



# Industry 4.0: A Case Study on Strategy and Innovation in a Brazilian Auto Parts Company

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**Abstract.** Innovation in small and medium-sized companies can be favored by the use of technologies covered by Industry 4.0 and differentiated strategies can be decisive for competitiveness. Although smaller companies are slower in terms of implementing technologies when compared to large organizations, they denote innovation capacity and strategies. The method used to carry out this paper was a single case study in a medium-sized auto parts company located in São Paulo/Brazil. The results showed that the company studied broke the pattern and found a strategic way out to face the challenges of using new technologies. The digitization project implemented by the company, supported by some of the pillars of Industry 4.0, provided positive results for its internal processes and paved the way for the creation of a digital competence school and a startup to offer digital solutions in a practical and competitive way. The strategy adopted by the company corroborates the perspective that to take advantage of Industry 4.0 opportunities, new business models need to be considered.

**Keywords:** Industry 4.0 · Competitiveness · Digital transformation · Business models

## 1 Introduction

The use of technologies covered by Industry 4.0 can favor innovation in small and medium-sized companies and offer benefits for improving the efficiency of their internal processes. Opportunities related to the use of these technologies can expand the range of benefits to be obtained from business model innovation [1].

The innovation strategies added to Industry 4.0 are presented differently in relation to the size of the companies. While for large companies these strategies are guided by business models centered on novelty, smaller companies rely on business models centered on the efficiency of their processes [2].

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