



Structuring Digital Transformation - A Framework of Action Fields and its Application at ZEISS

by

Henner Gimpel, Sabiölla Hosseini, Rocco Huber¹, Laura Probst, Maximilian
Röglinger, Ulrich Faisst²

in: Journal of Information Technology Theory and Application (JITTA), 19, 1,
2018, p. 31-54

¹ At the time of writing this paper, Rocco Huber was student assistant at the
Research Center Finance & Information Management and the Department of
Information Systems Engineering & Financial Management at the University of
Augsburg.

² Digital Transformation Officer, Carl Zeiss AG



JITTA

JOURNAL OF INFORMATION TECHNOLOGY THEORY AND APPLICATION

ISSN: 1532-3416

Structuring Digital Transformation: A Framework of Action Fields and its Application at ZEISS

Henner Gimpel

FIM Research Center, University of Augsburg, Germany

Sabiölla Hosseini

FIM Research Center, University of Augsburg, Germany

Rocco Xaver Richard Huber

FIM Research Center, University of Augsburg, Germany

Laura Probst

FIM Research Center, University of Augsburg, Germany

Maximilian Röglinger

FIM Research Center, University of Bayreuth, Germany
maximilian.roeglinger@fim-rc.de

Ulrich Faisst¹

Served as Digital Transformation Officer at Carl Zeiss AG
during the creation of this paper

Abstract:

Digital products and services are an integral part of everyday life for both individuals and organizations. Further, given that digitalization greatly impacts our society and in particular how customer and organizations interact, organizations need to react to changing business rules and to leverage opportunities associated with digital technologies. Accordingly, the chief information officer (CIO) role is frequently a flexible one in the sense that it encompasses a much broader perspective on organizations than before. Most of the CIOs or newly appointed chief digital officers (CDOs) whom we interviewed in the course of our study recognized the need for change catalyzed by emerging digital technologies, but they typically lacked comprehensive knowledge on how to scope digital transformation initiatives. Against this background, we develop and validate a holistic framework of action fields for digital transformation. Our framework builds on extant literature and a series of exploratory interviews with over 50 organizations, and we have validated it in numerous contexts. In this paper, we present our framework and demonstrate its application at ZEISS, one of the organizations that participated in our study.

Keywords: Digital Transformation, Digital Strategy, Digitalization, Digital Economy, Framework.

Markus Rothenberger acted as the Senior Editor for this paper.

¹ Ulrich Faisst served as Digital Transformation Officer at Carl Zeiss AG during the creation of this paper.