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# A Handbook of BUSINESS TRANSFORMATION MANAGEMENT METHODOLOGY



EDITED BY

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# A Handbook Of Business Transformation Management Methodology

**Gerhard Oswald, Michael Kleinemeier**



## **A Handbook Of Business Transformation Management Methodology:**

**A Handbook of Business Transformation Management Methodology** Axel Uhl, Lars Alexander Gollenia, 2016-04-08 This book provides an integrative Business Transformation Management Methodology the BTM2 with an emphasis on the balance between the rational aspects of transformation and the often underestimated emotional readiness of employees to absorb and accept transformation initiatives Comprising four phases Envision Engage Transform and Optimize the methodology integrates expertise from areas such as strategy risk and project management Covering the formal and informal structures and roles needed for a successful transformation the authors cover a wide range of theory to help understand the phenomenon of transformation A 360 degree view on what business transformation means and how to manage it successfully this handbook is suitable for business executives dealing with organizational change A range of illustrative case studies ensure this is also a valuable resource for academics interested in change and transformation management [A Handbook of Business Transformation Management Methodology](#) Axel Uhl, Lars Alexander Gollenia, 2012 *A Handbook of Business Transformation Management Methodology* Axel Uhl, Lars Alexander Gollenia, 2013 This handbook provides an integrative Business Transformation Management Methodology with an emphasis on the balance between the rational aspects of transformation and the often underestimated emotional readiness of employees to absorb and accept transformation initiatives *A Handbook of Business Transformation Management Methodology* Axel Uhl, Lars Alexander Gollenia, 2016-04-08 This book provides an integrative Business Transformation Management Methodology the BTM2 with an emphasis on the balance between the rational aspects of transformation and the often underestimated emotional readiness of employees to absorb and accept transformation initiatives Comprising four phases Envision Engage Transform and Optimize the methodology integrates expertise from areas such as strategy risk and project management Covering the formal and informal structures and roles needed for a successful transformation the authors cover a wide range of theory to help understand the phenomenon of transformation A 360 degree view on what business transformation means and how to manage it successfully this handbook is suitable for business executives dealing with organizational change A range of illustrative case studies ensure this is also a valuable resource for academics interested in change and transformation management [A Research Agenda for Digital Transformation](#) John Q. Dong, Peter C. Verhoef, 2024-09-06 Digital transformation has been fundamentally changing the business world and this prescient Research Agenda demonstrates how multidisciplinary perspectives are pertinent to our understanding of this process Leading scholars across a wide range of business disciplines including the study of SMEs and project management share their in depth knowledge on the innovative effects of digital transformation **Handbook Industry 4.0** Walter Frenz, 2022-06-22 The handbook presents an overview of Industry 4.0 and offers solutions for important practical questions The law and its current challenges regarding data assignment who owns the data EU guidelines data security data protection General Data Protection Regulation cyberattacks

competition law right to access vs monopolists permissible and prohibited exchanges of information possible collaborations is the point of departure In turn the book explores peculiarities in specific areas of Industry 4 0 Internet of Production mechanical engineering artificial intelligence electromobility autonomous driving traffic medical science construction energy industry etc The book s closing section addresses general developments in management the digital transformation of companies and the world of work and ethical questions      *Business Transformation Essentials* Axel Uhl,Lars Alexander Gollenia,2016-04-08 Transformation programs are an common feature of global companies carrying out major strategic change projects These programs combine business and technical expertise to bring together management and information systems Managers rate firms transformation competencies relatively poorly and the success rate of such endeavours is correspondingly low Using a variety of case studies including Allianz SE Shell SAP Vodafone and Mercedes Benz this book provides unprecedented insights into characteristics of current transformation programs and the potential that can be leveraged by applying a holistic transformation management approach      **Business Transformation Management Methodology and Business Transformation Essentials** Axel Uhl,Lars Alexander Gollenia,2013 Business Transformation Management Methodology BTM which stands for Business Transformation Management Methodology is a robust new integrative approach with an emphasis on the balance between the rational and emotional aspects of transformation In this handbook a wide range of theory is discussed to help understand the phenomenon of transformation with new content on key elements of transformation management and new insights from various case studies The BTM was developed by the Business Transformation Academy BTA which is a think tank operating under the auspices of the Business Transformation Services of SAP Business Transformation Essentials Transformation programs are an increasing feature of global companies carrying out major change projects with high strategic relevance These programs combine business and technical content bringing together management and information systems Regardless of their form they can deliver real benefits to an organization s bottom line Using a variety of case studies this book provides unprecedented insights into characteristics of current transformation programs and their potential benefits      The Strategic Management of Information Systems Joe Peppard,John Ward,2016-04-18 A comprehensively updated revision of a book regarded by many as one the leading and authoritative titles for practitioners academics and students in the domain of information systems and technology IS IT strategy Presents a structured framework with tools techniques and ways of thinking which provide a practical approach to building a digital strategy expressed primarily in the language of business and management Brings together the implications of the significant advances in IT and the most useful current thinking research and experiences concerning the business impact and strategic opportunities created by IS IT Peppard and Ward discuss the key questions that managers have to grapple with of where when and how to invest in IS IT which is why a IS IT or digital strategy is required      Handbook of Research on Applying Emerging Technologies Across Multiple Disciplines Marchisio, Emiliano,2022-04-08 In recent decades

