Chapter 9
Introduction

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This introduction will briefly reflect on the need of a new design logic and then position the chapters within this part.

Over the past decades, theoretical discourses in the literature have changed remarkably in accordance to the changing role of information technologies (IT) and to the waves of interests in novel topics (Baskerville and Myers, 2009; Gill and Bhattacherjee, 2009). The first wave was concerned with whether the rapidly growing information technologies (in the 1980s and early 1990s) truly matter. As such, the very early discussions treat IT as "automated plumbing" that is used to automate existing operations and to increase the speed of communications (Zammuto et al., 2007). Scholars later theorize the impact of IT investments on productivity of IT (Melville et al., 2004) as well as on gaining competitive advantage in organizations (Mata et al., 1995). The second wave was raised along the emergence of enterprise systems that yields various theoretical discourses on enterprise integration. A manifestation of enterprise systems is the introduction of enterprise resource planning (ERP), supply chain management (SCM), customer relationship management (CRM), or business analytics (BA) systems (Shang and Seddon, 2002), which allows integration across historically distinct inter- and intraorganizational boundaries. The recent wave is concerned with digitalization and digital transformation, which discusses how digital technologies have changed the

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fabric and organizing logics of organizations (Besson and Rowe, 2012; Yoo et al., 2012; Zammuto et al., 2007). This recent wave goes beyond merely discussing how the business and IT sides of organizations are inextricably intertwined; instead, it gives rise to the notion of digital technologies (vs. information technologies) (Yoo et al., 2010) and theorizes on digital artifacts (vs. IT artifacts). In this part of the book, our focus lies on new organizing logics due to particularities of the new wave, i.e., digital transformation. This part prudently promotes value co-creation, service orientation, and platform economy as the foundational logics in digital transformation.

This part is organized as follows:

- Chapter 10 discusses digital capabilities for digital transformation and maps the outlined digital capabilities to various archetypes of organizational logic.
- Chapter 11 gives rise to the socio-technical and multidisciplinary character of digital transformation and discusses how the social and technical aspects can be integrated to provide a more comprehensive view on digital transformation.