



10th Year
Ischia
4-7 June 2019



HS PF



Building systems of engagement to overcome the challenges of digital transformation

Peter Weis, Markus Warg, Andreas Zolnowski

Friday, 07 June 2019
11:00-12:00

Session Digital Transformation, Sala
Pinetina, Hotel Regina Isabella, Lacco
Ameno, Ischia, Italy



Overview

1. Motivation
2. Research Objectives and Approach
3. Systems of Engagement
4. Service Dominant Architecture (SDA)
5. SDA Capabilities
6. SDA Canvas
7. Conclusion and Outlook



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Changes in Society and Customer Behaviour



Support of customer's life events is key



Digital Transformation and Insurance Business

Examples of radical change of business logic and models for insurance business



This is just the first generation of digital business models, what comes next?



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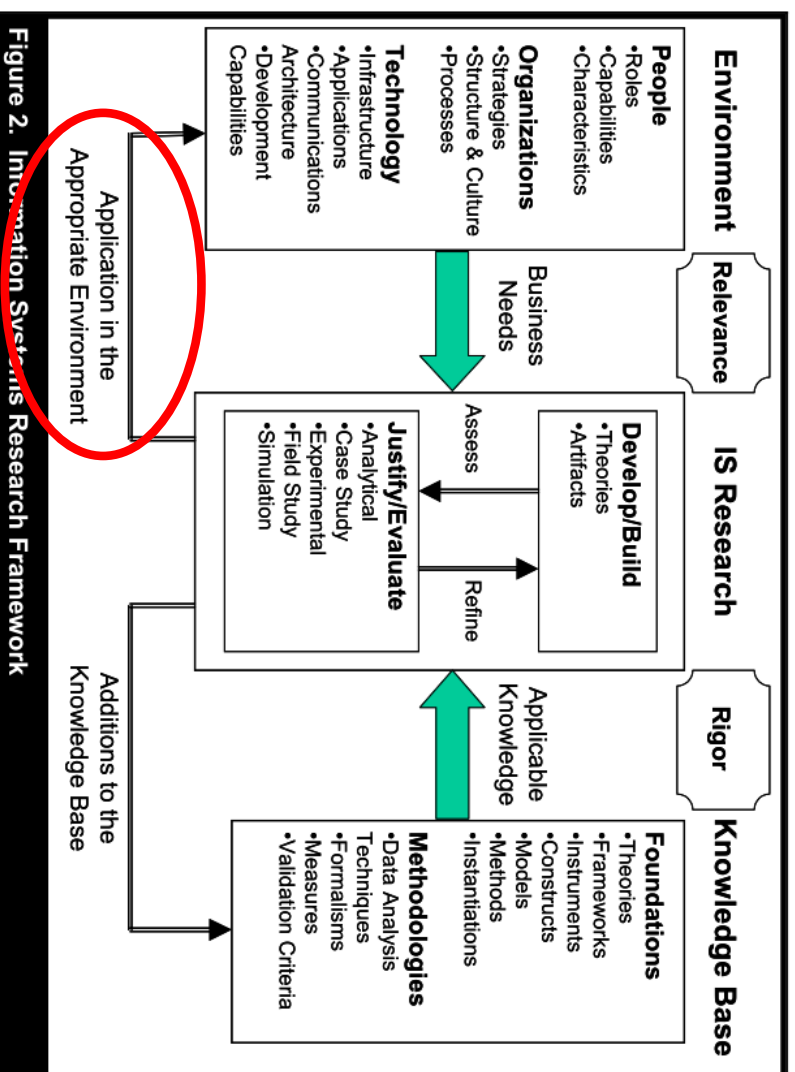
Research Objectives and Approach

- **Longitudinal case study** is providing rich insights into a real life digital transformation process
- **Action oriented research design** (Böhmann et al. 2014, Sein et al. 2011) based on piloting and evaluating results by means of a real world case of an insurance company.
- Outline a set of **capability clusters** and success factors that companies have to master in order to remain competitive in a digitized world
- Study, evaluate and evolve the **SDA (IT artifact)** in the given organizational context
- **Generalize results** by theory building and conceptualization, e.g. resource framework and model to conceptualize **SDA capabilities (SDA canvas)**



IS Research: Design-Science

Conceptual framework for understanding, executing, and evaluating IS research combining behavioral-science and design-science paradigms.



