

Lab
Fygital

CREATING



Workshop

Retailers ontpoppen zich als
omnichannel experts

door Paul Rutten en Peter Troxler



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Lab Fygital

Innovaties in de retail volgen elkaar in rap tempo op. Denk aan de opmars van data science, robotica, influencer marketing en social media. Spannend en voor grote en kleine retailers een uitdaging om bij te blijven. Lab Fygital helpt hen hierbij.



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Hoe? Door middel van design-jams (experimentele iteratieve bijeenkomsten), pressure-cookers en workshops. Retailers en studenten ontwerpen samen praktische concepten en testen deze direct in het lab.



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Lab Fygita1

De samenwerking met studenten is de kracht van dit lab; studenten zijn enthousiaste innovatie-experts en de consumenten van de toekomst die kunnen helpen bij het future-proof maken van de lokale retail.



Retailers als omnichannel experts

- 1. De twee dimensies van digitale transformatie*
- 2. Op weg naar omnichannel*
- 3. Conclusies & take away*



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De twee dimensies van digitale transformatie

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DIGITAL TRANSFORMATION: A ROADMAP FOR BILLION-DOLLAR ORGANIZATIONS

FINDINGS FROM PHASE 1 OF THE DIGITAL TRANSFORMATION
STUDY CONDUCTED BY THE MIT CENTER FOR DIGITAL
BUSINESS AND CAPGEMINI CONSULTING



 Capgemini Consulting



The Digital Advantage: How digital leaders outperform their peers in every industry



Transform to the power of digital

Digital Intensity

Consider how advanced your digital capabilities are relative to competitors, or relative to rising expectations of customers and employees.

1. How much are you investing in new technologies?
(mobile, analytics, social media)
2. Are you launching technology-enabled business changes?
(location aware marketing, analytics informed supply chain planning)
3. Digital intensity also depends on your firm's IT capabilities and the strategic relationship between IT and non-business managers, since most digital opportunities will have a significant IT component.

Transformation management intensity

Consider how carefully you are envisioning and managing the firm's move into the digital future.

1. Is the vision well-articulated and shared?
2. How well are you governing and coordinating digital investments?
3. How well are you helping the organization be ready for changes?

Customer Experience



- Customer Understanding
 - Analytics-based segmentation
 - Socially informed knowledge
- Top Line Growth
 - Digitally-enhanced selling
 - Predictive marketing
 - Streamlined customer processes
- Customer Touch Points
 - Customer service
 - Cross-channel coherence
 - Self-service

Operational Processes



- Process Digitization
 - Performance improvement
 - New features
- Worker Enablement
 - Working anywhere anytime
 - Broader/faster communication
 - Community knowledge sharing
- Performance Management
 - Operational transparency
 - Data-driven decision-making

Business Model



- Digitally Modified Business
 - Product/service augmentation
 - Transitioning physical to digital
 - Digital wrappers
- New Digital Business
 - Digital products
 - Reshaping organizational boundaries
- Digital Globalization
 - Enterprise integration
 - Redistribution decision authority
 - Shared digital services

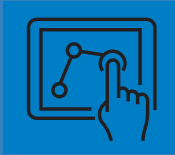
Transformation management intensity



- Digital Vision
 - Is the vision well-articulated and shared?

