Chapter 2 Introduction



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The goal of this part is to discuss, and explore, experiences of real-world organizations with digital transformation.

As we will see, one major theme is the difficulty of successfully planning and executing transformation projects. It appears that we still have a lot to learn in this respect. The following questions are tackled: "What are the capabilities that are needed for successful transformation?" and "Which configuration of capabilities helps organizations to realize their digital dreams, specially in light of the rapidly changing technological capabilities that are available?".

This part also explores how technologies and their integration in organizations aid in new ways of collaboration. The culmination of this trend lies in value cocreation and smart business networks. Blockchain is considered to be a key enabling technology in this area. This part is organized as follows:

- Chapter 3 starts with an exploration of digital transformation projects. The premise of the study is that complexity leads to inefficiencies and as a community we should therefore battle these complexities. Over 50,000 projects from over 1,000 organizations are studied using both traditional and novel metrics for "success."
- Chapter 4 is an experience report from the digital transformation journey of a Dutch insurance company. In this case, some of the required capabilities (e.g.,

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innovation) were already present at the start of the journey, yet an overarching view on *which* capabilities are required and *how* they can be leveraged to drive the initiative was missing. The objective was to develop this overarching view.

- Blockchain is a technology that is well beyond the buzzword phase. In Chap. 5 an analysis of its use as an enabler in smart networks is explored. The premise for the exploration is the transition to decentralized architectures for business collaboration which require transparency for successful operation. The use of blockchain is analyzed through the lenses of an essential/infological/datalogical typology in an attempt to show how blockchain can be used to implement the three critical capabilities of smart networks.
- In Chap. 6, the focus shifts to digital value co-creation. The assumptions underlying this study are threefold: (1) there is a move from goods-dominant to service-dominant logic, (2) IT is increasingly dominant in value co-creation, and (3) digital value co-creation occurs because of complex interplay between human actors and IT artifacts. The study looks at two critical problems. First, there is limited conceptual/ontological clarity of what digital value co-creation networks are and how they work. Second, there is limited understanding of why so few of these networks survive and what a co-creation capability constitutes. This study uses both literature survey and a single case study.
- In Chap. 7 it is recognized that value co-creation is an approach that would benefit from modeling support. Given that ArchiMate is an open language with extension mechanisms, it makes sense to use this language as a basis. The objective of the chapter is to translate the previously developed meta-model for value co-creation to ArchiMate and to validate the ArchiMate extension through a single case study.