain the role and responsibilities of the different populations and to reassure the actors of the project

Suggested content:

- Present the project, positioning with other projects being deployed
- Presentation of the tool
- Presentation of the main changes
- Testimonial from participants of the pilot
- Presentation of the proposed support (support, training and champions)
- Answers to questions

Suggested format: meeting with management and champions

#### 10. Specific communication during the project

Objectives: to anticipate and prevent risks during deployment, to participate in the development of working methods

Suggested content:

- Appropriation of new work processes
- Development of new attitudes and skills
- Integration of the new role.

Suggested format: focus group and exchanges, display in the Digital Assistant corner, FAQ

Some steps, such as communicating on successes, will have to continue regularly until the Digital Assistant has been integrated into the way people work.

In addition, regular information on the progress of the project could be shared through the Digital Assistant corner or an internal communication tool specific to the organization.

### 3.2.2 Communication key messages specific to WASABI

Topics	Content
Presentation of WASABI project	<ul style="list-style-type: none"> <li>• What is WASABI ?</li> <li>• Vision and ambition of WASABI</li> <li>• Role of industrial partner in the consortium</li> </ul>
Presentation of Digital Assistant’s role	<ul style="list-style-type: none"> <li>• Expected benefits / Digital assistant in the factory</li> <li>• Main functions of the Digital Assistant</li> </ul>
Mindset for testing phase	<ul style="list-style-type: none"> <li>• Job &amp; data security</li> <li>• Open-mindedness for testing and giving feedback</li> </ul>
The organization of the trainings	<ul style="list-style-type: none"> <li>• What is a tester?</li> <li>• Which organization for the testers?</li> <li>• DA trainings</li> <li>• DA corner (if any)</li> <li>• DA support</li> </ul>

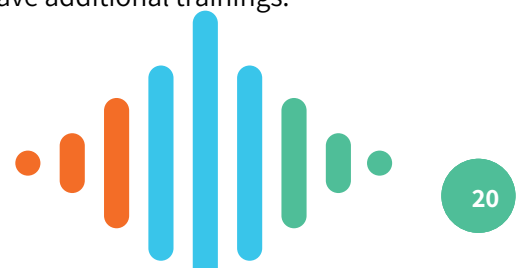
### 3.3 Trainings to be adapted to local context

The modalities of the training courses presented below will be adapted to the local contexts. In general, and by construction, the proposed training courses are compact and aim at incremental integration. They include methodological components, technical trainings and consider the implications for management.

#### 3.3.1 Target 1: Workers

Workers' trainings are also followed by supervisors. Supervisors also have additional trainings.

##### 1. Demos (Discovery)



## Objectives

- Enable the workers to get acquainted to the tool for the first time and identify their potential contributions
- Remove any prejudices about "replacing workers with machines".
- Allow questions to be expressed in a place where answers are possible

## Contents

- Demo: presentation of some of Digital Assistant's functionalities (with a first brief explanation of the operating principles)
- Presentation of Digital Assistant's ethical and deontological principles (compliance with the GDPR, no snooping, etc.)
- 
- What the Digital Assistant can do for the worker in his daily work
- Time for answering questions and, if necessary, free discussion on the positive and negative impacts on the life of the worker

## Suggested format

- "Demo lab" in small groups of 4 to 5 for 45 minutes

2.

### 3. **Workshops (Familiarity)**

## Objectives

- Transfer knowledge of key features to workers
- Understand and know the main features of the Digital Assistant

## Contents

- Presentation of the main operating principles of the Digital Assistant
- Training on the Digital Assistant features on the demo version
- Time for answering questions
- Free discussion on the positive and negative impacts on the life of the worker

## Suggested format

- "Demo Lab" in pairs with a champion for 45 minutes

### 4. **On the job training (Capacity)**

## Objectives

- Understand and know how to use the Digital Assistant on the production line.

## Contents

- Supervised training on the production line. Exploration of the different functionalities in real life situation
- Help in interpreting the information given by the Digital Assistant: what to look out for? In which cases should the Digital Assistant be used? How to interpret it? What to do with this information?
- Debriefing of the experience in the Lab. What are the differences? Advantages, disadvantages... New assets and new needs.

## Suggested format



- On a 1-hour format. 2 workers on the production line, 15' each. One worker having already tested, one worker testing for the first time. Debriefing and exchange of experience. Formalization of learning.
- Each worker is invited to repeat the experience twice.

## 5. Digital Assistance empowerment

### Objectives

- Identify the complementarity of workers and AI and their specific contribution.
- Identify changes in role and work context

### Contents

- the Digital Assistant's operating principles (deepening the principles already seen in the "familiarity" session)
- Awareness of the limits of AI through concrete examples
- The possible new contributions of AI-enhanced workers

### Suggested format

- Workshop based on concrete illustrations and exchanges in the "demo lab". 4 to 5 workers and 1 or 2 supervisors for 45' minutes.

## 6. Focus Groups (Best practice sharing)

### Format:

- Workshops of 45 minutes in mixed groups of 5 to 6 workers / supervisors around the new roles of the workers on the production lines around a manager.

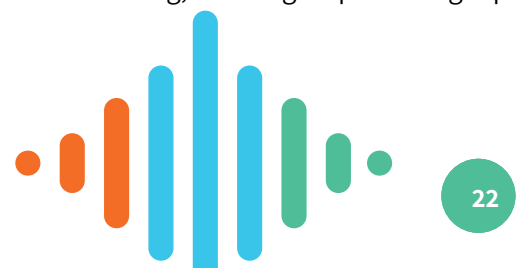
### Objective:

- To remove the prejudices of the workers due to the perception of a change of role perceived as a suppression.
- Example of a possible theme:
  - What additional contribution can a worker make to a production line thanks to the Digital Assistant in terms of performance and quality?
  - What does he need from the supervisor, the manager?
  - Are there any changes in rules, roles, procedures etc that will occur from using the DA?

