







Peter Weiß, Markus Warg, Andreas Zolnowski

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



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



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Changes in Society and Customer Behaviour



Digital Transformation and Insurance Business

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









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

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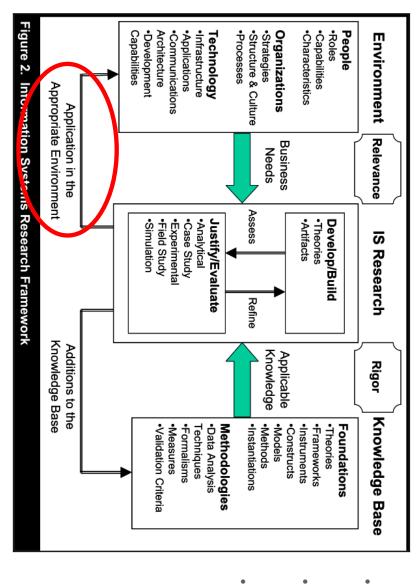
Research Objectives and Approach

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



IS Research: Design-Science

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



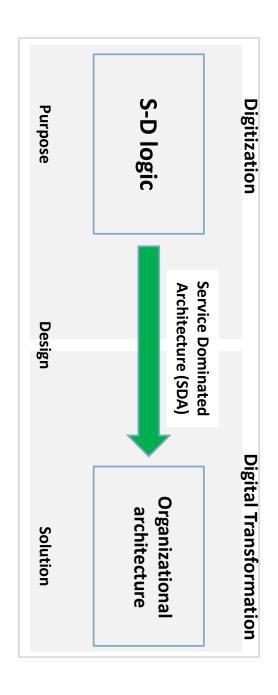
- See as well, Baskerville et al. (2018), Peffers et al. (2008), Sein et al. (2011)
- multi-methodological approach as argued by (Nunamaker et al. 1991: 91-92)
- business and information system engineering approach (Krcmar, 2015: 228) and software engineering process models (Balzert 2008; Oestereich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

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

Source: Warg, Weiß, Engel, 2016

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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)



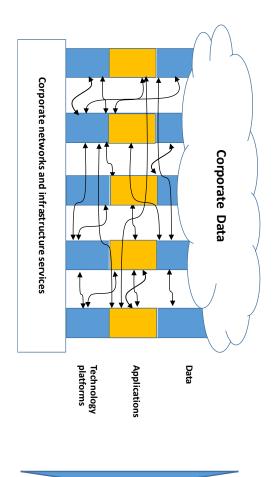


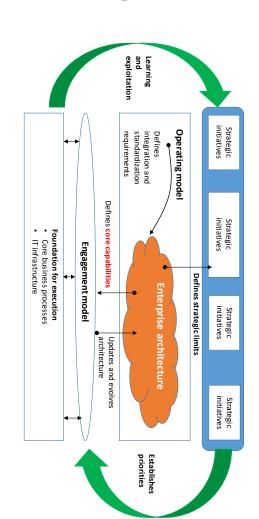
Investments in IT Infrastructure Capabilities

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

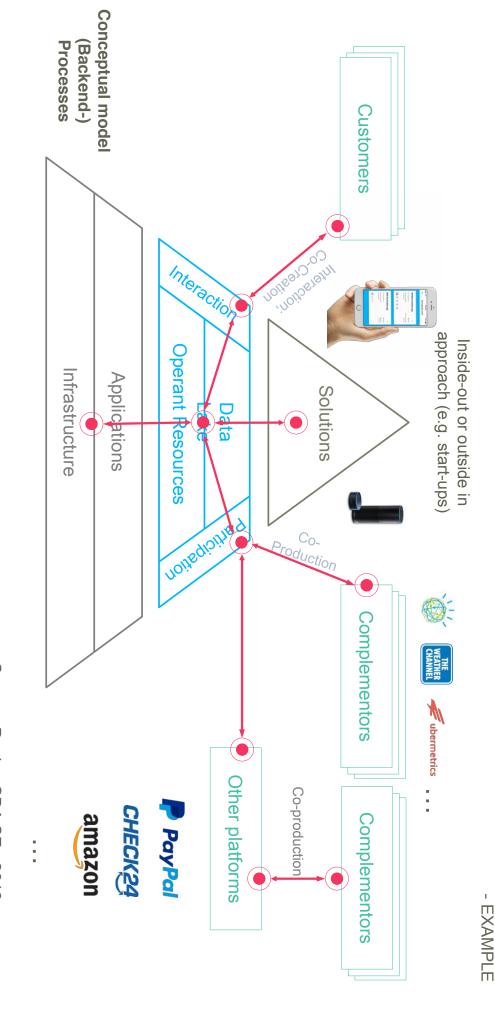


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Service Dominant Architecture (SDA): resource density

SDA as service platform (generic view)



