

## Roundabout Impulse Case – Printer Company in digital transformation process

Mr. P is the owner of a second-generation print company that has grown over the decades into a medium-sized business with around 50 employees. He is a man of tradition who likes to keep things as they are and, for a long time, tried to avoid digital transformation of his business. Recently, he has felt increasing pressure from competitors who have already digitised production, sales and customer service. He decided it was time to catch up, and the company's first step was to digitise the production process, which included buying new digitally controlled printers and the software to set them up and analyse technical problems. While Mr. P spent a lot of time selecting the most suitable printers, he didn't give much thought to the digital skills his printer operators would need to operate the printers and the control and analysis software. The reason for this was that all the suppliers offered staff training as an additional support service.

During a discussion with the head of the technical team, who is planning the training, the manager points out that some of the technicians are likely to have problems completing the training or implementing it into the work process. He has looked at the training documentation and concludes that the training requires several basic digital skills that some of the technicians in the team do not yet have.

Mr. P is unsure what to do. A couple of years ago the solution would have been simple: Dismiss the technicians in question and hire new ones who already have the necessary basic digital skills. However, last year one member of the team retired, and it took almost half a year until Mr. P could find a suitable applicant. After this experience he is reluctant to let his existing technicians go.

One day, while checking his messages on LinkedIn, he came across a post that spoke to him and his situation. The post was about current challenges of employers and the fact that currently many businesses face two major challenges: The digital transformation in society and the economy and a shortage of skilled workers due to demographic change. The post questions established practices of corporate management and, above all, HR management and considers a cultural change in companies to be unavoidable. At the same time, it emphasises that many companies, especially SMEs, need external support in order to implement new approaches in HR management.

The article also refers to a new advisory service for companies offered by a career counselling centre. Mr. P is intrigued and decides to get in contact and arrange a first meeting with a CGC.



UNIVERSITÀ  
DEGLI STUDI  
DI PADOVA



Universität für  
Weiterbildung  
Krems



The creation of these resources has been (partially) funded by the ERASMUS+ grant program of the European Union under grant no. 2022-1-DE01-KA220-HED-000089003. Neither the European Commission nor the project's national funding agency DAAD are responsible for the content or liable for any losses or damage resulting of the use of these resources.