

Systematische Einführung von Industrie 4.0 für den Mittelstand

Anforderungen, Methoden und Anwendungsbeispiel

Feras El Sakka, Timo Busert und Alexander Fay, Helmut-Schmidt-Universität Hamburg

In diesem Beitrag wird eine Methodik zur Umsetzung von Industrie 4.0-Projekten im Bereich der Produktion und Logistik beschrieben. Diese Methodik berücksichtigt die besonderen Rahmenbedingungen von KMU und wurde bereits mehrfach in verschiedenen Digitalisierungs- und Industrie 4.0-Projekten mit KMU im Rahmen des Mittelstand 4.0-Kompetenzzentrums Hamburg angewandt. Der Fokus der Methodik liegt auf einer geeigneten Integration von neuen Technologien in bestehende Systeme sowie der Verbindung neu generierter Daten mit bereits vorhandenen Informationsflüssen. Die Anwendung der Methodik wird exemplarisch anhand eines realen Praxisbeispiels aus dem Mittelstand 4.0-Kompetenzzentrum Hamburg dargestellt.

Systematic Adoption of Industry 4.0 for SMEs – Requirements, Methods and Application Example

In this contribution, a method for the implementation of Industry 4.0 projects in production and logistics for small and medium-sized enterprises (SME) is described. This method takes various boundary conditions of SMEs into consideration and has been applied in different projects with SMEs within the "Mittelstand 4.0-Kompetenzzentrum Hamburg" initiative. The method focuses on an integration of new technologies into existing systems and the connection of newly generated data with known information flows.

Keywords: Small and Medium-sized Enterprises (SME), Industry 4.0, Digitalization

Aufgrund der fortschreitenden Globalisierung ist der zunehmende internationale Wettbewerb auch für viele kleine und mittlere Unternehmen (KMU) zum Treiber technologischer und prozesstechnischer Verbesserungen geworden. Neue Möglichkeiten der Digitalisierung und Vernetzung von menschlichen und maschinellen Akteuren, Prozessen und Produkten über die komplette Wertschöpfungskette, bekannt als Industrie 4.0, ermöglichen eine Individualisierung, Flexibilisierung und Effizienzsteigerung in der Produktion und Logistik bis hin zur Erweiterung von Geschäftsmodellen [1].

Die Analyse, Konzeptionierung und Implementierung der Digitalisierung und Vernetzung von menschlichen und maschinellen Akteuren, Prozessen und Produkten, wird durch sog. Industrie 4.0-Projekte verfolgt. Die besonderen Rahmenbedingungen, die innerhalb von KMU vorherrschen und sich oftmals aus einer begrenzten Personalkapazität, einem geringen Maß an Fachwissen im Bereich Industrie 4.0 und beschränkten Investitionsmöglichkeiten zusammensetzen, erschweren jedoch die Umsetzung von Industrie 4.0-Projekten [2]. Viele KMU scheitern aufgrund der oftmals als komplex empfundenen Thematik und der Befürchtung hoher Investitionskosten von ei-

ner Umsetzung im eigenen Unternehmen ab. So hat bisher nur jeder fünfte Mittelständler seine betrieblichen Prozesse und Geschäftsmodelle erfolgreich digitalisiert. Ein Drittel der Betriebe hat sogar nicht einmal Grundelemente digitalisiert und zögert, den Ausbau weiter voranzutreiben [3]. Um KMU über die Chancen und Herausforderung der Digitalisierung zu informieren und sie bei der Umsetzung zu unterstützen, wurden in ganz Deutschland im Rahmen der vom BMWI geförderten Initiative „Mittelstand Digital“ 25 Mittelstand-4.0-Kompetenzzentren eingerichtet.

Im Rahmen dieses Beitrags wird eine Vorgehensweise für die systematische Einführung von Industrie 4.0 aufgezeigt, die besonders die Rahmenbedingungen von KMU berücksichtigt. Diese Vorgehensweise fand durch das Mittelstand-4.0-Kompetenzzentrum Hamburg bereits in verschiedenen Projekten mit KMU Anwendung.

Methodischer Ansatz für den Mittelstand

Für die im Folgenden vorgestellte Vorgehensweise zur Einführung von Konzepten der Digitalisierung und Industrie 4.0 für KMU wurden Methoden der Prozess- und erweiterten Infor-



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