

Exploring Organizational Readiness for Smart Servitization: A Case study of a Manufacturing Company in the Czech Republic

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Abstract

Purpose of the article: This study examines organizational readiness for smart servitization in a Czech manufacturing company, with a focus on employees' psychological profiles and value orientations.

Methodology/methods: An exploratory single case study was conducted using a theory-building approach. Data were collected through structured interviews with all 13 employees from the manufacturer, facilitated by a conversational AI platform Talk to Amy, and complemented by personality profiling, value orientation assessment, and motivational analysis. The study was conducted at a medium-sized Czech natural cosmetics manufacturer over a period of three months. The study combines qualitative insights with quantitative indicators, including analysis between psychological variables and readiness scores. Triangulation was achieved through semi-structured follow-up interviews.

Scientific aim: The study aims to propose an exploratory approach for assessing organizational readiness for smart servitization by identifying psychological enablers and barriers at the employee level. It seeks to bridge servitization theory and organizational psychology, providing preliminary and practice-oriented insights for digital transformation management and future research development.

Findings: Three employee archetypes were identified: Empathic creators (46%), Structured realists (31%), and Detached pragmatists (23%). The Organizational Readiness Index reached 0.67, indicating a moderate-to-high level of readiness. The ORI consists of four sub-dimensions: psychological readiness (0.78), cultural alignment (0.74), innovation readiness (0.70), and leadership trust (0.45), which is representing the main limiting factor.

Conclusions: Smart servitization success appears to be strongly influenced by employee psychological readiness, alongside technological and organizational capabilities. The study contributes an exploratory assessment approach combining conversational AI-based data collection with index-based psychological interpretation. Managerial implications include differentiated change management strategies, targeted capability development, and leadership attention focused on building psychological safety and trust. Limitations include single-case specificity, which restricts generalizability and calls for further validation in broader empirical settings.

Keywords: smart servitization, organizational readiness, digital transformation, employee psychology, conversational AI, case study research

JEL Classification: M15, O32, L23, L60

Introduction

The contemporary business landscape is witnessing an unprecedented transformation toward service-oriented value creation, particularly within manufacturing industries traditionally focused on physical product delivery. Smart servitization, defined as the strategic integration of digital technologies with product-service systems to enhance customer value propositions, has emerged as a critical pathway for sustainable competitive advantage (Favoretto *et al.*, 2022; Bressanelli *et al.*, 2024).

Despite extensive research on the technological and strategic dimensions of servitization, less attention has been paid to the human and organizational factors that influence implementation outcomes. Evidence suggests that up to 70% of digital transformation initiatives fail due to insufficient consideration of organizational culture and employee readiness rather than technological limitations (Verma, 2025). This highlights the importance of psychological micro-foundations in shaping transformation success.

Although existing literature acknowledges the role of organizational factors, empirical understanding of how employee psychological characteristics influence readiness for smart servitization remains limited. In particular, the interplay between individual differences such as personality traits, value orientations, and trust in leadership, and their impact on transformation preparedness, is still underexplored.

To address this gap, this study employs an AI-supported single-case study to examine psychological determinants of readiness for smart servitization within a manufacturing context. The integration of artificial intelligence into organizational assessment enables more nuanced insights into employee attitudes and motivations, while also reducing social desirability bias and enhancing psychological safety compared to traditional survey methods. Conversational AI

platforms such as Talk to Amy thus provide a novel approach to capturing authentic employee perspectives.

This study addresses three research questions: (RQ1) How do employee personality profiles and value orientations shape organizational readiness for smart servitization?

(RQ2) What psychological archetypes emerge within organizations undergoing service transformation, and how do these archetypes differ in their readiness levels and roles in the transformation process?

(RQ3) How can organizational readiness for smart servitization be operationalized and measured through a multi-dimensional index based on psychological and organizational factors?

In order to answer these three research questions, the study not only identifies psychological patterns but also examines relationships between key variables (*e.g.*, emotional intelligence, risk tolerance, and leadership trust) and overall readiness levels.

1. Literature review

The foundations of servitization trace back to Vandermerwe and Rada (1988), who first described how firms add value by adding services. Subsequent research showed that integrating services into manufacturing is not an incremental add-on but a strategic shift which redefines corporate identity and customer relationships (Lay, 2014). Over time, the term evolved to encompass the combination of product and service competencies into unified value systems designed to secure long-term relational advantages.