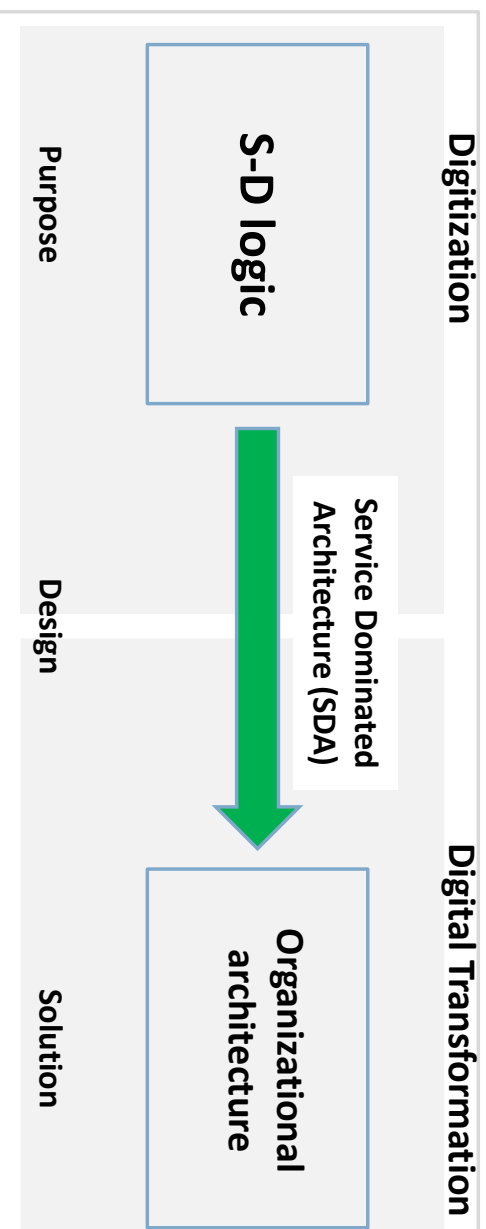
- See as well, Baskerville et al. (2018), Peffers et al. (2008), Sein et al. (2011)
- multi-methodological approach as argued by (Nunamaker et al. 1991: 91-92)
- business and information system engineering approach (Krcmar, 2015: 228) and software engineering process models (Balzert 2008; Oestereich 2009).

(Source: Hevner et al., 2004, 80)



Initial Idea of Solution Design

S-D logic as core of digital transformation and digital strategy



“**Strategic agility** is defined by the set of business initiatives an enterprise can readily implement” (Weill et al. 2002).

Related business initiatives can be classified into three sets: (1) internally focused, (2) supply-side focused, (3) demand-side focused initiatives (Weill et al. 2002).

Source: Warg, Weiß, Engel, 2016



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Systems of Engagement

Systems of Engagement: Attributes and Characteristics (Moore 2011:5)

