

# Chapter 12

## Conclusion



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This conclusion briefly reflects on the contributions of the chapters in this part.

As outlined in the introduction of this part, digitalization, specifically digital transformation, is the recent wave in studying the role of information technologies. This wave discusses how digital technologies have changed the fabric and organizing logics of organizations (Besson & Rowe, 2012; Yoo et al., 2010; Zammuto et al., 2007). The constituent chapters of this book contribute to the ongoing discussions in this wave.

Research on strategic management argues organization's need to three types of capabilities, namely, *operational*, *dynamic*, and *improvisational*, in dealing with turbulent environments. Operational capabilities are organizational routines and processes that are developed over time through learning and provide organizations with the capacity to undertake activities in a reliable manner (Winter, 2003). Dynamic capabilities are forward-looking capabilities by which organizations extend, modify, or reconfigure existing operational capabilities into new ones in response to disruptive technological shifts and innovations (Winter, 2003; Teece, 2007). Improvisational capabilities are second-order dynamic capabilities by which organizations spontaneously reconfigure existing resources into new ones to address urgent and unpredictable environmental situations (Pavlou & El Sawy, 2010). In specifically dealing with digital transformation, Chap. 10 proposes a typology of

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capabilities and an ordinal typology of organizational logics. It argues that, in facing today's turbulent digital environment, organizations need a *co-adaptive* organizing logic and should equip themselves with all types of capabilities ranging from operational (*routine* capabilities, in the author's terminology) to dynamic (*systematic* and *creative* capabilities, in the author's terminology) and improvisational (*adaptive* and *generative* capabilities, in the author's terminology) capabilities.

Digital transformation is multidisciplinary and socio-technical in nature that needs an integration between organizational and technical knowledge to account for its inherent aspects. To this end, Chap. 11 proposes an integration between *enterprise engineering* and *organization design* disciplines. This chapter further instantiates such an integration between the disciplines by discussing the integration between the notions of *organizational self-awareness* and *organizational identity*, with the aim to identify potential research topics in fostering multidisciplinary studies.

To conclude, the constituent chapters of this part make us aware of the need for a new organizing logic and its associated digital capabilities to encounter digital transformation. They further give rise to socio-technical nature of digital transformation requiring a multidisciplinary standpoint in its investigations.