Chapter 8
Conclusion

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This concluding chapter will briefly reflect on the contributions of the chapters in this part. As a first observation, it should be noted that several contributions in this part suggest that digital transformation is not so much about *technology*, but rather about the *people* driving/realizing the transformation effort, and have to work in the transformed enterprise. For example, Chap. 3 emphasizes the need for organizational clarity (what is the distribution of responsibilities among stakeholders involved in the transformation project), and Chap. 7 clarifies this further by emphasizing the need to use a well-defined modeling language to support digital transformation in light of value co-creation.

This puts the following point to the fore: digital transformation of enterprises should be considered in light of the fact that organizations increasingly use a co-creation model to create value for stakeholders. The modus operandi seems to be shifting away from a "linear" and traditional value chain model with a chain of organizations providing each other services until the "final" product is delivered to the end customer. In the new model, parties co-create from the start to create value—meaning that the distinction between consumers and producers is blurred. The idea is that all participants benefit from this more "tight" collaboration.

In that sense, this perspective can be seen as *utilitarian* as the focus has shifted from *value in exchange* to value in use. Value in exchange means—as shown in,

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e.g., van Gils et al. (2006)—that *a* is exchanged for *b* and actors are expected to be rational in their exchanges, meaning that they will only engage in the transaction if the value of *b* is perceived to at least be equal to that of *a*. By engaging in value co-creation, this up-front decision is changed: the actor will engage in an activity which hopefully will give benefits (and value) that will exceed the (value of the) invested resources such as time, money, and effort. This is a major shift in perspective and has big consequences for business models, strategy, and architectures of organizations. These effects require more study in the near future.

The third conclusion is threefold. First, the need for transparency—especially in value co-creation networks—is key. Second, new(er) technologies such as blockchain/smart ledgers can provide the required technological capabilities in this area. This is illustrated by Chap. 5. Third, we do not know what is coming, and an approach with "fast" and "slow" elements is required to make headway. The term "fast" refers to the experimentation mindset (Chap. 4) and the need for agility, whereas "slow" refers to the more traditional (engineering) approaches based on the idea of analyzing a domain, modeling its solution which is subsequently implemented.