Digitalization has accelerated this evolution by extending the scope of interaction between firms and customers. According to Favoretto *et al.* (2022), digital servitization now represents the intersection where technological enablers and service-driven strategies overlap, producing flexible, data-based offerings and recursive feedback

loops that sustain continuous improvement. Paschou *et al.* (2020) further noted that advanced digital tools like IoT networks, predictive analytics and cloud computing allow firms to track performance outcomes and dynamically customize service portfolios.

1.1 Smart servitization and digital transformation

Smart servitization represents the convergence of traditional manufacturing with digital service capabilities, creating integrated value propositions that extend beyond physical product boundaries (Kohtamäki *et al.*, 2024). This transformation involves three critical dimensions: technological integration, business model innovation, and organizational capability development.

From a technological perspective, smart servitization leverages Internet of Things (IoT), artificial intelligence, and data analytics to enable real-time product monitoring, predictive maintenance, and personalized service delivery (Paschou *et al.*, 2020).

However, technology alone is insufficient for successful implementation, as highlighted in the literature. The successful adoption of new technological solutions must be accompanied by business model innovation, which entails a fundamental reconfiguration of value creation processes, revenue models, and customer relationships (Favoretto *et al.*, 2022). In this context, organizations are required to transition from traditional transaction-based models toward relationship-oriented value propositions, often incorporating outcome-based contracting and shared risk mechanisms.

At the same time, the literature emphasizes that the development of organizational capabilities represents a critical factor in this transformation process. This requires the alignment of human capital with strategic objectives, encompassing not only the development of new skills but also broader cultural change, leadership adaptation, and the psychological readiness of employees

to engage in continuous transformation (Tronvoll *et al.*, 2020).

1.2 Psychological foundations of organizational change

The successful implementation of smart servitization depends fundamentally on employee acceptance, engagement, and adaptation capabilities. Organizational readiness for change is widely conceptualised as a multi-dimensional construct shaped by cognitive and emotional factors at the individual level (Weiner, 2009). Organizational psychology research identifies several key determinants influencing change readiness, including personality traits, value orientations, and emotional intelligence (Oreg *et al.*, 2011).

A focus on key personality traits provides a robust framework for understanding individual differences in change acceptance. Openness to experience is consistently associated with innovation adoption and proactive behaviour, while conscientiousness supports reliability and structured execution during transformation processes (Judge *et al.*, 1999). Extraversion facilitates communication and collaboration, which are essential for service-oriented environments. Conversely, higher levels of neuroticism are associated with resistance to change and increased stress responses, requiring supportive leadership approaches (Oreg *et al.*, 2011).

Beyond personality traits, employee values significantly influence behaviour during organizational transformation. Individuals prioritizing security and stability are more likely to resist change, whereas those valuing autonomy and achievement tend to support innovation and transformation initiatives (Schwartz, 2012). Understanding these value orientations enables organizations to design more targeted and differentiated change management strategies.

Furthermore, emotional intelligence plays a critical role in enabling employees to manage uncertainty, collaborate effectively, and

adapt to new service-oriented roles, which are central to smart servitization contexts (Miao *et al.*, 2017).

Despite their importance, the role of psychological determinants in shaping organizational readiness for smart servitization remains underexplored, highlighting the need for empirical research linking individual-level characteristics with transformation outcomes.

1.3 Digital assessment tools and conversational AI

Traditional organizational assessment methods, such as surveys and interviews, are associated with several well-documented limitations, including social desirability bias, response fatigue, and limited depth of insight. In response to these challenges, conversational AI has emerged as an alternative approach that enables more interactive, adaptive, and psychologically safe assessment environments through natural language communication (Gong *et al.*, 2025; Naoum *et al.*, 2026). Rather than functioning solely as a technical instrument, conversational AI can be understood as an interactional system that actively shapes user engagement and response behaviour.