### 3.3.2 Target 2: Supervisors

Workers' trainings are also followed by supervisors. We suggest below further trainings / exchanges for supervisors to cover the following subjects:

1. How to answer technical needs of the workers as a support of level 1?
2. What are the new needs of the workers operating with the Digital Assistant ? What changes in supervisors' roles and behaviors? New possibilities and new risks (best practice sharing, focus groups mixing up supervisors and managers).



3. How to lead an exchange with workers based on data without being invasive.

### 3.3.3 Target 3: Managers

Managers must also be trained on the tool. Beyond a demonstration of the tool allowing to integrate the key functionalities which will be used by the operators, the supervisors and those which are completely dedicated to them, we suggest the following trainings:

1. What are the new roles and responsibilities of the different stakeholders (supervisors and workers)?
2. What is changing their own role, responsibilities and the monitoring of their teams and production processes?  
New possibilities and new risks (best practice sharing, focus groups mixing up supervisors and managers).
3. How to lead an exchange with their teams based on data without being invasive?
4. How to monitor data in the GDPR regulation?

### 3.3.4 Target 4: HR

HR will have to conduct the discussions with the employee representatives, accompany the redefinition of the roles and responsibilities of stakeholders if needed. They shall play a key role in training and communication on the shop floor in the case the deployed digital assistant changes the work relationships deeply.

Therefore, they need to be familiar with the tool and its key principles to identify what is changing in the way of working. That will be made possible through regular meetings and demonstrations of the tool allowing to integrate the key functionalities for each end-user.

### 3.3.5 Target 5: IT staff

The IT populations will also have to benefit from specific technical training and support before the deployment on:

- the key functionalities
- the configuration
- the running of the tool

This specific training should be carried out by the solution's technical referents.

### 3.3.6 Target 6: Other stakeholders

The training of several other key project stakeholders should not be neglected. However, their content will have to be determined according to the local specificities of each deployment and the analysis of the stakeholders.

Those stakeholders whose interactions with other employees are impacted by the Digital Assistant will need to benefit from a demonstration of the tool and may also have specific modules around: What is the new process now that the Digital Assistant is implemented? what is changing in the interactions with other stakeholders?





### 3.4 Monitoring of adoption and resistance

The indicators proposed below make it possible to measure adoption and detect resistance to change. To do so, it relies on qualitative and quantitative data (e.g., rate of use of the tool)

These indicators should be adapted to local contexts.

#### 1. Feedback loops on the adoption of the Digital Assistant by the different stakeholders

Regular feedback loops can be organized at different moments of the project to measure the adoption of the Digital Assistant and the users' ability to use it. For example (to be adapted according to the business case constraints):

- At the launch of the pilot phase: Exchange with employees to carry out a readiness assessment (awareness, vision, support willingness, feelings, resistance ...)
- At the end of the training sessions and then at 2 and 6 months of deployment: A self-assessment on the user's ability to use certain functionalities, on the difficulties linked to the new processes, etc.
- Between 6 and 12 months after deployment: "voice of the workers" workshops on the following questions
  - How does the tool improve daily work?
  - Is the tool easy to use?
  - Would he recommend the Digital Assistant?
  - What additional needs could the Digital Assistant meet?

It is also relevant to organize feedback loops in order to measure the quality and efficiency of the project's change management process and actions: is the change well prepared? well supported? Before the end of the pilot phase and 3 months after deployment: A feedback during a focus group on the change management process (communication, training and support) and its effectiveness

#### 2. Definition of KPIs

In parallel to the feedback loops that allow for the collection of qualitative data, it is important to define KPIs that allow for the monitoring of quantitative data. These data will have to be defined during the framing phase but can be:

- The rate of use of the Digital Assistant
- The number of times functional support is used
- Number of connections to the tool to access data
- Measurement of the time saved for the operators
- Deployment duration
- Measurement of employee satisfaction

These qualitative and quantitative elements make it possible to measure the adoption of the Digital Assistant on the ground floor. They ought to be monitored on a regular basis (using a dashboard) by the steering committee, which can adapt or reinforce certain change management actions depending on the elements that come up.

