



# Management of Permanent Change

---

Horst Albach · Heribert Meffert  
Andreas Pinkwart · Ralf Reichwald  
Editors

# Management of Permanent Change

*Editors*

Horst Albach  
Center for Advanced Studies in Management  
HHL Leipzig Graduate School of Management  
Leipzig  
Germany

Andreas Pinkwart  
Center for Advanced Studies in Management  
HHL Leipzig Graduate School of Management  
Leipzig  
Germany

Heribert Meffert  
Center for Advanced Studies in Management  
HHL Leipzig Graduate School of Management  
Leipzig  
Germany

Ralf Reichwald  
Center for Advanced Studies in Management  
HHL Leipzig Graduate School of Management  
Leipzig  
Germany

ISBN 978-3-658-05013-9  
DOI 10.1007/978-3-658-05014-6

ISBN 978-3-658-05014-6 (eBook)

Library of Congress Control Number: 2014956666

Springer New York Heidelberg Dordrecht London

© Springer Fachmedien Wiesbaden 2015

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed. Exempted from this legal reservation are brief excerpts in connection with reviews or scholarly analysis or material supplied specifically for the purpose of being entered and executed on a computer system, for exclusive use by the purchaser of the work. Duplication of this publication or parts thereof is permitted only under the provisions of the Copyright Law of the Publisher's location, in its current version, and permission for use must always be obtained from Springer. Permissions for use may be obtained through RightsLink at the Copyright Clearance Center. Violations are liable to prosecution under the respective Copyright Law.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

While the advice and information in this book are believed to be true and accurate at the date of publication, neither the authors nor the editors nor the publisher can accept any legal responsibility for any errors or omissions that may be made. The publisher makes no warranty, express or implied, with respect to the material contained herein.

Printed on acid-free paper

Springer is part of Springer Science+Business Media (www.springer.com)

---

## Foreword from the Editors

In recent decades, the exponential growth of world knowledge has rapidly accelerated technological and social progress. As a result, innovation and flexibility in management as well as the best possible design of change management within companies have become a dynamic field of research with high relevance for management practice. In addition to earlier concepts of change management in organizations, numerous other concepts and paradigms from the fields of consultancy and management practice as well as from scientific research have found their way into change management literature.

All approaches differ but are highly similar in relation to one of the pivotal challenges of change management. That is, the elevated pace with which companies, their employees and executives must be able to meet changing requirements resulting from change processes on various levels. This creates both the need and the opportunity for establishing and embedding professional change management on the management and executive level with a corporate culture aligned towards innovation and change.

The more frequently companies actively shape the change process, the more successful will individual and organizational learning be for a well-aimed selection and an effective application of appropriate concepts and methods of change management. For this, of major importance are the chronological order, the extent of the respective changes and, most of all, communication. It is the role of corporate management to take into consideration the manifold consequences of change processes on stakeholders as well as the competitive strengths of the company. Against this backdrop, the questions range from the broadest possible inclusion of employees on specific questions, to the inclusion of regulatory strategies and the influence of change processes on the company brands and their core.

Therefore, the articles compiled in this volume cover a broad variety of topics. Based on a new approach of permanent change and the high relevance of the subject in light of the fourth industrial and the second informational revolution, we will offer a profound analysis of the role of cooperation, worker participation and networks within the process of the best possible design of change management. Unlike some that include the relatively young area of open innovation on the same level with change management, we will analyze the influence of the open innovation approach on change management and the new possibilities and the limits resulting from this development. Another focus of the present

volume will be the impact of regulations on change processes in companies and markets, and we will provide suggestions on how to effectively deal with them.

We would like to extend our gratitude to all authors and reviewers, who have implemented the double review applied here, for their collaboration in the first scientific collective volume about fundamental questions of business administration of the twenty-first century published by the Center for Advanced Studies in Management (CASiM) at the HHL Leipzig Graduate School of Management. CASiM is an interdisciplinary research center with a focus on fundamental research in business economics. Not attached to an individual chair or an individual unit of the university, CASiM connects the various chairs and research areas at HHL and integrates the different economic disciplines, represented at HHL and elsewhere, in its research. It is a major aim of CASiM to actively cooperate with other research institutions in the science region of Leipzig as well as nationally and internationally. This collaboration is supported by scientific conferences and through the scientific advisory board of CASiM, which has greatly supported this book project not only with consultations but also with contributions from individual board members.

Special thanks go to the executive director of CASiM, Dr. Lukasz Swiatczak, who has greatly contributed to the completion of this book project in close collaboration with authors, reviewers, the publishing house and the editors. We also would like to thank the publisher Springer Gabler and Juliane Wagner, in particular, for the very professional and enjoyable cooperation. Finally, we would like to give thanks to the Deutsche Bundesbank and KPMG for their financial support of this publication.

We hope that all audiences from science, management studies and executive practice will find this an insightful contribution and may provide the authors and us with constructive feedback for future projects.