A key characteristic of conversational agents is their perception as socially present entities. Research shows that users often attribute human-like qualities to AI systems, which significantly influences trust, willingness to disclose information, and the depth of interaction (Peter *et al.*, 2025). While this anthropomorphic effect can enhance engagement and improve data richness, it also introduces risks related to over-trust and misinterpretation of system capabilities, particularly given that large language models simulate understanding without possessing genuine cognition or emotional awareness.

Conversational AI systems are designed to replicate natural dialogue through adaptive interaction mechanisms. Unlike static

assessment instruments, they can dynamically adjust questions based on prior responses, enabling more personalized and context-sensitive data collection (Graesser *et al.*, 2014). Built on natural language processing and machine learning techniques, these systems capture not only explicit answers but also linguistic structures and behavioural cues, allowing for more comprehensive insights into individual characteristics, competencies, and preferences (Gong *et al.*, 2025).

Recent advances in natural language processing further extend these capabilities by enabling the analysis of linguistic patterns in textual responses. Such patterns have been shown to reliably reflect personality traits and other psychological characteristics, suggesting that conversational AI can generate more nuanced diagnostic outputs than traditional closed-ended questionnaires (Sikström *et al.*, 2025).

The effectiveness of these systems is also influenced by the integration of social cues within the interaction design. Features such as empathy, personalization, and responsiveness have been found to significantly increase user engagement and trust, which in turn improves the quality and validity of collected data (Feine *et al.*, 2019).

An example of this approach is the AI-driven conversational tool Talk to Amy, which represents a shift from static measurement instruments toward dynamic, dialogue-based assessment systems. Such tools enable scalable and standardized data collection while reducing interviewer bias. However, their use also raises important concerns regarding algorithmic transparency, potential bias in training data, and the necessity of human oversight in decision-making processes (Talk2Amy, 2025). Therefore, the effectiveness of conversational AI in organizational assessment depends not only on technological sophistication, but also on responsible design and governance of human–AI interaction systems.

1.4 Economic and strategic implications of servitization readiness

From an economic perspective, research shows that servitization and digitalization generate superior performance when implemented in a complementary manner (Kharlamov, Parry, 2020). However, the so-called servitization paradox suggests that firms do not always achieve expected financial benefits, particularly when organizational capabilities and readiness are insufficient (Kharlamov, Parry, 2020). This highlights that readiness is not only a supporting factor but acritical determinant of whether servitization strategies translate into actual performance improvements.

2. Methodology

Research design and approach

The integration of AI-based assessment with human interpretation offers opportunities for more comprehensive and nuanced organizational analysis than either approach alone could provide. This study employs an exploratory single case study methodology, following Eisenhardt's (1989) framework for theory building from case evidence. The approach was selected for its appropriateness in examining complex organizational phenomena where existing theory provides limited guidance.

The case study focuses on a Czech medium-sized natural cosmetics manufacturer employing 13 people across manufacturing, administration, and sales functions. All 13 employees participated in the study. To ensure anonymity, only aggregated demographic information is reported. The respondent sample consisted of 8 women and 5 men. Among the female participants, four were aged between 50 and 60 years, three between 30 and 40 years, and one between 20 and 30 years. Among the male participants, two were aged between 20 and 30 years, one between 30 and 40 years, one between 40 and 50 years, and

one preferred not to disclose age information. This demographic composition provided perspectives from employees representing different age groups and professional experiences within the organization. The company was selected due to its representative characteristics of mid-market manufacturers that are in the early stages of considering digital transformation and potential servitization, while lacking prior experience with such approaches. The study is conducted as part of a preliminary research effort by the author, who is actively involved in exploring the feasibility of implementing servitization principles in practice in the near future, aiming to assess organizational readiness and identify potential enablers and barriers before actual implementation.

Data collection

Data collection occurred over three months (December 2025 – February 2026) using multiple complementary methods to ensure triangulation and enhance validity.

Primary data collection

All 13 employees participated in Talk to Amy conversational interviews lasting 75–90 minutes each. The AI platform conducted structured conversations covering work preferences, values, motivations, change attitudes, and innovation orientations. Each conversation generated comprehensive personality profiles including motivational need assessments and value orientation analyses.

Secondary data collection

Follow-up semi-structured interviews were conducted with all participants to clarify AI-generated insights and explore specific servitization-related topics.

