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Digital Transformation and Integration Process

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AMCIS: Digital Transformation and Processes Integration

TREO Talk Paper

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Abstract

Digital transformation (DT) has emerged as a revolutionary transformation of organizational structure (e.g., processes, culture, leadership) in recent years. As such, it has drawn the attention of practitioners and researchers to better understand this phenomenon and to provide guidelines for an effective and smooth organizational transformation. In this regard, information systems (IS) researchers have investigated various aspects of DT and examined their impacts on performance within organizations and stakeholder behaviors (e.g., Baiyere et al. 2020). However, the current research on digital transformation is limited, and prior research has inconsistently defined this phenomenon (for a review, see Vial 2019) and identified inadequate DT attributes. Thus, understanding how organizations can digitally transform and the processes through which DT occurs deserves more investigation.

By reviewing 282 DT studies, Vial (2019) presented a framework for DT and demonstrated various building blocks of the DT process. Although this framework sheds light on the DT process, it suffers from shortcomings simply because the presented framework is built on fragmented literature. For example, while this framework shows that digital technologies lead to the change value creation paths, it does not illustrate the types of processes that may cause this change. Also, the processes in which DT impacts an organization's business model have been overlooked. Two of the reasons for these shortcomings are ambiguous DT attributes and the blurry boundary between DT and IT-enabled organizations (Wessel et al. 2021). Thus, in this research, we first discuss the attributes of DT and provide a maturity model that shows how organizations can move from IT-use to IT-enabled organizations to being Digitally Transformed. To this end, we elaborate on “time” and explain that DT does not occur instantly and requires several steps. We elaborate on each of these steps and explain how technologies should be engaged in organizational processes during each step. Then, we discuss different types of processes within the organization and how technologies are embedded with each process that will eventually result in new digitally transformed processes.

References

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