

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

- 8 Changing Business Models in Banking and Systemic Risk** 145
Thomas P. Gehrig
- 9 The Impact of Regulation on Change** 161
Liv Jaeckel

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

- 10 Insights from Change Management Consulting: Linking the Hard and Soft Side of Change with Heuristics** 177
Frank Lattuch and Anna Seifert
- 11 Organizational Transformation for Sustainable Development: A Case Study** 195
Radha R. Sharma and Shoma Mukherji
- 12 Strategy Changes, Flexibility and Brand Management** 217
Christoph Burmann, Rico Piehler and Antje Löwa