Data analysis approach

Analysis followed a two-stage process combining automated AI output with manual qualitative coding. First, Talk to Amy generated standardized personality profiles, value assessments, and need analyses for all par-

ticipants. Second, the researcher conducted thematic analysis of conversation transcripts and follow-up interviews using inductive coding procedures.

Pattern identification involved both within-case analysis (examining individual employee profiles) and cross-case comparison (identifying archetypal patterns across participants). The Organizational Readiness Index (ORI) was calculated by aggregating individual readiness indicators weighted by role importance and influence within the organization.

Reliability and validity considerations

Several measures were implemented to enhance research quality. Triangulation was achieved through multiple data sources and collection methods. Member checking involved sharing preliminary findings with participants to ensure accurate interpretation. The researcher maintained reflexive awareness of potential bias given involvement in organizational consulting activities. Limitations include single-case specificity limiting generalizability, reliance on self-reported data despite AI mediation, and potential cultural bias in assessment tools developed for Western organizational contexts.

3. Results

The analysis indicates a moderate-to-high level of organizational readiness for smart servitization, with an overall Organizational Readiness Index (ORI) of 0.67 (on a 0–1 scale). In order to enhance interpretability and analytical transparency, the ORI was operationalized as a multi-dimensional construct composed of four core dimensions: psychological readiness (0.78), cultural alignment (0.74), innovation readiness (0.70), and leadership trust (0.45).

This decomposition (see Figure 1) reveals that while individual and cultural factors are relatively strong, leadership-related aspects represent a critical bottleneck limiting the organization's full transformation potential.

Calculation of the Organizational Readiness Index (ORI)

To ensure transparency and replicability of the results, the Organizational Readiness Index (ORI) was calculated through a structured multi-step procedure combining individual-level psychological data with organizational-level indicators. This procedure directly addresses RQ3 by operationalizing organizational readiness as a measurable multi-dimensional construct.

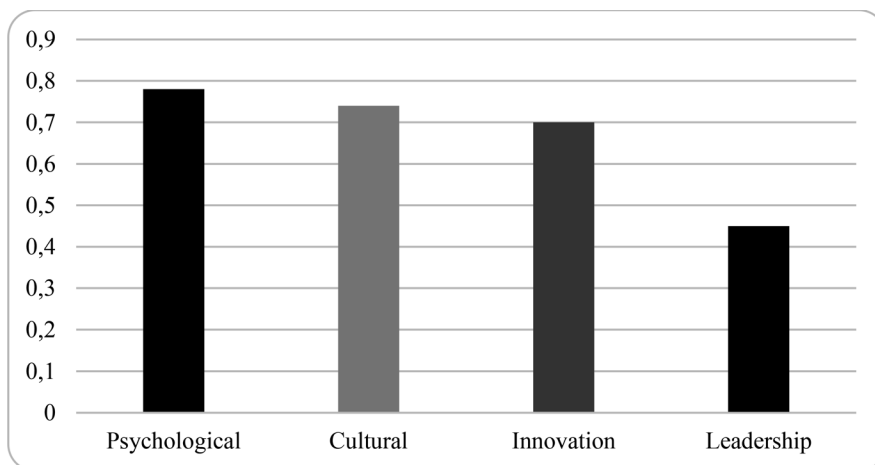


Figure 1. Organizational readiness components.

Source: Author's own study.

First, individual variables obtained from the conversational AI analysis were transformed into a standardized scale (0–1) to ensure comparability across different measurement types (e.g., personality traits, values, and motivational factors). This step allowed the integration of heterogeneous data into a unified analytical framework. Second, these standardized variables were grouped into four conceptual dimensions reflecting key aspects of organizational readiness:

- Psychological readiness (emotional intelligence, openness to change),
- Cultural alignment (value congruence, cooperation),
- Innovation readiness (creativity, willingness to experiment),
- Leadership trust (perceived transparency, support from management).

For each dimension, a composite score was calculated as the arithmetic mean of the relevant variables across all employees, resulting in four aggregated dimension scores at the organizational level.

