



THE INDUSTRIALIST

VIDEO TRANSCRIPT

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In conversation with
Georg Kube
Global VP Industrial Manufacturing
SAP

Christophe Mouille: First of all to start with, can you please give us one word that best describes you?

Georg Kube: It's actually two words which come together in one. I would say it's structured chaos.

Christophe Mouille: What's your view on where industry and manufacturing companies stand today in terms of leveraging Industry 4.0 and digital technologies.

Georg Kube: We had a big German newspaper last fall, a headline that says Industry 4.0: Ten Lost Years. My personal opinion is that it's not as bad as it says. Why have we not been as successful as we could have been, I'm looking at five major reasons. The first problem is, or the first thing is that companies typically look at technology first when I think about Industry 4.0. They should talk about business scenarios.

The next thing is that many scenarios and many initiatives are centered around making manufacturing more efficient. They should think about how can I make more money instead of how can I make my money with less cost? Silo thinking is a big problem. You know, many initiatives are in manufacturing, they don't look into the engineering area, they don't look into sales, they don't look into finance for that matter, because many of these things have a financial implication.

And there's also a big, big problem because companies are very reluctant to share data.

Digitalization requires data sharing. You know, many of these initiatives work for big companies who have lots of resources, they can have big implementation projects, but it doesn't scale down to many, many small and medium businesses that we have in our industry. So, it's these five things that I look at as the things that we need to overcome in order to become more successful.

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