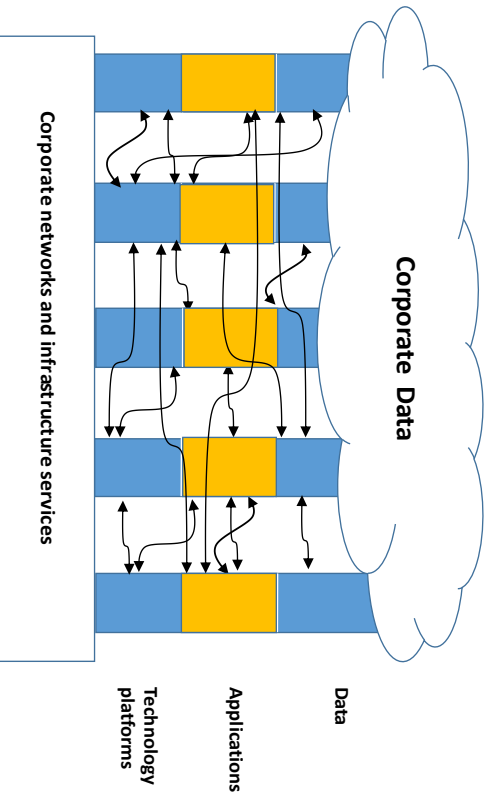
Consideration	Systems of Record	Systems of Engagement (Social Business Systems)
Focus	Transactions	Interactions
Governance	Command and control	Collaboration
Value	Single source of the truth	Open forum for discovery and dialog
Performance Standard	Accuracy and completeness	Immediacy and accessibility
Content	Authored	Communal
Primary Record Type	Documents (Text, Graphics)	“Conversations” (Text-based, Images, Audio, Video)
Searchability	Easy	Hard
Usability	User gets trained on system and has access to follow-on support	User “knows” system from consumer experience
Accessibility	Regulated and contained	Ad hoc and open
Retention	Permanent	Transient
Policy Focus	Security (protect assets)	Privacy (protect users)



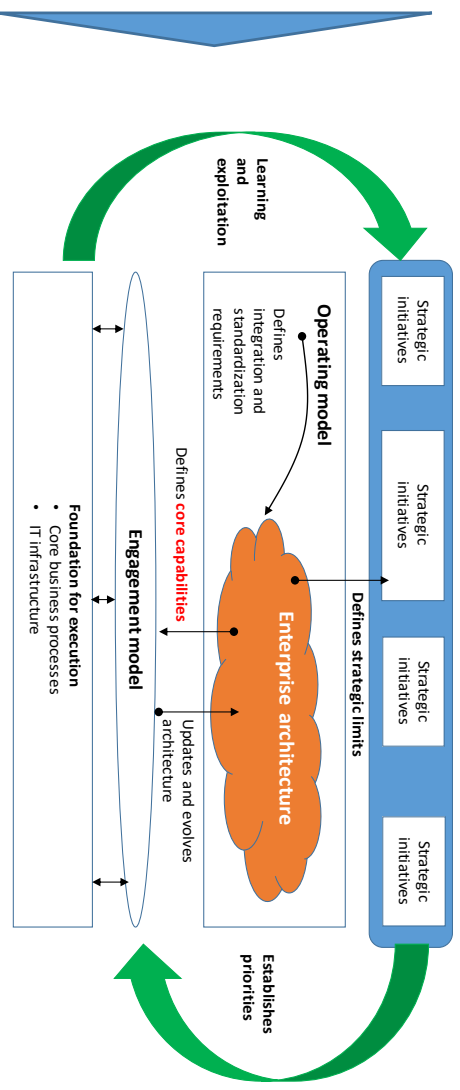
Investments in IT Infrastructure Capabilities

How to achieve required strategic agility?