Source: Panier, SDA SE, 2018



Use Case: edith.care



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



USK ab 0 Jahren

edith.care

SDA SE Open Industry Solutions Gesundheit & Fitness

Diese App ist mit einigen deiner Geräte kompatibel. Zur Wunschliste hinzufügen











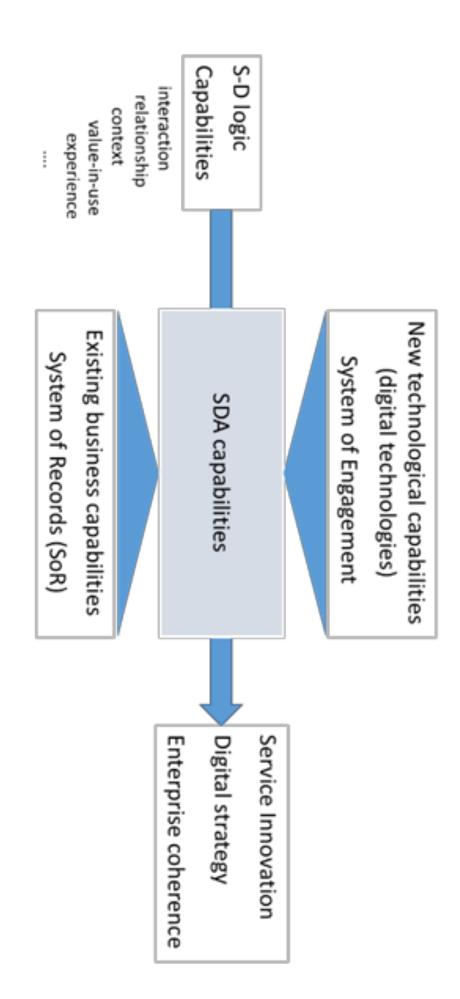


Source: https://play.google.com/store/apps/details?id=com.edithcare&hl=de

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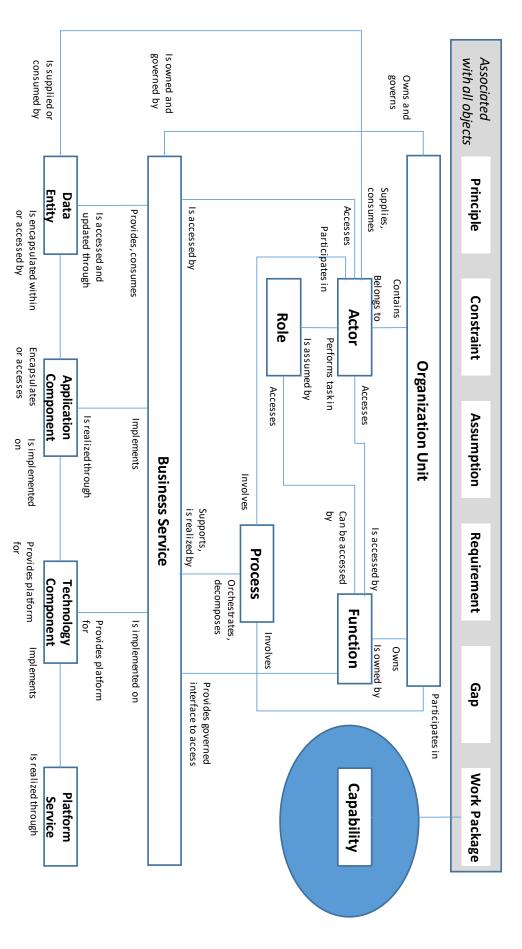
SDA Capabilities





TOGAF Content Metamodel

Core Content Metamodel



Source: TOGAF, Keller, 2012, p. 174

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SDA Canvas

capability cluster

SDA-Canvas

Data Collection

- What kinds of data do we want to collect?
- What technologies can be employed to collect data through interfaces?



applications?

How can we connect existing resources do we want to integrated resources are currently available?

Data Storage

- How can we establish a data lake?
- How can we gradually convert the dispositive data for the data lake? currently existing data into
- How can we ensure company-wide access to the data lake?



- How can we employ big data
- What new tools and processes are required to handle big data?

Data Analytics

- What data-based insights do we want to obtain?
- processing to gain insights?

Security & Risk Management

How can we prevent the loss of data through backup? How can we meet data safety and security requirements?

Resource Orchestration

- collaborative services in real-time? How can we transform our resources into agile, flexible and
- How can we make resources available for co-creation?



Resource Integration What internal and external

What relevant customer and partner

- want to use?
- What features and functionalities do currency among actors?
- How can we ensure that docking platform? our customers expect from the
- and integration of external
- from any device?

- Which standard interfaces do we
- How can we stimulate the exchange of information, goods and services,
- How can we ensure access/bility platforms and application systems?

Value Cocreation

- With what partner communities are we collaborating now? What customer conmunities are we currently serving?
- How can we include a broad set of diverse customers to reflect variance in How can we activate our customer and partner communities? customer needs?



Customer Experience

- What channels are preferred by our customers for interaction?
- How can we integrate channels to provide customers with a seamless
- Which customer and customer customer experience? segment are we targeting with our



Service Ecosystem

- What business processes do we partners? want to open for customers and
- How can we open our business currently exist and what resources What service ecosystems do partners? processes for customers and
- How can we transform our existing could they contribute? product-based ecosystem to a service-based perspective?





SDA Operating Model

- How can we break down monoliths to increase cross-functional collaboration?
- How can we establish a KPI dashboard that measures the objectives of the SDA?
- How can we establish a digital culture?
- How can you successfully convert the agile concept from an operative to a strategic level?





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Implementation and Evaluation





