Umeå University

Managing the Digital Enterprise

Individual Assignment 3

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Contents

1 Core assumptions in digital transformation literature

In this Section, the core assumptions of Venkatraman in *The digital matrix: new rules for business transformation through technology* [9] and Westerman, Bonnet and McAfee in *Leading digital: Turning technology into business transformation* [8] are presented.

Author of *The digital matrix*

Picture of Venkat Venkatraman[1]

Dr. Venkatraman holds a PhD from the University of Pittsburgh's (Katz Graduate School of Business, 1985). He specializes in the study of how established companies adapt to digital technologies. He published his knowledge in his book *The Digital Matrix: New Rules for Business Transformation through Technology* in 2017. [7, 8]

Authors of *Leading digital*

Picture of George Westermann[2]

George Westerman is a Senior Lecturer at MIT Sloan School of Management and Founder of the Global Opportunity Initiative. He has written award-winning books and conducted research on digital transformation. [5, 9]

Picture of Didie Bonnet[3]

Dr. Didier Bonnet is specialized on digital transformation. He is a Professor at IMD Business School (Switzerland) and co-author of the book *Leading digital*. He is featured on broadcasts like the BBC or CNN. [1, 4, 9]

Picture of Andrew McAfee[4]

Andrew McAfee is a principal research scientist at MIT and co-founder of the MIT Initiative on the Digital Economy. He has written numeral books, including *Race Against the Machine*, *The Second Machine Age* and *Leading digital*. [2, 3, 6, 9]

To effectively understand and use the literature and recommendations, it is important to critically analyse and understand the core assumptions that underlay their suggestions. These assumptions might be the reader's position, the nature and market of the organization in question or its geographical context.

Notes (*Leading digital* [9]):

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[1]Picture from https://www.dukece.com/people/venkat-venkatraman/
[4]Picture from https://mitsloan.mit.edu/faculty/directory/george-f-westerman
[4]Picture from https://digitaltransformation2021.brightline.org/speakers/didier-bonnet/
[4]Picture from https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/the-strategy-and-corporate-finance-blog/leadership-rundown-is-technology-a-force-for-good

- Example brands: Nike and Asian Paints and Fashionistas

- results in visible customer interactions and in internal operations, this is visible in the financials: Digital Masters are more profitable than their peers

- digital transformation through strong top-down leadership

- focused on top-down and leadership

- 4 main aspects: shared transformative vision, strong governance, deep engagement and solid technology leadership

- positve examples: Caesars, Codelco, P & G, Pages Jaunes and Starbucks

Notes (*Digital matrix* [8]):

- Examples: Nokia and BlackBerry being trapped and replaced by Apple and others

- Example Microsoft

- Example Marriott hotel chain

General notes:

- American companies

Company name	Headquaters	Industry
Nike	USA	Fashion
Asian Paints	India	Paint
Air France	France	Aerospace
Burberry	UK	Fashion
Caesars Entertainment	USA	Hopsitality and Entertainment
Codelco	Chile	Metal
P&G	USA	Final goods
Pages Jaunes	France	Telephone business
Starbucks	USA	Food
Capital One	USA	Finance
Toyota	Japan	Automotive
Zara	Spain	Fashion
Apple	USA	Electronics
Nordic Post Danmark	Denmark	Post
Nets	Singapure	Finance
Nordic Post Sweden	Sweden	Post
Boeing	USA	Airline
Pernod Ricard	France	Food
Kraft	USA	Food
Nestle	Switzerland	Food
L'Oreal	France	Cosmetics
Volvo	Sweden	Automotive
Prisa	Spain	Media
CVS	USA	Pharmacy
Intel	USA	Electronics
Barclays Bank	UK	Finance
Coca-Cola	USA	Food
TetraPak	Switzerland	Food
Seven-Eleven	USA	Food
eBay	USA	Marketplace
UPS	USA	Post
Lloyd Banking Group	UK	Finance
Tokio Marine Holdings	Japan	Ensurance

Figure 1: Companies that were mentioned as examples in *Leading digital* [9]

2 Consequences of assumptions in digital transformation

Definitions
Text

3 Constraints of conventional approaches

Definitions
Text

References

[1] Didie Bonnet. *Didie Bonnet*. Website: https://www.didierbonnet.com/, accessed: 19.10.2023. 2023.

[2] Erik Brynjolfsson and Andrew McAfee. *Race against the machine: How the digital revolution is accelerating innovation, driving productivity, and irreversibly transforming employment and the economy*. Brynjolfsson and McAfee, 2011.

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[4] Brightline Project Management Institute. *Didier Bonnet*. Website: https://digitaltransformation2021.brightline.org/speakers/didier-bonnet/, accessed: 19.10.2023. 2021.

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[6] Asutosh Padhi. "Is technology a force for good? A conversation with Andrew McAfee". In: *Leadership Runwodn* (Feb. 2023).

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[8] Venkat Venkatraman. *The digital matrix: new rules for business transformation through technology*. LifeTree Media, 2017.

[9] George Westerman, Didier Bonnet, and Andrew McAfee. *Leading digital: Turning technology into business transformation*. Harvard Business Press, 2014.