Capability from traditional approach to IT solutions



Creating and exploiting the foundations for execution



Source: Ross, Weill, Robertson, 2006

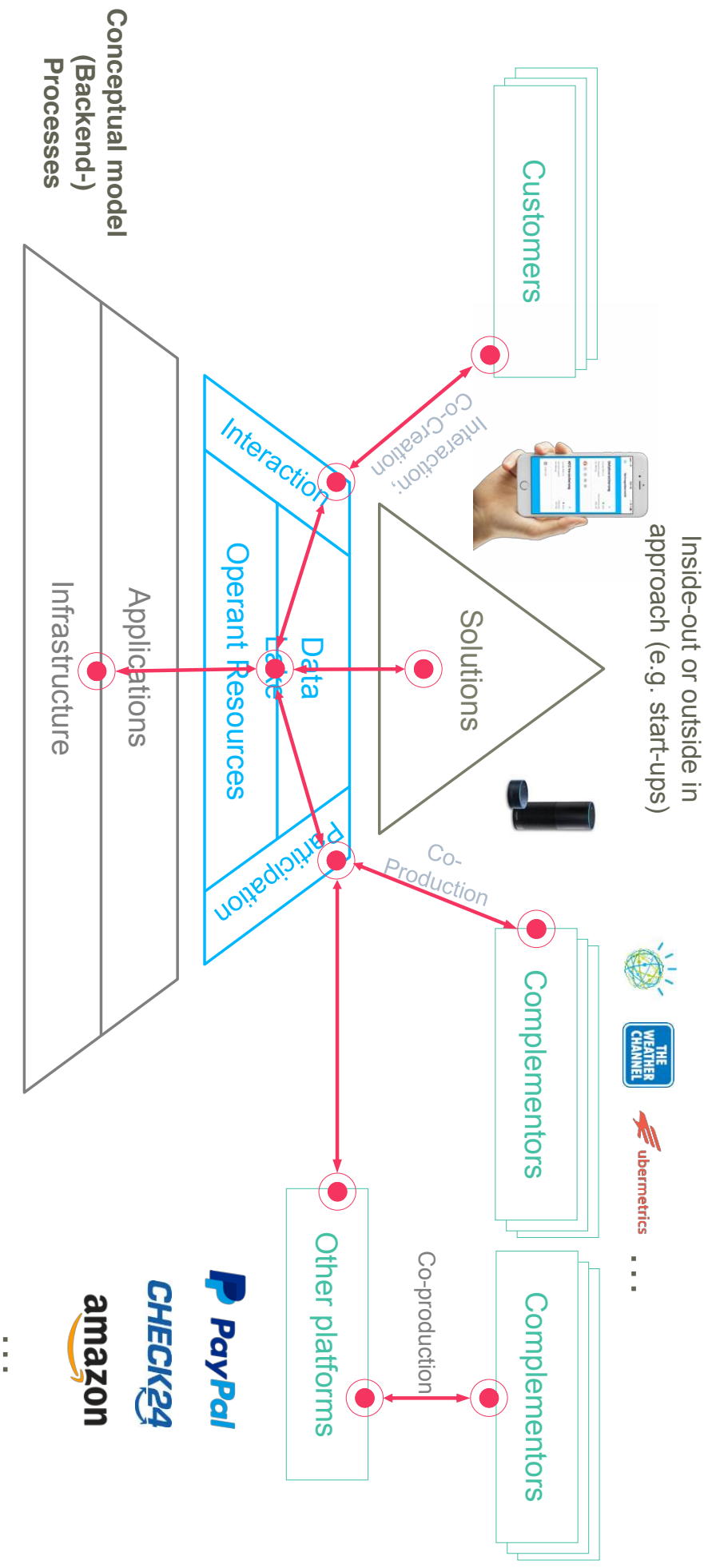
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Service Dominant Architecture (SDA): resource density

SDA as service platform (generic view)

- EXAMPLE



Source: Panier, SDA SE, 2018



Use Case: edith.care



- Personal care assistant
- Support for administrative activities
- Application process: five minutes instead of six days



edith.care

SDA SE Open Industry Solutions **Gesundheit & Fitness**

★★★★★ 1

USK ab 0 Jahren

Diese App ist mit einigen deiner Geräte kompatibel.

Zur Wunschliste hinzufügen

Installieren

Schnell
Pflegeantrag doppelt so schnell stellen. Kostenlos.

Logisch
Schrittweise durch den Antrag mit dem Chat.

Kompakt
Alle Daten und Dokumente an einer Stelle.

