Title	Title Chapter within L.U.	Number of developed Pill	Name of Pills	# Pills totals	# Pills / chapter	#	Who?	managers of furniture companies	workers of furniture companies	HE in woodworking and furniture	VET students in woodworking and furniture
1	**Digital technology - Exploration of contemporary emerging and potential**	7									
	Internet of Things (IoT)	43	Internet of Things - Emergence of Connected Economics		1	*1*	Aarhus	X	X	X	X
	Industrial Internet of Things (IIoT), framework for product development	71	What is IoT/IIoT? General approach and platforms		4	*1*	UTBv	X	X	X	X
		72	IoT framework - Case study Tapio (HOMAG)			*2*	UTBv	X	X	X	X
		83	Digital product configuration, selling, buying from a single platform (pCon)			*3*	UTBv	X		X	
		100	Case study of One Two Time and Job registration by barcode scanning			*4*	HoGent	X	X	X	X
	Cloud computing, enabler of Industry 4.0	48	Cloud Computing – Enabling Industries of the Future		2	*1*	Aarhus	X	X	X	X
		73	Cloud computing explained in the context of Industry 4.0			*2*	UTBv	X	X	X	X
				7	7						
2	**Digital technology - engineering and manufacturing**	36									
	Horizontal and vertical system integration	46	Technical General Competences		13	*1*	Aarhus	X	X	X	X
		47	Horizontal and Vertical System Integration			*2*	Aarhus	X	X	X	X
	Industry 4.0: concept and terminology (ERP, ORP...)	86	A brief history on the first, second and third industrial revolution			*3*	HoGent	X	X	X	X
		87	Industry 4.0			*4*	HoGent	X	X	X	X
		88	ERP Introduction			*5*	HoGent	X	X	X	X
		89	Case study of Proteus® ERP			*6*	HoGent	X			
		90	Operational Resource Planning Case study - ARDIS®			*7*	HoGent	X	X	X	X
	Parametric design softwares for furniture industry 4.0	74	Review of parametric design software for Industry 4.0			*8*	UTBv	X	X	X	X
		75	Case study: Imos as customized design software			*9*	UTBv	X	X	X	X
		76	Case study: Inventor software (applied in Nord Arin S.A Co.)			*10*	UTBv	X			
	From product design to production	91	CADCAM Case study -TopSolid			*11*	HoGent	X		X	
		77	CAD-CAM system Industry 4.0 Case study - Cabinet Vision			*12*	UTBv	X	X	X	X
		78	CAD-CAM Case study - bCabinet (Biesse)			*13*	UTBv	X			
	Additive manufacturing	92	Additive Manufacturing Introduction		3	*1*	HoGent	X	X	X	X
		93	Additive Manufacturing Overview			*2*	HoGent	X		X	
		94	Additive Manufacturing Examples from the furniture sector			*3*	HoGent	X		X	
	Autonomous robots	55	Autonomous Robots - An Introduction		2	*1*	Aarhus	X		X	
		85	Autonomous robots - Case study: Lesta robots for furniture finishing			*2*	UTBv	X	X	X	X
				25	18						
3	**Digital technology – simulation and AR/VR**	10									
	Simulation, digital twins, machining and virtual prototyping	51	Establishing Digital Twins for Cyber-Physical Systems		3	*1*	Aarhus	X	X	X	X
		79	Case study - bSolid (Biesse)			*2*	UTBv	X	X	X	X
		80	CAD-CAM-CAE - Sophia platform			*3*	UTBv	X		X	
	Virtual/Augmented reality: in design and in relation to AI	69	Visualization of the design		6	*1*	Aarhus	X	X	X	X
		70	Augmented Reality & Artificial Intelligence			*2*	Aarhus	X		X	
		81	Augmented Reality - General concepts and applications			*3*	UTBv	X	X	X	X
		82	Case study - design pCon digital platform			*4*	UTBv	X	X	X	X
		95	Using AR/VR in sales			*5*	HoGent	X			
		96	Remote technician and operator training by AR/VR			*6*	HoGent	X	X	X	X
				34	9						

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4	**Digital technology – data & security**	24									
	Data management and data-driven analytics	44	New ways of collecting and moving data - digital platforms		6	*1*	Aarhus	X	X	X	X
		28	Tools for Understanding and Monetizing Data			*2*	Aarhus	X		X	
		52	Big Data analytics & advanced analytics			*3*	Aarhus	X		X	
		53	LEAN and Digital Manufacturing “Total Production Maintenance” TPM			*4*	Aarhus	X		X	
		56	LEAN and Digital Manufacturing SMED			*5*	Aarhus	X		X	
	Information Security Management & Cybersecurity (including BI	84	Big data analytics and evaluation of customer experience			*6*	UTBv	X		X	
		45	Cybersecurity Introduction – backing up your data might not be enough		6	*1*	Aarhus	X	X	X	X
		59	A strategy for cybersecurity: how to protect your digital assets			*2*	Aarhus	X		X	
		30	Cybersecurity (internally in the firm)			*3*	Aarhus	X	X	X	X
		29	GDPR and Safety - General Data Protection Regulation			*4*	Aarhus	X	X	X	X
		57	Blockchain - a changing trend for industries and what does it mean for your busine			*5*	Aarhus	X		X	
		60	Machine Learning in the furniture industry			*6*	Aarhus	X		X	
				46	12						
5	**Innovation and digital transformation**	22									
	Disruption and (digital) business models and frameworks	14	Understanding the Digital Ecosystem		2	*1*	Aarhus	X	X	X	X
		20	Managing innovation processes and tools to drive digitalization			*2*	Aarhus	X	X	X	X
	Innovation, creativity and ideas generation	19	Ability to sense the opportunities within digitalization	3		*1*	Aarhus	X	X	X	X
		27	New (Digital) Business Models			*2*	Aarhus	X	X	X	X
		38	Value generation			*3*	Aarhus	X		X	