there has been a groundbreaking evolution in technology Every year technology not only advances but it also spreads throughout industries Many fields such as law education business engineering and more have adopted these advanced technologies into their toolset These technologies have a vastly different effect ranging from these different industries The Handbook of Research on Applying Emerging Technologies Across Multiple Disciplines examines how technologies impact many different areas of knowledge This book combines a solid theoretical approach with many practical applications of new technologies within many disciplines Covering topics such as computer supported collaborative learning machine learning algorithms and blockchain this text is essential for technologists IT specialists programmers computer scientists engineers managers administrators academicians students policymakers and researchers

**The Digital Transformation of Georgia** Martin Kupiek,Rupert A. Brandmeier,2023-04-28 This edited volume discusses the path towards the digital transformation of Georgia from two major viewpoints First an economic perspective that includes contributions around economic integration and orientation towards the EU and an analysis of its implications for a small country like Georgia Second various aspects of digital transformation initiatives will be studied from an enterprise and a managerial perspective In this part innovative management methodologies are conceptualized such as agile change management and the enterprise transformation cycle to facilitate the shift from the manufacturing and agriculture industry towards an increasing digitalization of companies These concepts serve as fundamental cornerstones to enable the development of a digital transformation roadmap including the analysis of the potential of establishing a digital hub in Georgia and the Caucasus area Based on a survey of national and international managers important HR key performance indicators referring to mobility and digitalization of the workplace are discussed The impact of pandemic post Covid scenarios for future organizational development as well as large scale labor migration from East to West is also in focus The authors present implications for policymakers and business owners as well as top level executives resulting in a set of recommendations for future actions

*Encyclopedia of E-Commerce Development, Implementation, and Management* Lee, In,2016-03-31 The convenience of online shopping has driven consumers to turn to the internet to purchase everything from clothing to housewares and even groceries The ubiquity of online retail stores and availability of hard to find products in the digital marketplace has been a catalyst for a heightened interest in research on the best methods techniques and strategies for remaining competitive in the era of e commerce The Encyclopedia of E Commerce Development Implementation and Management is an authoritative reference source highlighting crucial topics relating to effective business models managerial strategies promotional initiatives development methodologies and end user considerations in the online commerce sphere Emphasizing emerging research on up and coming topics such as social commerce the Internet of Things online gaming digital products and mobile services this multi volume encyclopedia is an essential addition to the reference collection of both academic and corporate libraries and caters to the research needs of graduate level students researchers IT developers and business professionals

*Shaping the Digital Enterprise* Gerhard Oswald, Michael Kleinemeier, 2016-09-26 This book sheds light on cross industry and industry specific trends in today's digital economy Prepared by a group of international researchers experts and practitioners under the auspices of SAP's Digital Thought Leadership Enablement team within SAP's Business Transformation Services BTS unit the book furthermore presents relevant use cases in digital transformation and innovation The book argues that breakthrough technologies have matured and hit scale together enabling five defining trends hyper connectivity supercomputing cloud computing a smarter world and cyber security It presents in detail how companies are now reimagining their products and services business models and processes showcasing how every business today is a digital business Digitalization defined as the process of moving to a digital business is no longer a choice but an imperative for all businesses across all industries and regions Taking a step toward becoming a digital enterprise is demanding and challenging The dimensions of customer centricity leadership and strategy business models including offerings products and services processes structure and governance people and skills culture and technology foundation can serve as orientation for digitalization The articles in this book touch on all dimensions of this digital innovation and transformation framework and offer possible answers to some of the pressing questions that arise when practitioners seek to digitalize their business

**Digital Enterprise Transformation** Axel Uhl, Lars Alexander Gollenia, 2016-04-22 The integration of technological innovations such as In Memory Analytics Cloud Computing Mobile Connectivity and Social Media with business practice can enable significant competitive advantage In order to embrace recent challenges and changes in the governance of IT strategies SAP and its think tank the Business Transformation Academy BTA have jointly developed the Digital Capability Framework DCF Digital Enterprise Transformation A Business Driven Approach to Leveraging Innovative IT by Axel Uhl and Lars Alexander Gollenia outlines the DCF which comprises six specific capabilities Innovation Management Transformation Management IT Excellence Customer Centricity Effective Knowledge Worker and Operational Excellence In cooperation with the University of Applied Sciences and Arts Northwestern Switzerland University of St Gallen Switzerland Queensland University of Technology Australia University of Liechtenstein Principality of Liechtenstein and Karlsruhe Institute of Technology Germany SAP and the BTA have been validating each capability and the corresponding maturity models based on analyzing several lighthouse case studies comprising SAMSUNG IBM Finanz Informatik The Walt Disney Company Google Inc HILTI AG Digital Enterprise Transformation presents how these companies take advantage of innovative IT and how they develop their digital capabilities On top the authors also develop and present a range of novel yet hands on Digital Use Cases for a number of different industries which have emerged from innovative technological trends such as Big Data Cloud Computing 3D Printing and Internet of Things

