

Chapter 15

Change Management: Application of a Simplified APQP Model With a “Gate Release” System for Change Management in an SME

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ABSTRACT

The present markets affect organizations by triggering the need for change. However, in addition to flexibility, it is considered the implementation of procedures to alleviate the ‘weather’. So, change management is fundamental in organizations that move in innovative and disruptive environments. The present work seeks to provide a tool that will allow the collection and structuring of the constituent data necessary for the management of new projects/products, creating relevant information to strategic decision makers, stating that the exploratory cycle of the process intends to create organizational knowledge that will ‘situate’ all team members within the various projects. It will consist of a literary review followed by the presentation of a case study, which can be applied in an SME due to its technical simplicity. The objective is to support the proposal as a promoter of information and knowledge management. The work ends with a critical analysis of the contents, exposure of limitations, and suggestions for possible future work associated with the current theme.

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INTRODUCTION

To (Kotler, Kartajaya, & Setiawan, 2017) the world is changing, presenting features of increasing horizontality, inclusion, and socializing. Globalization is responsible for the phenomena of "Hyperconnectivity", increasing innovation and technological disruption. Consequently, we are today highly informed and demanding consumers, however, the authors warn that the 'Tsunami' of available data and information, destroyed the "romanticism" of diversity. Due to the significant reduction in associated costs, there are efforts to homogenize consumption and experiences. In this way, they point out as a current paradox, the individual reaction that we all must combat this diligence by demanding exclusivity and personalization of our goods and services.

Toumi, (2001) as cited in Rossetti & Morales, (2007) stating that 'business success' depends to a large extent on innovation and knowledge, and this fact changes the traditional perceptions of business management.

For management, this presupposes, the need to consider the collection and processing of data systems, possible to generate information as a precedent of knowledge, enabling target markets and adapt portfolios of products and services, where there is greater profitability. In addition, the specificities presented, show that the competitiveness in the markets is high and growing, and for this reason, the productive efficiency associated with flexibility is a constant in decision making.

At the present, we are witnessing a high level of competition, largely due to the responsibility of globalization, because we may have competitors on the other side of the planet, as well as on the other side of the corner, and for these reasons, organizations must become flexible and capable readjust itself quickly and continuously to compete and guarantee advantages in the market in which they operate. (Machado & Neiva, 2017)

The systems of ICT (information and communication technologies), are presented as crucial to the contemporary management, allowing assertiveness for the strategic choice, and as a departmental integrator, intend to create an organizational knowledge, and help to the people change to.

Rossetti & Morales (2007) emphasize ICT, pointing out its importance as "... an instrument to support the incorporation of knowledge, as the main aggregator of value to products, processes and services delivered by organizations to their customers." But the authors, indicate that the intrinsic value of Information does not come from ICT *itself*, generally managers spend large amount of money on ICT, but then translate into unfounded investments, as the focus on information and information systems has not been clearly assumed.

We will introduce a procedure developed by the team '*Launch Management*' in a big car industry company, the reduced size of the built *Budgets* associated, and operation. Motivated by the need for team cohesion, and the generation of knowledge across all departments. It is important to emphasize the importance of considering information systems as integrators, and transversal to the various departments of an organization, especially when it comes to managing changes. Thus, the architecture of the systems, and all associated elements, should not be a solitary and imposing task on the part of the project manager, and those responsible for ICT.

In this sense, leadership associated with the change process is also relevant, defined not as the coordination and management of subordinates' activities, maintaining a relationship of authority with them (Rosari, 2019), but rather, as a relationship – leadership presupposes four elements, first that leadership is practiced between leaders and followers, second that the relationship of members is based on mutual

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