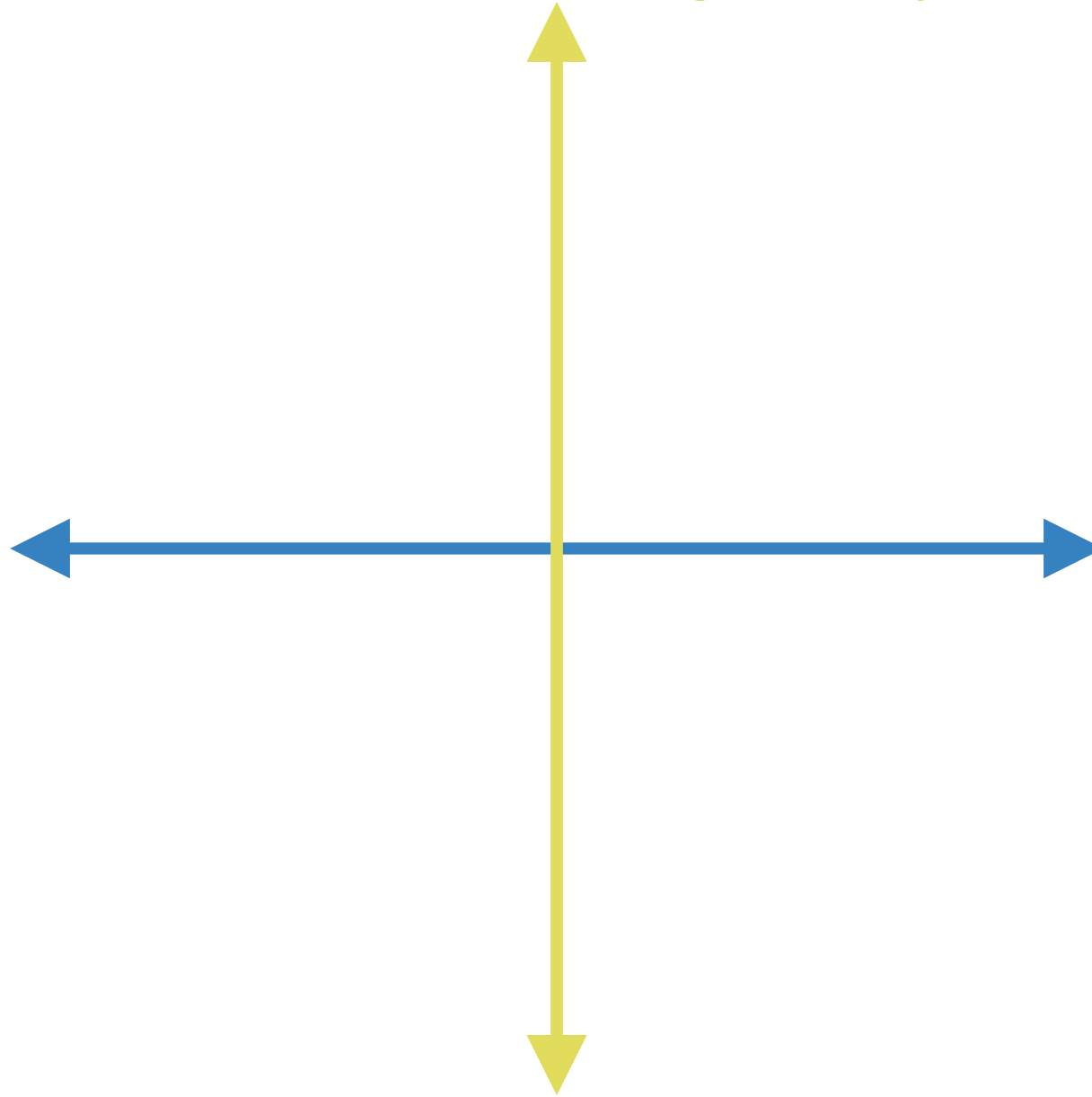


- Digital Governance
 - How well are you governing and coordinating digital investments?



- Digital Engagement
 - How well are you helping the organization be ready for changes?

Digital intensity



**Transformation
management
intensity**

Digital intensity

Fashionistas

Digerati



**Transformation
management
intensity**

Beginners

Conservatives



Summary

2011, Westerman et al. set out to understand how leaders in large traditional companies were gaining advantage from digital technology. They identified what companies are doing digitally, and what it means to be digitally mature. That study resulted in a research report, “Digital Transformation: A Roadmap for Billion-Dollar Companies” that was named one of the five most influential thought leadership papers of the past decade. 2012, they set out to quantify the findings – to benchmark digital practices around the globe, to identify the most essential components of digital maturity, and to examine the links between digital maturity and financial performance. They gathered surveys from 469 senior executives in 391 large companies around the world. They analyzed the surveys to identify detailed drivers of digital maturity, and classified firms in two dimensions. Then, they went one step further. For each of the 184 publicly traded companies on our sample, they obtained 2011 financial performance from COMPUSTAT, converted all figures to US Dollars, and calculated standard financial ratios such as EBIT margin, Revenue per Employee, Price/Book and Fixed Asset Turnover. Then, controlling for industry and geography, they conducted statistical analysis to establish the relations between digital maturity and financial performance. They then conducted a separate analysis to quantify average financial performance gaps between the four digital maturity quadrants. The findings from the statistical analyses, supplemented by the earlier qualitative research and additional interviews, serve as the basis for the findings and recommendations in this research: Digerati (digital leaders) perform better than all the others in three key dimensions (revenue generation, profitability, and market valuation). Conservatives outperform fashionistas in profitability and market valuation while fashionistas outperform conservatives in revenue generation.

Op weg naar omnichannel

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SPECIAL ISSUE PAPER

Digital transformation by SME entrepreneurs: A capability perspective

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Funding information

National Natural Science Foundation of China, Grant/Award Number: 71402007 and 71320007000; Beijing Social Science Fund, Grant/Award Number: 14YJC058; China Postdoctoral Science Foundation, Grant/Award Number: 2014M430792; Planning Projects of Philosophy and Social Sciences of Guangdong, Grant/Award Number: GD15YJZ04; Planning Projects of Philosophy and Social Science of Hangzhou, Grant/Award Number: 2014J027; Fundamental Research Funds for the Central Universities in UIBE, Grant/Award Number: 15YQ03; AIRResearch, Grant/Award Number: Open Research 2015

Abstract

This research investigates how entrepreneurs of small and medium enterprises (SME) with inadequate capabilities and limited resources drive digital transformation in their companies, a phenomenon that remains under-researched in the extant literature. We conduct qualitative research on digital transformation to cross-border e-commerce undergone by 7 SMEs on the Alibaba digital platform. We inductively derive a process model that aims to describe and explain how SME entrepreneurs, with support from the digital platform service provider, drive digital transformation through managerial cognition renewal, managerial social capital development, business team building, and organizational capability building. This model expands our understanding of both digital entrepreneurship and digital transformation. It also presents new insights into how digital platform service providers can help SMEs transform and compete.

KEYWORDS

digital entrepreneurship, digital platform, digital transformation, dynamic managerial capabilities, organizational capabilities, process model

1 | INTRODUCTION

As information technologies (IT) have become "one of the threads from which the fabric of organization is now woven" (Zammuto, Griffith, Majchrzak, Dougherty, & Faraj, 2007, p. 750), the role IT can play in organizational transformation has drawn much research effort (e.g., Ash & Burn, 2003; Besson & Rowe, 2012; Daniel & Wilson, 2003; Lucas, Agarwal, Clemons, El Sawy, & Weber, 2013; Pan, Pan, & Devadas, 2008). Earlier research focused more on



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Conclusies *Take-away*

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