Ein
Verständ zu allen Pflegeleistungen

Source: <https://play.google.com/store/apps/details?id=com.edithcare&hl=de>



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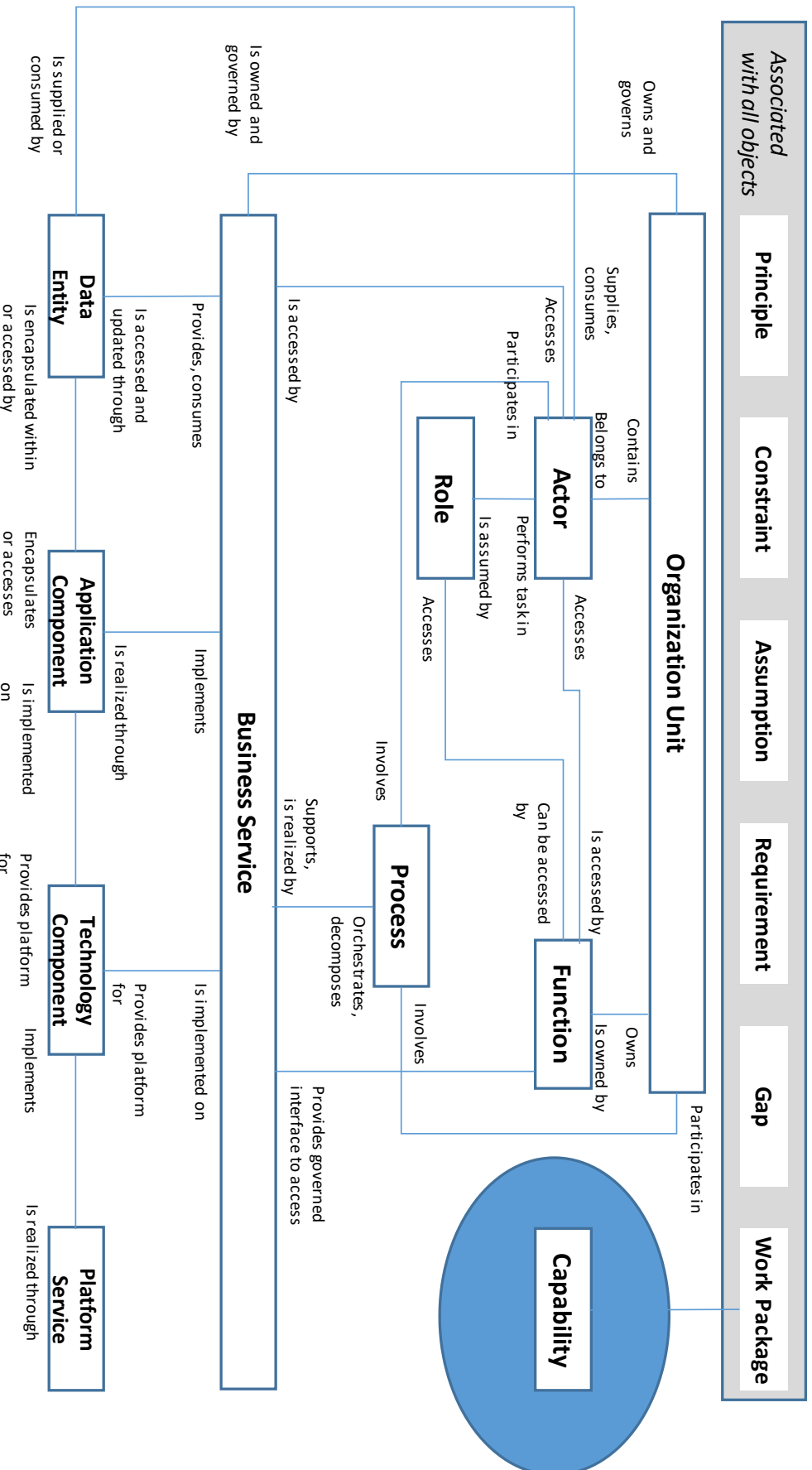
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SDA Capabilities