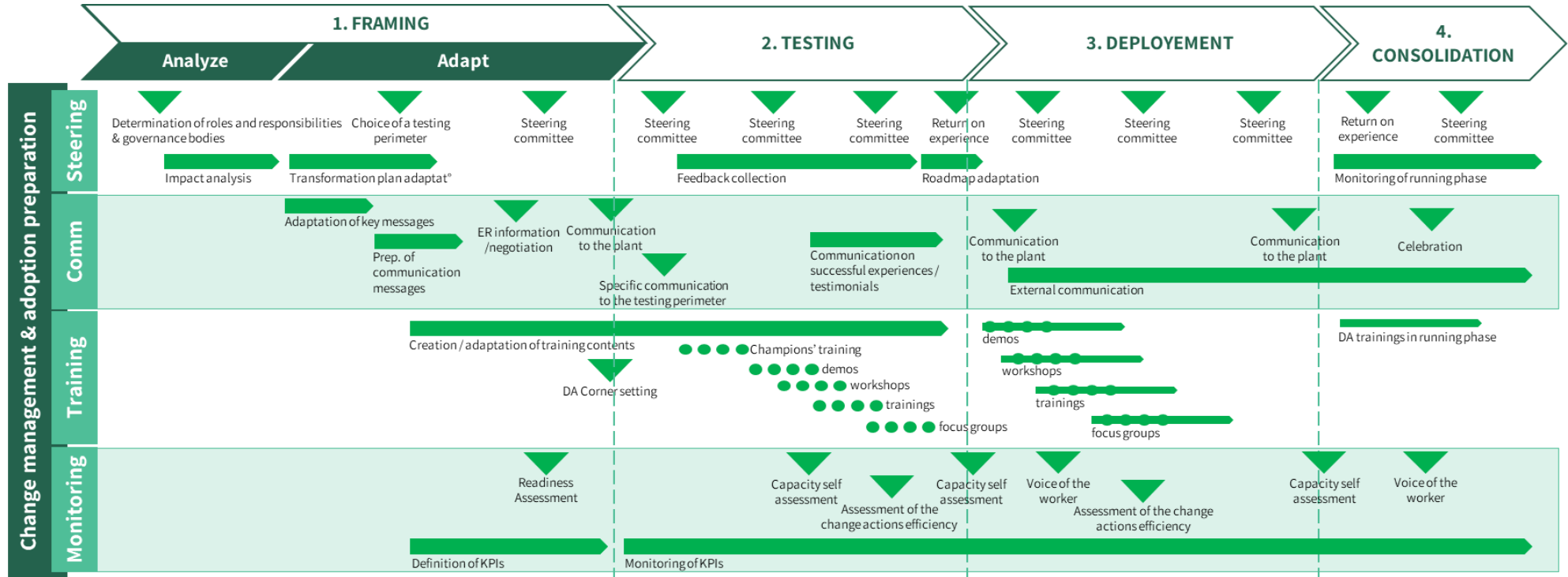


Figure 3. Overall change management planning



### Adaptations for testing phase during the project

The industrial partners deploying the Digital Assistants in the project are small companies (6 to 90 people) with limited number of people using the tool. Furthermore, they are already in the mindset of trying the tool better see the impacts and the different management layers have difficulties to anticipate the impacts on roles and behaviors before the testing phase in real conditions.

The key stakes for adoption of the tool are on the value it delivers and its useability, which will be demonstrated during the evaluation task (T4.2).

Additionally, the testing phase will be the opportunity to test some contents of the Didactic Concept developed in the frame of Task T3.4 and based on short learning nuggets.

As a consequence, we will adapt the sequence of champions' training, demos, workshops, trainings, focus groups with the following principles:

- A training path starts with generic content (videos) from task 3.4 to be able to evaluate how they are perceived by the users of the consortium
- Then the developers of the Digital Assistants will provide training on the specific functions of the business case
- Champions will have a duration of use in autonomy
- Focus group sessions will be organized with developers in order to get tips as not many best practices can be found in a too small group of champions testing the tool
- Champions will be put in the position to perform a Demo to some more future users in their organization (if any)
- Each training session will be coupled with assessment exercises on both the tool and the training to feed T4.6 aiming at evaluating the tool for continuous improvement and assessing the achievement of the expected benefits through KPIs defined in WP1
- The testing phase will end with a management workshop to collect the impact they see in their roles and propose adaptations in the approach to deal with them

The adaptation looks as follows:

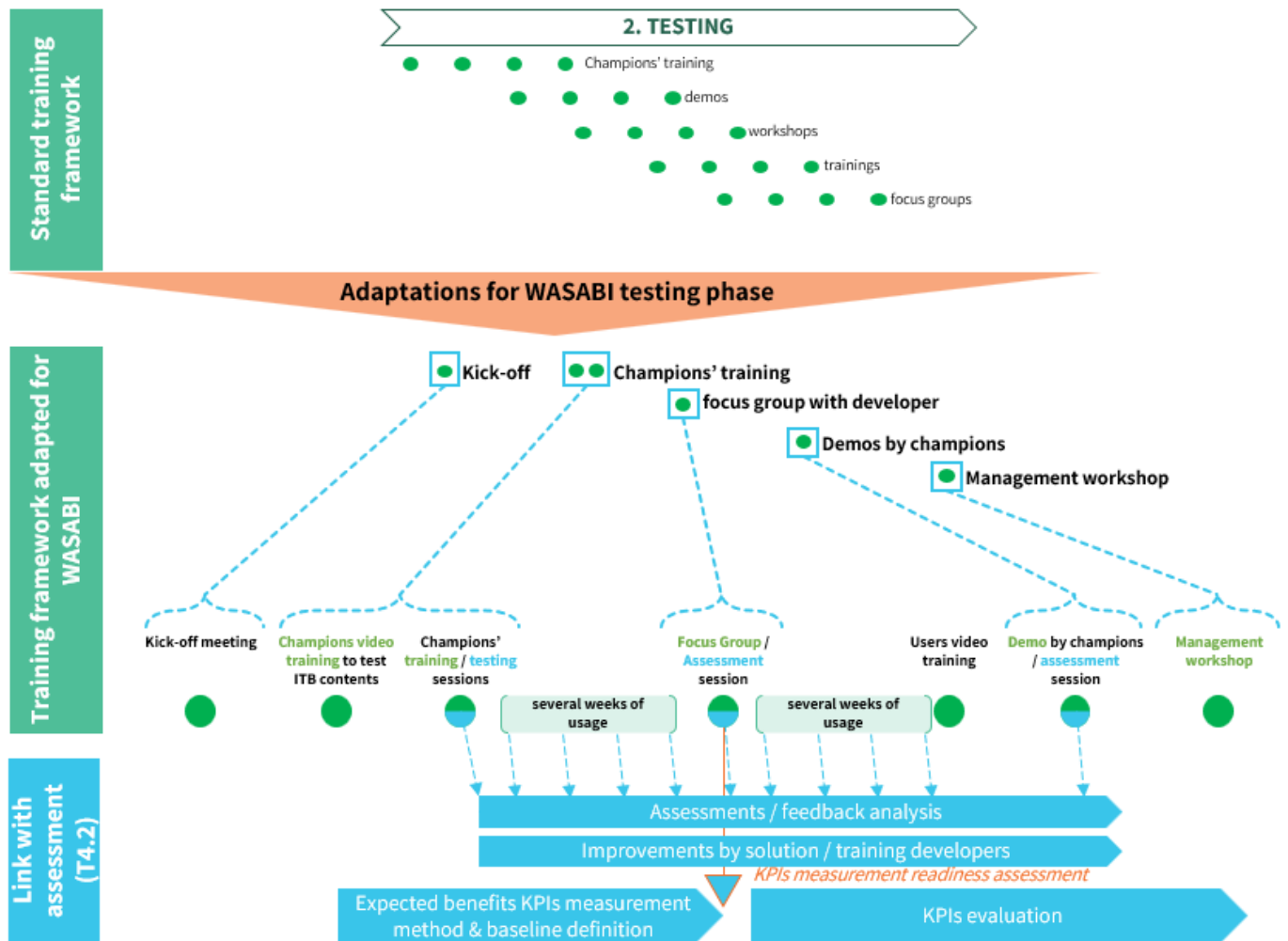


Figure 4. Training adaptation for testing phase

Hereunder are more details on the objectives and modalities of each step :

