

UMEÅ UNIVERSITY

MANAGING THE DIGITAL ENTERPRISE

Individual Assignment 4

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1 Definitions of Digital Transformation

1.1 Digital doesn't have to be disruptive

Nathan Furr and Andrew Shipilov in *Digital doesn't have to be disruptive: the best results can come from adaptation rather than reinvention*. [2]

- "means adapting an organization's strategy and structure to capture opportunities enabled by digital technology" [2, p. 96]
- difficult for companies to create a plan on how to act
- main aspects: automation, virtualization, more targeted product and service customization, more informed decision making and machine-driven recommendations
- technology is applied at almost every company and in every step of their processes
- radical replacements are only sometimes necessary – digital transformation means incremental steps to improve the processes
- challenge for digital transformation: find the best way to fulfill goals using digital tools as helpers or to overcome previous challenges
- get more efficient and user-friendly through digital tools

1.2 Five myths about digital transformation

Stephen J. Andriole in *Five myths about digital transformation*. [1]

- path to digital transformation is risky but it might lead to efficiency, innovation and competitiveness
- companies will fail to implement digital transformation unless it is well planned and executed
- collected five myths to make the reader aware of the risks and dangers of digital transformation
- digital transformation is hyped and not described as risky enough
- "not every company, process, or business model requires digital transformation" [1, p. 20]
- digital transformation does not necessarily use emerging or disruptive technologies
- if the company is already going well, the transformation will not have a meaningful impact
- disruptive transformation does usually not begin with the market leaders
- executives do not necessarily want to transform digitally

1.3 IT-enabled business transformation: from automation to business scope redefinition

Nramanujam Venkatraman in *IT-enabled business transformation: from automation to business scope redefinition*. [3]

Definitions

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2 Section 2

Definitions

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3 Section 3

Definitions

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References

- [1] Stephen J Andriole. “Five myths about digital transformation”. In: *MIT sloan management review* 58.3 (2017).
- [2] Nathan Furr and Andrew Shipilov. “Digital doesn’t have to be disruptive: the best results can come from adaptation rather than reinvention”. In: *Harvard Business Review* 97.4 (2019), pp. 94–104.
- [3] Nramanujam Venkatraman. “IT-enabled business transformation: from automation to business scope redefinition”. In: *Sloan management review* 35 (1994), pp. 73–73.