Third, the overall ORI was computed as a weighted average of these four dimensions, reflecting their relative importance in the transformation process. The weighting scheme was primarily defined based on empirical insights and data provided by a psychologist affiliated with Talk to Amy, reflecting practical experience from real-world applications of the tool, and was further supported by its theoretical relevance, assigning the highest importance to psychological readiness (0.30), followed by cultural alignment (0.25), leadership trust (0.25), and innovation readiness (0.20). The final *ORI* was calculated using the following formula:

$$ORI = 0.30 \times P + 0.25 \times C + 0.20 \times I + 0.25 \times L,$$

where:

- P* psychological readiness,
- C* cultural alignment,
- I* innovation readiness,
- L* leadership trust.

By substituting the calculated values ($P = 0.78$, $C = 0.74$, $I = 0.70$, $L = 0.45$), the resulting Organizational Readiness Index reached 0.67, indicating a moderate-to-high level of readiness for smart servitization.

3.2 Psychological determinants of organizational readiness

For the purposes of examining psychological determinants of organizational readiness, a descriptive and index-based approach was employed. Rather than relying on inferential statistics, the analysis focuses on observed patterns across psychological dimensions and their relationship with readiness levels. This section contributes primarily to RQ1 by explaining how personality traits and value-related characteristics shape readiness.

Emotional intelligence appears to be consistently higher among employees with stronger readiness for service-oriented transformation. Individuals scoring higher in emotional awareness demonstrate greater openness to change, adaptability, and willingness to engage in new service-based organizational models. This pattern suggests that emotional intelligence may function as a facilitating capability for transformation readiness.

In contrast, higher levels of **risk aversion** are predominantly observed among employees with lower readiness scores. This indicates that uncertainty avoidance may act as a barrier to the adoption of innovative service models and transformation initiatives, particularly in contexts requiring behavioural and cognitive flexibility.

Leadership trust emerges as the most consistently aligned factor with organizational readiness. Employees reporting higher trust in leadership also exhibit higher readiness for change, suggesting that perceived organizational support and relational security play a critical role in shaping willingness to engage in transformation processes.

This composite perspective highlights that organizational readiness is best understood

as a multi-dimensional psychological construct rather than a set of isolated variables.

Overall, the findings indicate that psychological characteristics jointly shape readiness for smart servitization. The results support a micro-foundational perspective, emphasizing that organizational transformation is rooted in individual-level psychological and relational mechanisms rather than purely structural factors.

3.3 Employee psychological archetypes

The analysis identified three distinct psychological archetypes within the organization, each presenting unique implication for servitization implementation. This directly addresses RQ2 by identifying distinct employee groups and comparing their readiness levels and roles in the transformation process.

The underlying data were obtained from conversational interviews conducted via Talk to Amy, where individual personality characteristics were assessed on a standardized scale ranging from -3 (very low expression of a trait) to +3 (very high expression of a trait). Based on the resulting employee-level profiles, individuals were subsequently grouped into three clusters according to similarity in psychological patterns. This grouping process was supported and refined in consultation with a psychologist from Talk to Amy, ensuring interpretative consistency and methodological plausibility of the resulting archetype classification.

Empathic creators represent the primary drivers of servitization due to their strong emotional intelligence and creativity. However, their moderate risk tolerance requires structured support to prevent overload during transformation.

Structured realists contribute to operational stability but may slow down transformation unless actively involved in planning processes and provided with clear structures.

Detached pragmatists provide efficiency and digital capabilities; however, their lower alignment with service-oriented values may limit their direct contribution to transformation outcomes.

Archetype 1: Empathic creators
(46% of sample, n=6)

This group exhibits exceptionally high emotional intelligence (+2.0) strong creativity (+0.8) and pronounced altruistic orientation (+1.0). Representative profile characteristics include high extraversion, openness to experience, and intrinsic motivation toward meaningful work.

Case Example:

Talk to Amy conversations revealed high empathy, collaborative instincts, and strong moral foundations. However, analysis also indicated moderate anxiety about uncertain situations and preference for structured guidance. Profile suggests excellent potential for customer-facing service roles but requires supportive leadership during transition periods.

Servitization implications:

This archetype represents the organization's greatest asset for service transformation. High emotional intelligence enables effective customer relationship management, while creativity supports service innovation. However, their empathetic nature requires careful change management to prevent burnout during intensive transformation periods.

Table 1. Share of employee archetypes.