TOGAF Content Metamodel

Core Content Metamodel



Source: TOGAF, Keller, 2012, p. 174

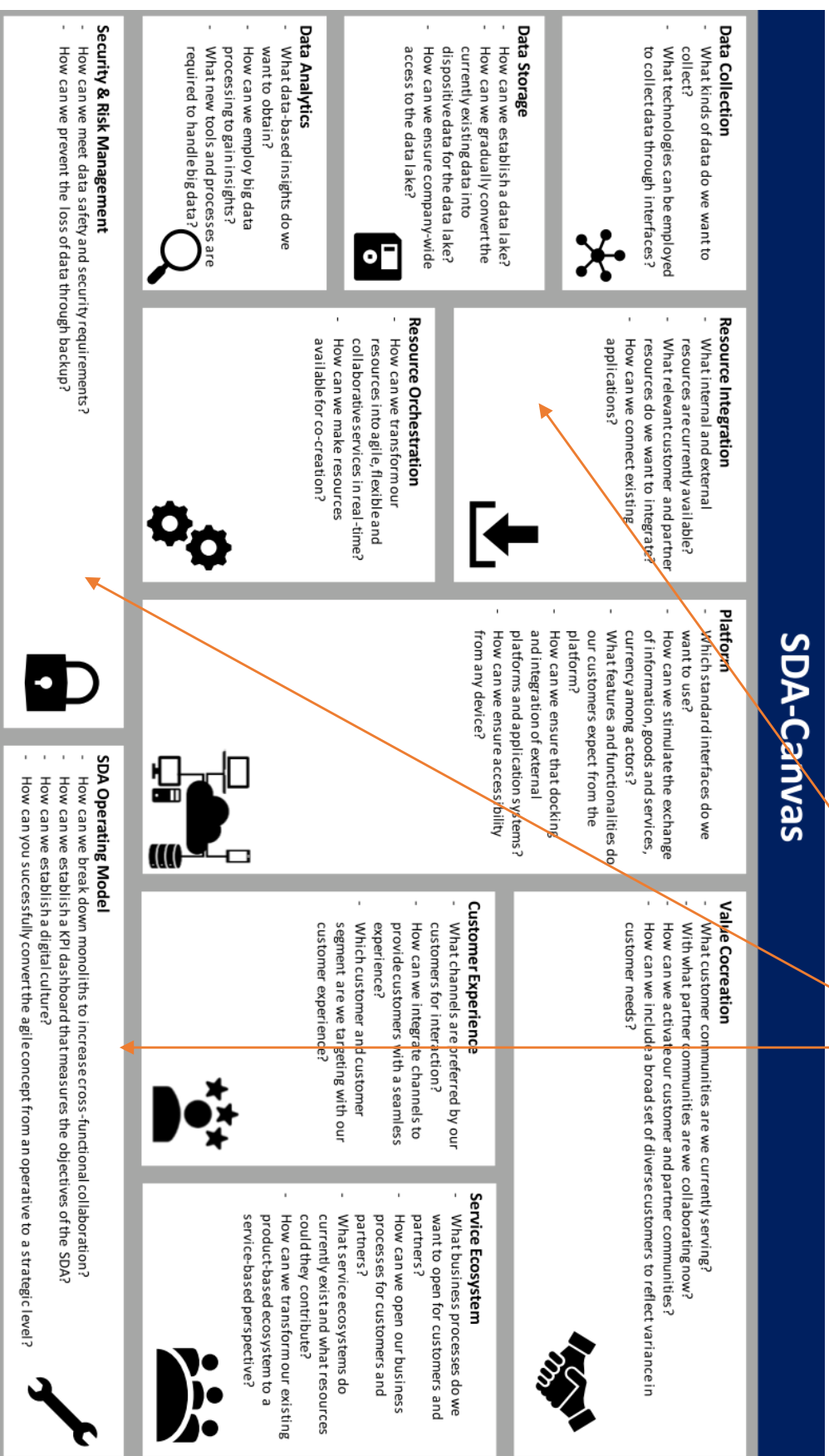


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SDA Canvas

capability cluster



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Implementation and Evaluation



<https://sda.se/>



Thank you!