**Disruptive Technology: Concepts, Methodologies, Tools, and Applications** Management Association, Information Resources, 2019-07-05 The proliferation of entrepreneurship technological and business innovations emerging social trends and lifestyles employment patterns and other developments in

the global context involve creative destruction that transcends geographic and political boundaries and economic sectors and industries This creates a need for an interdisciplinary exploration of disruptive technologies their impacts and their implications for various stakeholders widely ranging from government agencies to major corporations to consumer groups and individuals Disruptive Technology Concepts Methodologies Tools and Applications is a vital reference source that examines innovation imitation and creative destruction as critical factors and agents of socio economic growth and progress in the context of emerging challenges and opportunities for business development and strategic advantage Highlighting a range of topics such as IT innovation business strategy and sustainability this multi volume book is ideally designed for entrepreneurs business executives business professionals academicians and researchers interested in strategic decision making using innovations and competitiveness

**ECMLG 2018 14th European Conference on Management, Leadership and Governance** Dr. Ing. Benny M.E. de Waal, Prof. dr. Pascal Ravesteijn, 2018-10-18 *Architectural Coordination of Enterprise Transformation* Henderik A. Proper, Robert Winter, Stephan Aier, Sybren de Kinderen, 2018-04-05 Architectural coordination of enterprise transformation ACET integrates and aggregates local information and provides different viewpoints such as financial structural or skill perspectives to the respective stakeholder groups with the aim of creating a consensus and shared understanding of an enterprise transformation among the stakeholders Its core purpose is to inform decision makers with both local and enterprise wide concerns so that the overall transformation goals can be successfully pursued i e reducing inconsistencies and including local decisions in the overarching goals This book consists of three major parts framed by an introduction and a summary To enable readers to gain a better understanding of the issues involved in real world enterprise transformations as well as the possible role of architectural coordination and the associated challenges Part I provides an analysis of status quo of corporate ACET practice Part II then continues with an exploration of the challenges facing ACET from a theoretical perspective Based on these challenges Part III then presents a collection of components for a possible design theory for ACET Instead of an integrated method this collection of components constitutes method fragments that can be arranged in different ways depending on the perspective taken the actual enterprise architecture management approach the enterprise transformation type and the transformation s context

*Sustainable Organizational Change* Joshua D. Burton, Barbara Carter, 2025-09-26 The Social Change Model for Systems SCMS is a robust system for facilitating organizational change SCMS integrates technical and social controls to ensure organizational effectiveness This book introduces SCMS as an alternative to traditional control systems emphasizing the interplay between diagnostic and interactive social controls to shape organizational belief and boundary systems SCMS promotes a structured evidence based method for assessing organizational climate addressing challenges incorporating social characteristics and developing effective social strategies The model highlights the importance of ongoing reassessment and iterative change management through frameworks such as Agile ADKAR and the Plan Do Study Act cycle Key benefits of SCMS include

fostering trust equity and engagement improving decision making and enhancing employee satisfaction The study provides practical applications of SCMS through case studies demonstrating SCMS s role in improving work unit climates and organizational performance By bridging the gap between hierarchical control and methods that include employee input SCMS provides a flexible adaptive strategy for leaders and HR managers to implement sustainable organizational changes

**Responsible AI and Ethical Issues for Businesses and Governments** Vassileva, Bistra,Zwilling, Moti,2020-10-16 The research surrounding artificial intelligence AI is vast and quite diverse in both its applied and theoretical fields AI tools and techniques such as machine learning data mining neural networks and advanced analytics are evolving at a high speed creating a consistent need for updated research This is especially relevant with frequent developments for the application of AI technology in many science and industry sectors This rapid expansion created a need for research that focuses on the questions surrounding the development of AI such as ethical issues responsible AI methods and applications and its widespread implementation Within the answers to these questions is the prevailing notion that AI should be accountable explainable transparent and fair for all organizations and individuals Responsible AI and Ethical Issues for Businesses and Governments widens the understanding of AI outside of the narrow technical perspective to a broader viewpoint that embraces the links between AI theory practice and policy The chapters in this book discuss the basic philosophical and conceptual foundations of AI and explores the responsible application of AI tools and methods the moral aspects of AI practical issues and responsible AI implementation across a range of industries While highlighting topics that include digital transformation ethical competence information literacy in AI and the interaction between AI and humans this book is ideally designed for IT specialists technology developers technologists ethicists practitioners stakeholders academicians students and researchers who are interested in learning more about the ethical and responsible use of AI Information Systems: Research, Development, Applications, Education Stanisław Wrycza,Jacek Maślankowski,2019-09-10 This book constitutes the refereed proceedings of the 12th SIGSAND PLAIS EuroSymposium 2019 held in Gdansk Poland on September 19 2019 The objective of the EuroSymposium on Systems Analysis and Design is to promote and develop high quality research on all issues related to information systems IS and in particular in systems analysis and design SAND The 12 papers presented in this volume were carefully reviewed and selected from 32 submissions They were organized in topical sections named information systems in business health informatics and life long learning IT security agile methods and software engineering



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