Archetype	Share	Avg. readiness	Key risk
Empathic creators	46%	0.82	Burnout, uncertainty
Structured realists	31%	0.69	Resistance to change
Detached pragmatists	23%	0.65	Low engagement

Source: Author's own study.

Archetype 2: Structured realists (31% of sample, n=4)

This group demonstrates high conscientiousness, strong process orientation, and preference for predictable work environments. They exhibit average emotional intelligence but superior attention to detail and reliability.

Case example:

Analysis revealed high intellectual curiosity (+3.0) combined with low emotional expressiveness (−3.0) and strong preference for autonomous work. Talk to Amy identified significant creativity potential alongside challenges in social interaction, suggesting suitability for process design roles rather than customer-facing positions.

Servitization implications:

Structured realists provide essential stability during transformation but may resist rapid changes. Their systematic approach benefits service process development and quality assurance. Success requires involving them in planning phases and providing clear implementation frameworks.

Archetype 3: Detached pragmatists (23% of sample, n=3)

This smaller group exhibits high task focus, digital competence, and efficiency orientation but lower social engagement and empathy scores.

Case example:

Demonstrated high self-discipline and performance orientation but lower creativity scores (−2.0). Conversations revealed strong security needs (+2.0) and preference for established procedures, indicating potential resistance to service innovations requiring operational changes.

Servitization implications:

While potentially resistant to customer-oriented service elements, this group offers valuable capabilities in technology integration and operational efficiency. Their pragmatic approach supports cost-effective implementation when properly motivated through clear value propositions.

3.4 Servitization readiness barriers and enablers

Primary enablers:

1. Psychological readiness:

High psychological readiness (0.78) indicates strong emotional and cognitive capacity for service-oriented transformation. Employees demonstrate openness to change, adaptability, and willingness to engage in new service-based organizational models, as derived from conversational AI-based assessment.

2. Cultural alignment:

Strong cultural alignment (0.74) provides a foundation for a coordinated transformation process and supports shared understanding of organizational values, reducing internal resistance to change initiatives.

3. Innovation readiness:

Moderate-to-high innovation readiness (0.70) reflects a positive orientation toward experimentation, learning, and adoption of new service-oriented approaches, particularly among more open and creative employee profiles identified through the archetype analysis.

Critical barriers:

1. Leadership communication gap:

Low leadership trust (0.45) represents the most significant limiting factor in the organizational readiness profile. This suggests a perceived gap in communication and relational alignment between employees and management, which may weaken the effectiveness of transformation efforts.

2. Risk aversion:

Moderate levels of risk aversion observed in the qualitative analysis indicate a tendency toward uncertainty avoidance, which may slow down experimentation and the adoption of innovative service models.

3. Change management needs:

The archetype analysis (Empathic creators, Structured realists, and Detached pragmatists) reveals heterogeneous levels of readiness across employee groups. This heterogeneity represents a critical barrier, as a uniform change management approach is unlikely to be effective across all groups. Without differentiated strategies, there is a risk of resistance among more structured or risk-averse employees, as well as disengagement or overload among more change-oriented individuals. This suggests the need for differentiated change management strategies rather than a uniform implementation approach. Therefore, the organization must adopt tailored change management practices that reflect the psychological diversity of its workforce.

4. Discussion

Theoretical contributions

This study contributes to servitization literature in various essential ways. First, it provides empirical evidence that psychological factors are a key complementary dimension alongside technological and structural capabilities in determining smart servitization readiness. This finding is consistent with prior research emphasizing the role of organizational and human factors in servitization processes (e.g., Lay, 2014; Tronvoll *et al.*, 2020), while extending these perspectives by explicitly operationalizing psychological readiness through the ORI framework. The identification of specific personality profiles and their differential influence on service transformation offers a more nuanced understanding beyond generic and unidimensional “readiness” constructs, highlighting its multi-dimensional and psychologically embedded nature.

Second, the research demonstrates the value of conversational AI in organizational assessment. In contrast to traditional

survey-based approaches highlighted in the literature (e.g., Marler, Boudreau, 2017), the findings suggest that AI-mediated qualitative data can provide deeper contextual insights, although not replacing established methods. The depth and contextual richness of insights generated through Talk to Amy conversations support the role of AI as a complementary diagnostic tool.