1- Kick-off meeting

a. Objective:

- i. Inform the people involved in the training / assessment of the testing phase on the planned activities
- ii. Make sure that the prerequisites for training and testing are going to be taken care of

b. Modalities:

- i. 1 meeting (which can be in remote mode)
  1. Information on the process
  2. Guidelines for installing the app
  3. Links to the autonomous trainings
  4. Information on data considerations (in run mode and for the exploitation of Conversation Analytics in the frame of evaluation activity)
  5. Preparatory work (to be defined in the frame of T4.2)

2- Autonomous training on generic concepts and usage

- a. Objective:
    - i. Get enough awareness on general implications and required mindset when working with a digital assistant in autonomy
  - b. Modalities:
    - i. The contents will be made available with interactive questions included (if not ready when needed for the testing phase, we will use the videos without the interactive part)
    - ii. The training will be split in small sequences about :
      1. **AI Basics** : definition of AI, of Digital Assistant and explanation of transfer of familiar systems from the private sphere to a work context
      2. **AI Data Security** : Data exchange and data security in the company when using the voice assistant
      3. **AI Evaluation** : Critical handling of results, evaluation of generated answers
      4. **AI Function** : Description of possible uses of the voice assistant
      5. **AI Possibilities** : Limits of the assistant and user responsibility
      6. **AI Prompting** : Interaction with voice-controlled assistance systems
- 3- Champions training / testing sessions
- a. Objectives :
    - i. Train by doing with champions
    - ii. Get feedback on the solution and the preparation of deployment
  - b. Modalities:
    - i. Introduction and Q&A on autonomous training content
    - ii. Training and practice on the functions of the use case (**typical prompt** and **typical answers + explanations on how the data in the answer is built** whether it is connection to another system or through analyses)
    - iii. Feedback questionnaires (evaluation)
- 4- Usage period
- a. Objectives:
    - i. Experiment the tool on the shopfloor to check the readiness of the users after training and get feedback
  - b. Modalities:
    - i. Collect feedback on tool and readiness to use the tool on the fly
- 5- Focus group / assessment session with developers.
- a. Objectives:
    - i. Share tips with developer
    - ii. Get feedback on the solution and the preparation of deployment
    - iii. Make champions at ease to showcase the solution to their colleagues
  - b. Modalities:
    - i. Discussion on the questions & feedbacks sent during usage period
    - ii. Exercise on pains and gains in using the tool
    - iii. Feed Feedback questionnaires (evaluation)
    - iv. Presentation of improvements
    - v. Presentation by change leader of KPIs measurement readiness



6- Usage period

- a. Objectives:
  - i. Experiment the tool on the shopfloor to check the readiness of the users after focus group and improvements and get feedback
- b. Modalities:
  - i. Collect feedback on tool and readiness to use the tool on the fly

7- Demo by Champions / assessment session

- a. Objectives:
  - i. Showcase the solution that will be tested to a large enough audience (by tech partner)
  - ii. Get feedback on the solution
- b. Modalities:
  - i. First sequence with champions
    - 1. Discussion on the questions & feedbacks sent during usage period
    - 2. Readiness to perform demo ?
    - 3. Feedback questionnaires (evaluation)
    - 4. Presentation of improvements
  - ii. Then second sequence with other users (facilitated by champions)
    - 1. Introduction and Q&A on video training content
    - 2. Demo by champion
    - 3. Feedback questionnaire for users :
    - 4. Exercise on foreseen impacts (gains and pains)

8- Management Workshop

- a. Objectives:
  - i. Prepare for the foreseen changes in roles and responsibilities with management stakeholders (supervisors and upper management)
- b. Modalities:
  - i. 1 workshop with both supervisors / team leaders and upper management
  - ii. Exact topics to be defined with change management leader based on the feedbacks of the previous steps among the following list
    - 1. New needs of the workers operating with the Digital Assistant?
    - 2. Changes in roles and behaviors?
    - 3. How to lead an exchange with workers based on data without being invasive?

