

19 - 21 December 2025

Berlin , Germany

Two perspectives on Industry 4.0: Inside the minds of project teams and managers

Marta Penkala

Silesian University of Technology, Poland

Abstract

The dynamic development of the Industry 4.0 concept compels organizations implementing projects to implement modern technologies and innovative solutions. It is also crucial to adapt the methods, techniques, and tools used in project management to the changes occurring in the business environment. The aim of this article is to present the challenges and opportunities associated with project implementation in the era of Industry 4.0, taking into account the perspectives of project team members and managers overseeing the progress.

The research was conducted as part of a case study of a selected company specializing in the implementation of technologically advanced projects. The analysis addressed both technological aspects and elements related to organizational culture, communication, and leadership. The obtained results indicate that the surveyed groups perceive similar barriers to project implementation, but their perspectives differ regarding the importance of individual factors determining project success. These results can help understand the differences in perceptions of factors influencing project implementation effectiveness in the era of Industry 4.0, providing a starting point for improving project management practices.

Keywords: Project Management; Innovation Management; Technology Adoption; Digital Transformation; Organizational Behaviour