Third, the study bridges servitization theory with organizational psychology by providing a micro-foundational perspective on transformation processes. The employee archetype framework offers a proposed categorization of behavioural and psychological patterns that may support managers in designing differentiated change strategies. Rather than presenting a fully validated model, the findings suggest that organizational readiness can be better understood through the interaction of individual psychological characteristics and relational organizational factors, indicating a more complex and multi-dimensional structure than purely structural approaches assume.

Practical implications

The findings provide several actionable insights for managers implementing smart servitization.

Differentiated change management:

Recognition of distinct employee archetypes necessitates tailored approaches rather than one-size-fits-all change programmes. This supports existing literature emphasizing that individual differences in personality and values significantly influence change acceptance and behaviour (Oreg *et al.*, 2011; Schwartz, 2012).

From the research of this paper, empathic creators benefit from collaborative involvement and emotional support. Structured realists require detailed planning and incremental implementation. Detached Pragmatists need clear value propositions and efficiency demonstrations.

Leadership development priority:

The critical weakness in leadership trust demands immediate attention through enhanced communication, transparency, and participative decision-making. This finding corresponds with broader organizational change research, which emphasizes the role of leadership and trust in shaping employee readiness and engagement (Weiner, 2009). Without addressing this barrier, even optimal employee readiness cannot ensure transformation success.

Service design alignment:

Understanding employee capabilities enables more effective service portfolio development. This reflects servitization research highlighting the need to align organizational capabilities with service-oriented value creation (Favoretto *et al.*, 2022; Kohtamäki *et al.*, 2024). Moreover, customer-facing services should leverage Empathic creator strengths, while operational services can capitalize on Structured realist capabilities.

Limitations and future research

In line with the main aim of this study, a single-case study design was employed to examine a Czech medium-sized manufacturing company in order to explore its readiness for adopting servitization. The objective was to assess whether the organization demonstrates organizational readiness to support a potential transition toward service-oriented business models in the near future, as well as to identify key enablers and barriers for such transformation. The results suggest that, with targeted improvements, particularly in leadership trust and change management practices, the organization could increase its readiness for future servitization implementation.

However, several limitations must be acknowledged. Limitations include single-case specificity limiting generalizability, reliance on AI-mediated self-reported data, and potential cultural bias in assessment

tools developed primarily within Western European organizational contexts. While conversational AI (Talk2Amy) provided structured and rich qualitative insights, the findings remain dependent on interpretation of self-reported employee inputs and therefore may not fully capture behavioural or longitudinal dynamics of readiness.

Additionally, the cultural and organizational assumptions embedded in the assessment framework may reflect Western European managerial and psychological norms, which could limit applicability in other regional contexts.

Future research should therefore focus on validating the proposed Organizational Readiness Index (*ORI*) and archetype framework across multiple organizations, industries, and cultural environments. Longitudinal studies would be particularly valuable in assessing whether identified readiness patterns translate into successful implementation outcomes over time.

Conclusion

This exploratory case study shows that organizational readiness for smart servitization is primarily shaped by psychological and relational factors captured through the Organizational Readiness Index (*ORI* = 0.67), rather than only technological or strategic conditions.

Three employee archetypes, Empathic creators, Structured realists, and Detached pragmatists, were identified based on Talk2Amy conversational AI assessments, providing a basis for differentiated change management approaches. The results highlight leadership trust (0.45) as the main limiting factor, while psychological (0.78), cultural (0.74), and innovation (0.70) readiness represent relatively stronger dimensions.

From a theoretical perspective, the study contributes a micro-foundational view of servitization by showing that readiness emerges from the interaction of psychological and

organizational factors. Practically, it offers a structured approach for assessing readiness and guiding transformation strategies in early-stage servitization contexts. In the context of the examined company, the results indicate that the organization demonstrates a moderate-to-high level of readiness for servitization, suggesting that the implementation of service-oriented business models is feasible in the near future, provided that identified barriers particularly in leadership trust and change management—are adequately addressed. This aligns with the exploratory aim of the study to assess whether the organization is prepared to adopt servitization principles prior to their actual implementation. Overall, the findings suggest that successful smart servitization requires not only technological capability but also sufficient psychological readiness and relational alignment within the organization.

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