And thus the framework used in WASABI is the following

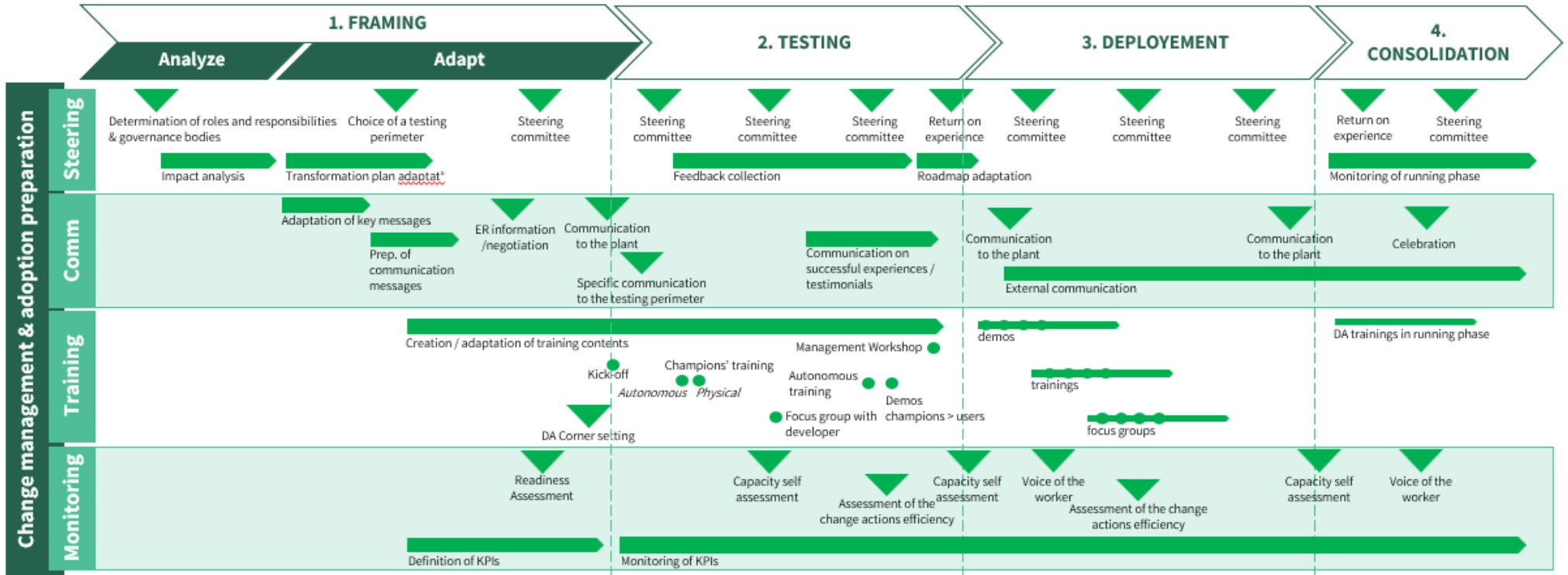


Figure 5. Overall change management framework for WASABI



## 4. APPLICATION OF THE CHANGE MANAGEMENT PROCESS TO THE END USERS' USE CASES

Based on the above reference framework, the change management approach was adapted to the specific context of each business partner.

This adaptation of the process corresponds to the second step of the framing phase (phase 1 of the proposed change management approach) and was carried out through dedicated meetings with industrial partners to collect elements and review the approach.

These meetings allowed us to identify the main populations impacted and the key elements of industrial partners culture and way of working to consider in order to tailor the approach.

The first elements collected are the view of a limited number of people in the companies we work with. It is a starting point to design and develop change management and the monitoring and feedback collection of the testing phase will refine their view on the impacts to consider in change management. This depends in particular on the delivery of the product in its first useable. Indeed, the change management process is very dependent on the release of the enablers from the technical tasks and the technical roll-out planning.

### 4.1 Application of the process to EPISCAN's use case

#### 4.1.1 First elements collected during the analysis stage

The following table lists the main stakeholders to be taken into account in the change management:

	Stakeholders	Number
<b>Operational</b>	Operators	2 (1 operator + 1 Quality Assurance)
<b>Management</b>	Supervisors	1
	General Manager	1
<b>Support</b>	Human Resources	1
	Administration and purchasing	1
	IT (external provider)	1

Table 1. EPISCAN Stakeholder identification

The change management approach will be simplified since the testing phase will involve the whole teams working on surgical masks.

Testing perimeter:





- The scope of the project is limited to the production of surgical masks for the onboarding assistant
- The advanced quality assurance assistant, as for it, concerns the full scope of production (surgical and FFP2 masks)

Review of risks identified during the use case derisking of WP1:

- The biggest fear is on the understanding of how the tool works and EPISCAN expressed the need to get enough training before they use the tool

Roles:

- The champions will be the general manager and the supervisor. The latter will be the trainer for the other users
- Change management leader will also be the Supervisor
- There is an employees' representative, but the discussions between the project and the employees do not require her involvement.

Steering:

- The project will be steered through meetings between the General Manager, the Supervisor and the Operator
- The frequency and modalities are to be defined

Communication:

- Given the size of the company, any communication or collective session can reach the whole company.

Training:

- Given the small size of the company,
  - o the training of the champion and other roles will be made at the same time
  - o the demo by the champion could be made to the developer to check his ease in showcasing the solution (to be defined)

### 4.1.2 Suggested change management planning

The planning presented below is an illustration of a possible transformation roadmap for EPISCAN based on information collected. The dates need to be defined together with the scheduling of technical deployment and assessment activities.

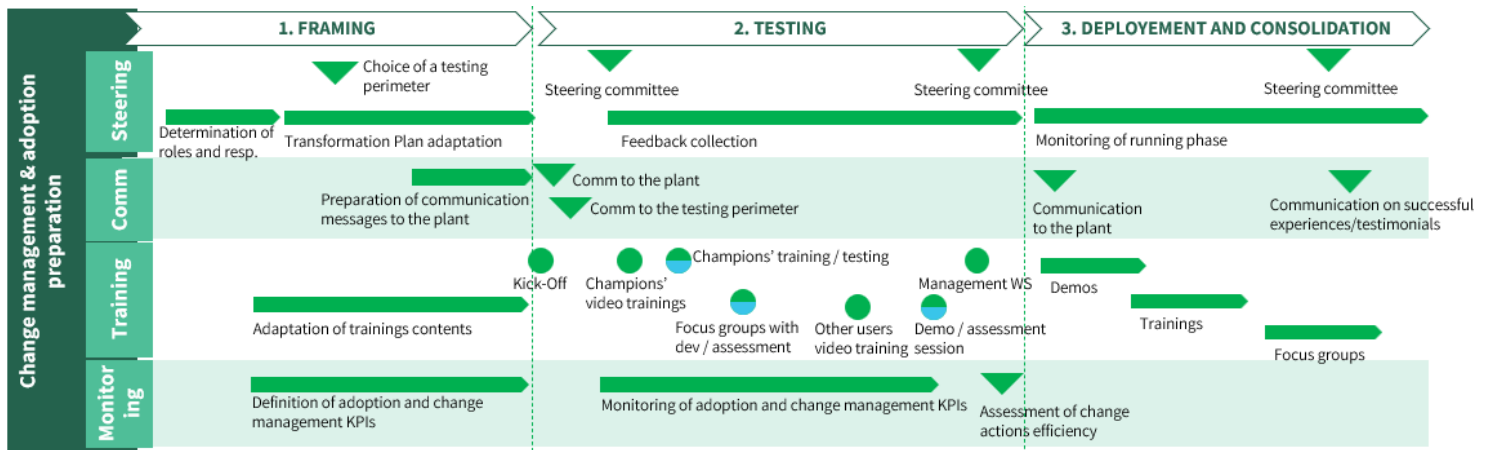


Figure 6. EPISCAN suggested change management planning

## 4.2 Application of the process to SILK-BIO use case

### 4.2.1 First elements collected during the analysis stage

The following table lists the main stakeholders to be taken into account in the change management for SILK-BIO:

	Stakeholders	Number
Operational	Operators	2 in scope of DA out of 4
	Supervisors	2
Management	General Manager	1
	Human Resources	N/A
Support	IT	N/A

Table 2. SILK-BIO Stakeholder identification

#### Testing perimeter

- The scope of the project is one stage of production: the solubilization process. This process is performed by 2 of the 4 operators of the company

#### Review of risks identified during the use case derisking of WP1:

- The review of those risks shows that fears concern more the user experience and performance of the digital assistant than pure fears to be reduced
- When asked about the project, operators do not express any fears but show their interest in the expected benefits

#### Roles

- 1 Champion identified among the 2 concerned operators
- Change management leader is the manager of the company and point of contact of WASABI

Steering:

- Given the size and culture of the company, decisions are taken on the fly by the CEO with consultation of knowledgeable workers. Thus no steering body needs to be put in place as long as the CEO gets the information he needs

Communication

- Given the size and culture of the company, communication requires very little effort and is often handled through unformal meetings. The key milestones of starting and ending the testing phase have yet been put in the roadmap to make sure the minimum information is shared within the company.

Training

- The 2 operators of solubilization process will be trained at the same time and the champion will be put in the position to perform a demo to an operator of another production stage if no new operator has been recruited on the solubilization process when performing the exercise

### 4.2.2 Suggested change management planning

The planning presented below is an illustration of a possible transformation roadmap for SILK-BIO based on information collected. The dates need to be defined together with the scheduling of technical deployment and assessment activities.

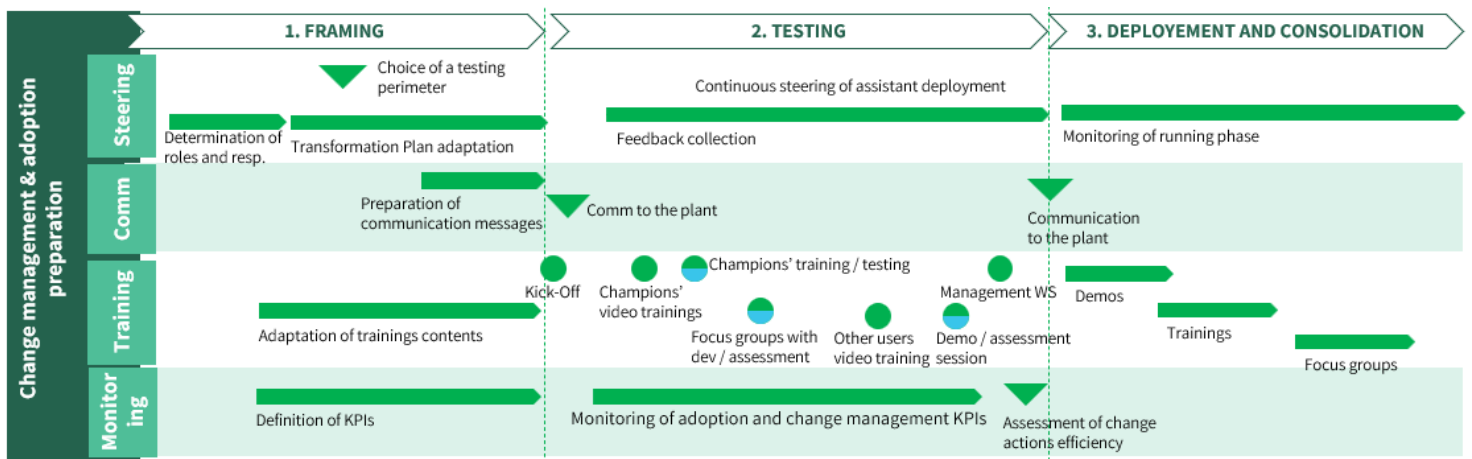


Figure 7. SILK-BIO suggested change management planning

### 4.3 Application of the process to CROMA use case

#### 4.3.1 First elements collected during the analysis stage for CROMA

The following table lists the main stakeholders to take into account in the change management for CROMA:

	Stakeholders	Number
Operational	Operators	22
	Supervisors	1
Management	General Manager	1
	Human Resources	0
Support	IT	1

Table 3. Croma Stakeholder identification

#### Testing perimeter

- The scope of the project is one stage of production: the sterilization process. This process is performed by Operators and managed by the Supervisor (Technical Director)

#### Review of risks identified during the use case derisking of WP1:

- The review of those risks shows that fears concern more the user experience and performance of the digital assistant than pure fears to be reduced
- When asked about the project, operators do not express any fears but show their interest in the expected benefits

#### Roles

- 1 Champion identified in the Supervisor who is the Technical Director of the Central Office who also has the task of managing the Operators
- Change management leader is the manager of the company and point of contact of WASABI

Steering:

- Given the size and culture of the company, decisions are taken on the fly by the CEO with consultation of knowledgeable workers. Thus no steering body needs to be put in place as long as the CEO gets the information he needs

Communication

- Given the size and culture of the company, communication requires very little effort and is often handled through unformal meetings. The key milestones of starting and ending the testing phase have yet been put in the roadmap to make sure the minimum information is shared within the company.

Training

- The Supervisor (Champion) will be the first operator who will follow the training and will be enabled to replicate the internal training to all operators

### 4.3.2 Suggested change management planning

The planning presented below is an illustration of a possible transformation roadmap for CROMA based on information collected from a visit on site. The dates need to be defined together with the scheduling of technical deployment and assessment activities.