Horst Albach  
Heribert Meffert  
Andreas Pinkwart  
Ralf Reichwald

---

# Contents

## Part I New Challenges for Change Management

- 1 Management of Permanent Change—New Challenges and Opportunities for Change Management** ..... 3  
Horst Albach, Heribert Meffert, Andreas Pinkwart and Ralf Reichwald
- 2 Change Through Digitization—Value Creation in the Age of Industry 4.0** ..... 23  
Henning Kagermann

## Part II The Role of Cooperation, Co-Determination and Networks in Organizing Change

- 3 The Role of Conditional Cooperation in Organizing Change** ..... 49  
Nadine Finkbeiner and Michèle Morner
- 4 Diversity Management and Corporate Change: Implications for Co-Determination** ..... 65  
Susanne Braun
- 5 Networks, Persistence and Change—A Path Dependence Perspective** .... 89  
Jörg Sydow

## Part III Re-thinking Change in the Context of Open Innovation

- 6 Changing Change Management: The New Innovation Imperative** ..... 105  
Nagwan Abu El-Ella, John Bessant and Andreas Pinkwart
- 7 Comparative Exploration of Key Challenges in Customer Co-Design using Theories of Social Presence** ..... 121  
Stefan Thallmaier and Hagen Habicht

**Part IV Influences of Markets and Regulation on Change**

<b>8 Changing Business Models in Banking and Systemic Risk</b> .....	145
Thomas P. Gehrig	

<b>9 The Impact of Regulation on Change</b> .....	161
Liv Jaeckel	

**Part V From Theory to Practice: New Approaches in Consultancy for Organizational Change**

<b>10 Insights from Change Management Consulting: Linking the Hard and Soft Side of Change with Heuristics</b> .....	177
Frank Lattuch and Anna Seifert	

<b>11 Organizational Transformation for Sustainable Development: A Case Study</b> .....	195
Radha R. Sharma and Shoma Mukherji	

<b>12 Strategy Changes, Flexibility and Brand Management</b> .....	217
Christoph Burmann, Rico Piehler and Antje Löwa	

---

## Contributors

**Nagwan Abu El-Ella** Stiftungsfonds Deutsche Bank Chair of Innovation Management and Entrepreneurship, HHL Leipzig Graduate School of Management, Leipzig, Germany

**Horst Albach** Center for Advanced Studies in Management (CASiM), HHL Leipzig Graduate School of Management, Leipzig, Germany; Humboldt-Universität zu Berlin, Berlin, Germany

**John Bessant** University of Exeter Business School, Exeter, UK

**Susanne Braun** Faculty of Business and Economics, Leuphana University Lüneburg, Lüneburg, Germany

**Christoph Burmann** Chair of innovative Brand Management (LiM), University of Bremen, Bremen, Germany

**Nadine Finkbeiner** Reinhard-Mohn-Institute for Management and Corporate Governance, Witten, Germany

**Thomas P. Gehrig** Faculty of Business, Economics, and Statistics, University of Vienna, Vienna, Austria

**Hagen Habicht** Center for Leading Innovation and Cooperation (CLIC), HHL Leipzig Graduate School of Management, Leipzig, Germany

**Liv Jaeckel** Chair of Law of Economic Regulation and Center for Health Care Management and Regulation, HHL Leipzig Graduate School of Management, Leipzig, Germany

**Henning Kagermann** acatech - NATIONAL ACADEMY OF SCIENCE AND ENGINEERING, Berlin, Germany

**Frank Lattuch** KPMG AG Wirtschaftsprüfungsgesellschaft, Düsseldorf, Germany

**Antje Löwa** Chair of innovative Brand Management (LiM), University of Bremen, Bremen, Germany

**Heribert Meffert** Center for Advanced Studies in Management (CASiM), HHL Leipzig Graduate School of Management, Leipzig, Germany; Universität Münster, Marketing Center Münster, Münster, Germany

**Michèle Morner** Reinhard-Mohn-Institute for Management and Corporate Governance, Witten, Germany

**Shoma Mukherji** Chair of Organisational Behaviour & HRD, Management Development Institute, Gurgaon, India

**Rico Piehler** Chair of innovative Brand Management (LiM), University of Bremen, Bremen, Germany

**Andreas Pinkwart** Center for Advanced Studies in Management (CASiM) and Stiftungsfonds Deutsche Bank Chair of Innovation Management and Entrepreneurship, HHL Leipzig Graduate School of Management, Leipzig, Germany

**Ralf Reichwald** Center for Advanced Studies in Management (CASiM) and Center for Leading Innovation and Cooperation (CLIC), HHL Leipzig Graduate School of Management, Leipzig, Germany

**Anna Seifert** KPMG AG Wirtschaftsprüfungsgesellschaft, München, Germany

**Radha R. Sharma** ICCR Chair of Corporate Responsibility and Governance, HHL Leipzig Graduate School of Management, Leipzig, Germany; and Hero Honda Chair of Organisational Behaviour & HRD, Management Development Institute, Gurgaon, India

**Jörg Sydow** Freie Universität Berlin, Management Department, Berlin, Germany

**Stefan Thallmaier** Center for Leading Innovation and Cooperation (CLIC), HHL Leipzig Graduate School of Management, Leipzig, Germany