

Hello Sindhu,

Your exploration into the digital maturity model by Lansiti and Nadella and its alignment with the stages of analytical practice provides a well-rounded view of the transformation journey businesses undergo. Your parallel between the Traditional to Native stages and the evolution from descriptive to prescriptive analytics is insightful, showcasing a deep understanding of how digital transformation impacts data-driven decision-making (Cote, 2021; lansiti & Nadella, 2022).

Case Study Analysis: BMW's Business Model Innovation (2020)

Overview:

In support of your discussion, the transformation of BMW, as detailed in "The new BMW: business model innovation transforms an automotive leader" by Prasanna Kumar Kukkamalla, Andrea Bikfalvi, and Anna Arbussa (2020), serves as a prime example of how automotive companies are navigating their journey through digital maturity stages (Kukkamalla, Bikfalvi, & Arbussa, 2020).

Transformation Initiatives:

BMW has redefined its traditional business model towards a service-oriented structure, responding to changes in technological innovations, market dynamics, and customer preferences. This strategic shift reflects a move from product-centric to customer-centric solutions, encompassing mobility services, on-demand services, and infotainment, aligning with the Bridge to Platform stages of digital maturity (Emerson, n.d.; Kukkamalla et al., 2020; Lansing et al., 2021).

Relation to Analytical Practices:

The case illustrates BMW's progression from utilizing basic data for descriptive analytics to integrating advanced digital services, indicative of a leap into predictive and prescriptive analytics. By incorporating services such as telematics since 1997, BMW has enhanced its competitive advantage and transitioned towards a more innovative, data-driven approach, mirroring the analytical practices evolution you discussed (Cote, 2021; Kukkamalla et al., 2020).

Impact on Business Strategy:

BMW's adaptation showcases the importance of agility and responsiveness in today's market. Their shift towards digital services and customer-centric solutions underlines the essential nature of digital maturity in sustaining competitive advantage and fostering innovation (Kukkamalla et al., 2020).

Conclusion:

Your analysis and the BMW case study reinforce the critical connection between digital maturity stages and analytical practices. BMW's journey exemplifies the practical application of these concepts in the automotive industry, illustrating the

transformative power of digital innovation and analytics in driving business strategy and customer value (Kukkamalla et al., 2020; Iansiti & Nadella, 2022).

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