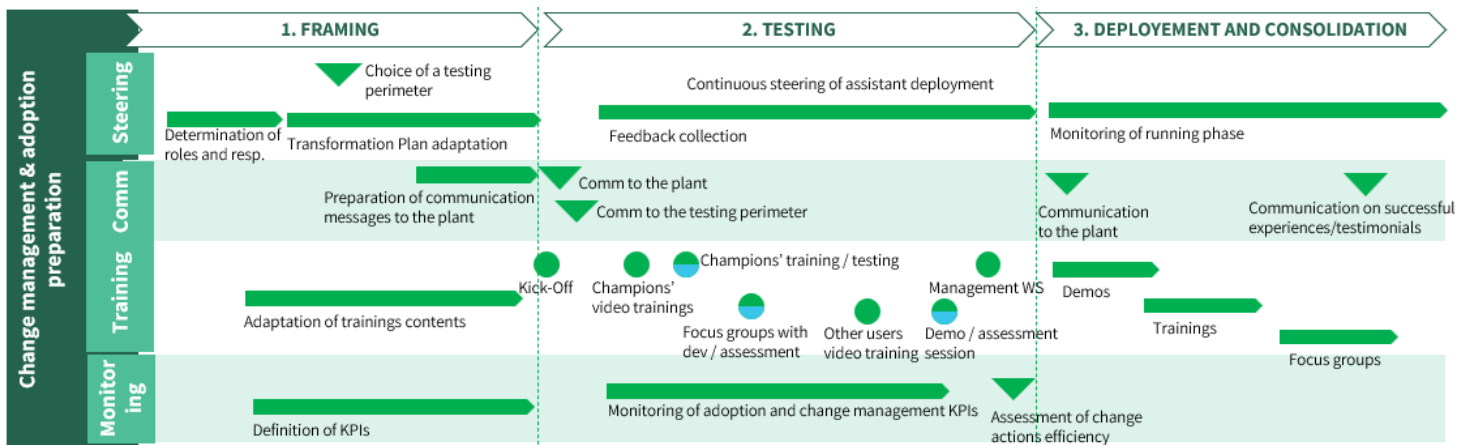


Figure 8. CROMA suggested change management planning

### 4.4 Application of the process to Trimek use case

### 4.4.1 First elements collected during the analysis stage

The following table lists the main stakeholders to be taken into account in the change management for Trimek:

	Stakeholders	Number
Operational Management	Technicians	1 or 2
	Supervisors	1 or 2
Support	Human Resources	N/A
	IT	1

Table 4. Trimek Stakeholder analysis

Testing perimeter:

- The scope of the project is limited to 1 production stage per use case
  - o Certification of calibration artifacts for WASTE INSPECTOR
  - o Measurement process of calibration artifacts in the frame of CMM validation or training for ASSISTED QUALITY ASSURANCE

Review of risks identified during the use case derisking of WP1:

- The fears of rejection of the DA are more on potential technical limitations (poor user experience if too little automation, wrong answers,...) than on the collaboration with AI
- The impacts on change management will be assessed after the evaluation of the solution during the testing phase

Roles:

- The champion is planned to be the CEO. Whether he will be the trainer or if a technician will do it still needs to be clarified
- Change management leader is the R&D project manager who is also the point of contact for WASABI.

Steering:

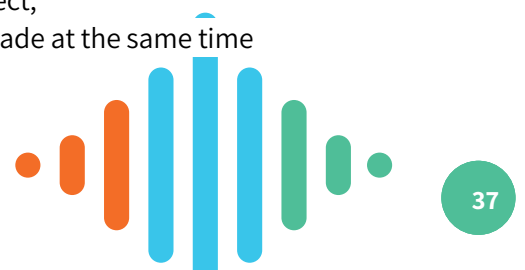
- The steering committee will be handled in an existing committee at company level.
- The change management leader will report to this steering committee on the execution of the roadmap

Communication :

- Given the size of the company, communication will be done to the testing perimeter and whole plant at the beginning and end of testing phase.
- The communication to management will be specifically handled in the frame of the steering committee

Training :

- Given the small number of technicians in the scope of the project,
  - o the training of the champion and technicians will be made at the same time



- the demo by the champion could be made to technicians from other production steps (to be decided later)

### 4.4.2 Suggested change management planning

The planning presented below is an illustration of a possible transformation roadmap for Trimek based on information collected. The dates need to be defined together with the scheduling of technical deployment and assessment activities.

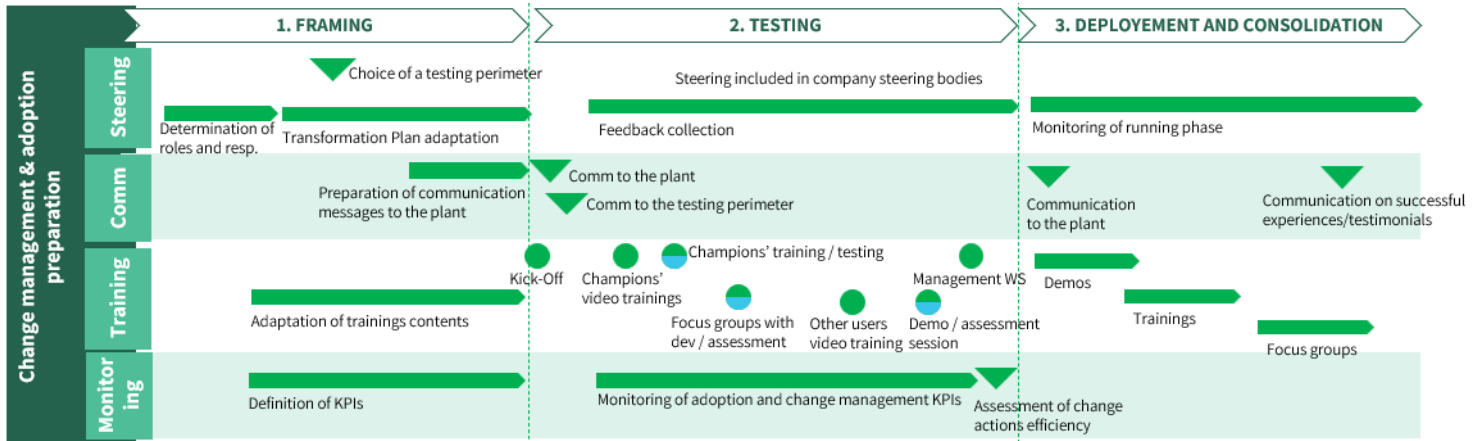


Figure 9. Trimek suggested change management planning

## 4.5 Application of the process to Reinova use case

### 4.5.1 First elements collected during the analysis stage

The following table lists the main stakeholders to be taken into account in the change management for Reinova:

	Stakeholders	Number
<b>Operational</b>	Test engineer	6 (~half of all team, those who use chamber)
	Operational Engineer	4 on chambers (rest of equipment not concerned)
	Project Manager	1
<b>Management</b>	Supervisors	3 (team leaders of each operational function)
	Managers	2
<b>Support</b>	IT & HR	2

Table 5. Reinova Stakeholder identification

The company has 90 employees among which 35 ~40 work in the laboratory and the numbers in the table above represent those who are concerned by the equipment connected to the Assistant.

