

UMEÅ UNIVERSITY

MANAGING THE DIGITAL ENTERPRISE

Individual Assignment 3

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Contents

1	Core assumptions in digital transformation literature	2
2	Consequences of assumptions in digital transformation	3
3	Constraints of conventional approaches	3
	References	4

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 Venkatraman¹

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 Westermann²

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 Didier Bonnet³

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 McAfee⁴

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]):

¹Picture from <https://www.dukece.com/people/venkat-venkatraman/>

²Picture from <https://mitsloan.mit.edu/faculty/directory/george-f-westerman>

³Picture from <https://digitaltransformation2021.brightline.org/speakers/didier-bonnet/>

⁴Picture 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
- positive 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

2 Consequences of assumptions in digital transformation

Definitions

Text

3 Constraints of conventional approaches

Definitions

Text

References

- [1] Didier 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.
- [3] Erik Brynjolfsson and Andrew McAfee. *The second machine age: Work, progress, and prosperity in a time of brilliant technologies*. WW Norton & Company, 2014.
- [4] Brightline Project Management Institute. *Didier Bonnet*. Website: <https://digitaltransformation2021.brightline.org/speakers/didier-bonnet/>, accessed: 19.10.2023. 2021.
- [5] MIT Sloan School of Management. *George F. Westerman*. Website: <https://mitsloan.mit.edu/faculty/directory/george-f-westerman>, accessed: 19.10.2023. 2023.
- [6] Asutosh Padhi. “Is technology a force for good? A conversation with Andrew McAfee”. In: *Leadership Runwoden* (Feb. 2023).
- [7] Venkat Venkatraman. *N. Venkat Venkatraman — Questrom School of Business*. Website: <https://www.bu.edu/questrom/profile/n-venkatraman/>, accessed: 19.10.2023. 2021.
- [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.