	Business and IT strategy & alignment	11	Introduction to Digital Transformation	6		*1*	Aarhus	X	X	X	X
		12	What is Digital Maturity ?			*2*	Aarhus	X	X	X	X
		13	Designing the Digital Strategy			*3*	Aarhus	X		X	
		15	Moving from Supply Chain to Ecosystems			*4*	Aarhus	X		X	
		17	Moving from Products to Services: New Value Propositions			*5*	Aarhus	X		X	
		21	Understanding the Market / Technical Trend and the Competition to Fit in the Dig			*6*	Aarhus	X		X	
				57	11						
6	**Leadership in digital transformation**	26									
	Organizational structures and leadership	22	Investing for Digital Transformation: The Business Case	3		*1*	Aarhus	X	X	X	X
	Digital maturity models in the furniture industry	49	Related to business concepts (i.e. investments)			*2*	Aarhus	X		X	
		1	Leveraging Maturity Models to promote Digital Transformation in the Furniture In			*3*	CENFIM	X		X	
	Change management - strategy and culture	65	Digital Adoption: What, why and how	6		*1*	Aarhus	X	X	X	X
	Digital accelerators for digital adoption	2	Strategy, Organizational Culture and People			*2*	CENFIM	X		X	
		3	Underpinning execution: ICT, standards and processes			*3*	CENFIM	X	X	X	X
		4	Reorienting the company around the Customer Experience to generate business v			*4*	CENFIM	X		X	
		5	Embracing constant change and rapid adaptation to generate business value			*5*	CENFIM	X	X	X	X
		6	Examples of Digital Transformation Enablers and Tools			*6*	CENFIM	X	X	X	X
	Process management, governance and management of digital assets	7	Self-assessment exploratory questions	4		*1*	CENFIM	X	X	X	X
	Self-assessment, evaluation maturity tools and case studies	8	Evaluation Tools - How digitally mature is your company?			*2*	CENFIM	X		X	
		9	Furniture Manufacturing Industry: Current Status			*3*	CENFIM	X			
		10	Advancement of the Digital Maturity of Furniture Manufacturing Companies			*4*	CENFIM	X	X	X	X
				70	13						

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7	**Communication in digital transformation**	20									
	Engagement, transparency and accelerators adoption	18	Digitalization: Opportunity or Threat		2	*1*	Aarhus	X	X	X	X
		32	Communicating the Digital Change in the Company			*2*	Aarhus	X	X	X	X
	Partnerships	16	How to create partnerships in a digital ecosystem		2	*1*	Aarhus	X		X	
		50	LEAN and Digital enabled Supply Chain/Logistic			*2*	Aarhus	X		X	
	Digital marketing	35	The Financial Perspective for Digital Commerce		6	*1*	Aarhus	X		X	
		68	Delivering Digital versions of the furniture/products (e-commerce) - Intro			*2*	Aarhus	X	X	X	X
		37	New customer touch points			*3*	Aarhus	X		X	
		39	E-marketing and (mobile) branding			*4*	Aarhus	X		X	
		40	How to understand “your” market			*5*	Aarhus	X		X	
		98	Brands & Patents - Intellectual Property Rights			*6*	HoGent	X		X	
				80	10						
8	**The people within the digital transformation**	6									
	Working in team: HR-practices in a digital environment	41	Digital HR Practices		2	*1*	Aarhus	X		X	
		23	Getting the right Employees: Hiring & training			*2*	Aarhus	X		X	
	Culture and mindset in a digital company	24	Assessing the need for organizational change		4	*1*	Aarhus	X		X	
		25	Managing the organizational change			*2*	Aarhus	X		X	
		26	Change of Culture and Mindset in the Company			*3*	Aarhus	X		X	
		97	Change of culture and mindset in the company. Case study - Van Hoecke			*4*	HoGent	X	X	X	X
				86	6						
9	**Quality, risk and safety in digital transformation**	8									
	Quality: automation and standardization	64	Automating tasks performed by human vision - Case study: TrackTech		1	*1*	Aarhus	X	X	X	X
	Implementing a digital strategy with regards to Risk and Safety	31	Digitalization of Organizational Processes		7	*1*	Aarhus	X	X	X	X
	From an analog safety management system to a digital system	42	From an Analog Safety Management System to a Digital System?			*2*	Aarhus	X		X	
		58	Ecosystems and transactions: security implications			*3*	Aarhus	X		X	
	Risk management in the digital area	61	Intro to Risk management in the Digital area			*4*	Aarhus	X		X	
		62	A vision for the Digital risk: the seven building blocks			*5*	Aarhus	X		X	
		63	Implementing a Digital Strategy with Respect to Safety			*6*	Aarhus	X	X	X	X
		99	Prevention Policy, Risk Assessment			*7*	HoGent	X		X	
				94	8						
10	**Social and environmental impact of digitization**	6									
	The Good, the Bad and the Ugly in a digital transformation process	66	Digital Transformation - The Good, Bad & Ugly		1	*1*	Aarhus	X	X	X	X
	Digital tools in times of emergency (i.e. healthcare, COVID-19)	54	Digital tools in times of emergency - Covid 19		2	*1*	Aarhus	X	X	X	X
		67	Digital tools in times of emergency - Covid 19 (part 2)			*2*	Aarhus	X			
	Connecting sustainability with digitalization	33	Connecting Sustainability with Digitalization		3	*1*	Aarhus	X	X	X	X
		34	How ‘servitization’ facilitates for longer lifetime of products			*2*	Aarhus	X		X	
		36	Full cycle reusability of the Products			*3*	Aarhus	X	X	X	X
				100	6						