Title: Organizational Robustness and Resilience as Catalyst to Boost Innovation in Smart Service Factories of the Future

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Abstract: “Factory of the Future” (FoF) is an initiative of the European Commission and was firstly launched in 2008. It can be seen as umbrella term for attempts to develop technologically mature and competitive as well as clean, highly performing, environmentally friendly and social sustainable manufacturing businesses and industries in the European Union. Scientists and practitioners put major emphasize on innovation: innovation enable growth and evolution of these smart service systems toward mature and interconnected cyber-physical systems. Less emphasize is put on robustness and resilience. Robustness and resilience are essentials to withstand organizational vulnerabilities and are key to provide innovation during organizational adversity. This paper at hand presents the concepts of robustness and resilience as antecedent to boost innovation in smart service Factories of the Future. They enable to build up of strong and sturdy structures that are also flexible and agile to adapt, renew, change and cope organizational vulnerabilities. Basing on a narrative literature review and an empiric investigation (questionnaire), this paper presents frameworks to become a robust and resilient smart service Factory of the Future – a system that actively foster innovation, in good times as well as times of organizational dynamics, risks, uncertainties and crisis.

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