### Testing perimeter

- The scope of the project is limited to 1 kind of equipment in the process : the chambers. The assisted Quality Assurance Assistant helps monitor the status of the equipment itself and of the operations performed inside them

### Review of risks identified during the use case derisking of WP1

- The major human risk concerns the exploitation of the answers given by the assistant. If the user does not have enough knowledge on the process / equipment itself, it could be difficult to know what action to carry out based on the assistant's answers.
  - o The recommendation to deal with it is to take special care to capitalize the questions and answers of the focus groups / best practice sharing inside the training material so that this material can then support the business skills of the workers
- There is very little risk about rejection of the concept of a Digital Assistant since Reinova already uses a bot so the workers are used to ask questions to a bot.

### Roles

- 3 champions are identified, 1 of each operational function. They will be the trainers for their colleagues
- Change management leader is the Chief Digital Officer who is leading the project for Reinova in the consortium
- Reinova has an employee representative
- Clarification is needed on the HR concerns since HR department is more focused on recruitment

### Steering

- A steering committee will be created with 4 participants : the Chief Digital Officer, the Automation & Software team leader (IT department) and 2 supervisors (team leaders of Test Engineers and Operation Engineers)
- The frequency is still to be defined based on the scheduling of the activities

### Communication

- A dedicated meeting with the employee representative will be organized to present the project and get feedback especially on
  - o what could be potential blockers
  - o advises from legal point of view
  - o Anticipated feedbacks of future users
- The communication to management will be specifically handled by steering committee members through face to face meetings with their management
- At the launch of testing phase,
  - o a kick-off meeting will be organized with all the involved people
- at the end of testing phase



- a mobilization moment will be organized with the champions and their management to thank them, share the conclusions and prepare the next steps (wider deployment, changes in the Assistant or in the change management approach...)
- an external communication (LinkedIn post) with testimonials will be done
- the content of the testimonial will also be used for communication to the whole plant through an email

Training

- No specific driver to deviate from process designed for testing phase

### 4.5.2 Suggested change management planning

The planning presented below is an illustration of a possible transformation roadmap for Reinova based on information collected. The dates need to be defined together with the scheduling of technical deployment and assessment activities.

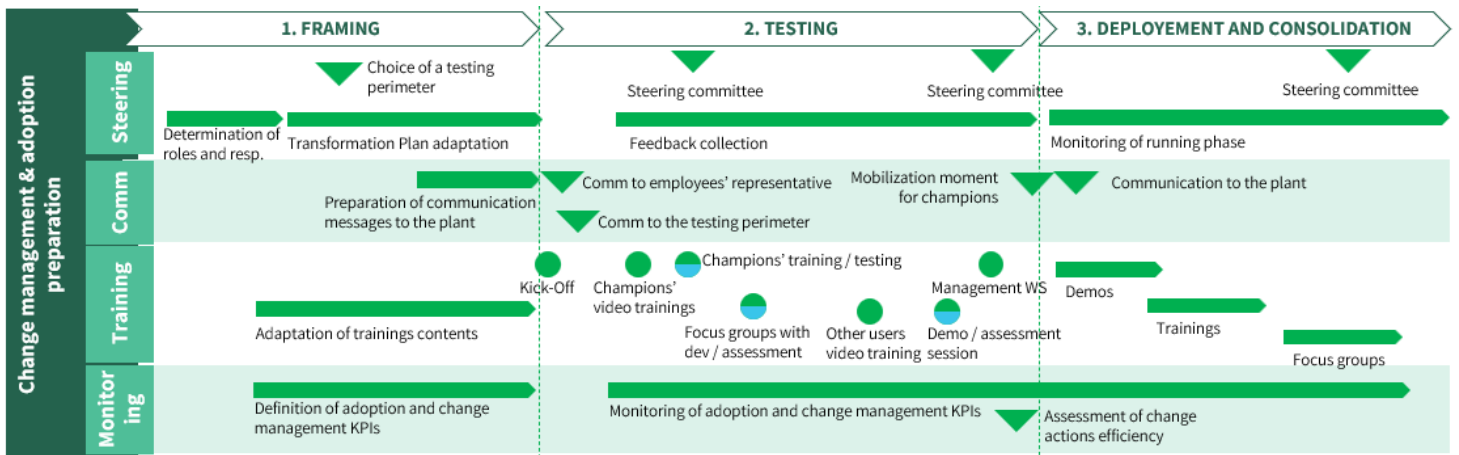


Figure 10. Reinova suggested change management planning

## 5. CONCLUSION AND OUTLOOK

Deliverable 4.1 shows how a standard Change Management framework is planned to be applied at each of the 5 use cases partners'. Generally, use case partners are small companies with a test and learn mindset and a proximity between management and workers. This reduces the distrust of workers towards new projects, and the fear of uncomfortable changes. We thus plan to prepare use case partners in the the potential changes in

relationship between workers and management through the management workshops placed at the end of testing phase, when enough users will have tried the tool in real conditions. The results of the workshops are also expected to give insights to upgrade the content of autonomous trainings on the impact of DA deployment on roles and responsibilities and thus improve the impact of KER 9 AI-focused change management process.

The next step will be to schedule the different actions in detail which is to be done in the frame of next General Assembly since it involves technical partners for actual deployment of mature enough version of the DAs and preparation of training on the functionalities, and the use case partners for the involvement of all needed stakeholders.

Task 4.2 will start measuring activities will start synchronously and we will collect feedback and adapt both on the DAs and the change management based on this feedback. These updates will be reported in deliverables 4.2 and 4.3 to be released respectively in M24 and M48.

## 6. REFERENCES

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