

UMEÅ UNIVERSITY

MANAGING THE DIGITAL ENTERPRISE

Individual Assignment 3

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October 20, 2023

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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.

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>

1.1 Top-down approaches

TODO sources

In the books, the execution of the digitalization was suggested with a top-down approach. A top-down leadership approach in digital transformation can present challenges and lead to limitations. It often assumes that the employees are synchronized to a certain degree in terms of digital readiness and understanding. In reality, they might have different levels of digital understanding and readiness. In addition to this, top-down approaches can be slow in responding to challenges or changes, which can cause problems in the dynamic markets. Depending on the culture of the company or the location of the headquarter, a top-down approach might not find acceptance and employees do not feel valued in their opinions. The books assume a company and market environment, that is ready for digitalization and accepting a top-down approach to execute the changes.

1.2 Geographical context

Company name	Headquarters	Industry
Nike	USA	Fashion
Asian Paints	India	Paint
Air France	France	Aerospace
Burberry	UK	Fashion
Caesars Entertainment	USA	Hospitality 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	Singapore	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	Insurance

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

2 Consequences of assumptions in digital transformation

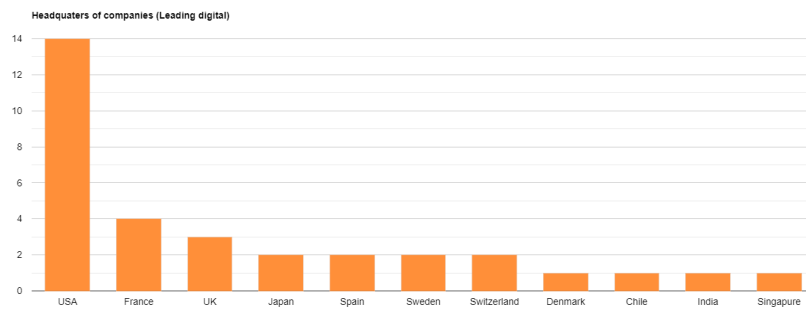


Figure 2: Headquarters of the example companies in *Leading digital* [9]

Definitions

Text

3 Constraints of conventional approaches

Definitions

Text

References

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