

digital transformation strategy pdf

Digital transformation strategy pdf: Your Ultimate Guide to Crafting an Effective Digital Transformation Plan

In today's rapidly evolving business landscape, organizations across industries are recognizing the importance of digital transformation to stay competitive and innovative. A well-structured digital transformation strategy PDF serves as a vital blueprint, guiding companies through the complex process of adopting new technologies, optimizing operations, and enhancing customer experiences. This comprehensive guide explores the essentials of creating, utilizing, and maximizing the value of a digital transformation strategy PDF, ensuring your business is prepared for the digital future.

Understanding Digital Transformation Strategy PDF

What is a Digital Transformation Strategy PDF?

A digital transformation strategy PDF is a document that outlines an organization's vision, goals, initiatives, and action plans for integrating digital technologies into its core business processes. It acts as a centralized resource that communicates the transformation roadmap to stakeholders, aligns teams, and facilitates monitoring progress.

Why Use a PDF Format for Your Digital Transformation Strategy?

- Portability & Accessibility: PDFs are universally accessible across devices and platforms.
- Consistency & Security: Ensures the document's formatting remains intact and can be password-protected.
- Ease of Sharing: Facilitates distribution among internal teams, partners, and investors.
- Professional Presentation: Conveys a polished, organized image for strategic planning.

Key Components of a Digital Transformation Strategy PDF

Creating an effective digital transformation strategy PDF requires careful consideration of several critical elements. Here's a breakdown of the essential sections:

1. Executive Summary

- Summarizes the purpose, scope, and expected outcomes.
- Highlights key initiatives and strategic goals.

2. Business Context & Needs Assessment

- Current state analysis
- Market trends and competitive landscape
- Customer expectations and pain points

3. Vision & Objectives

- Long-term vision for digital transformation
- Specific, measurable goals aligned with business priorities

4. Digital Transformation Initiatives & Roadmap

- Core projects and technological investments
- Timeline and milestones
- Dependencies and resource allocation

5. Technology & Infrastructure Strategy

- Cloud computing, AI, IoT, and other relevant technologies
- Data management and cybersecurity considerations

6. Change Management & Organizational Culture

- Employee training and upskilling
- Communication plans
- Leadership and governance structures

7. Metrics & KPIs

- Success measurement criteria
- Regular review and adjustment mechanisms

8. Risks & Mitigation Strategies

- Identified risks
- Contingency plans

Creating an Effective Digital Transformation Strategy PDF

Step 1: Conduct a Thorough Assessment

Evaluate the current state of your organization's technology, processes, and culture. Identify gaps, opportunities, and areas requiring transformation.

Step 2: Define Clear Objectives

Set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals that align with your overall business strategy.

Step 3: Engage Stakeholders

Involve leadership, employees, customers, and partners to gather diverse insights and foster buy-in.

Step 4: Develop Initiatives & Roadmap

Outline specific projects, prioritize initiatives based on impact and feasibility, and create a phased implementation plan.

Step 5: Document Everything in the PDF

Design your PDF with clarity and professionalism. Use visuals like charts, timelines, and infographics to enhance understanding.

Step 6: Review & Update Regularly

Digital transformation is ongoing; ensure your PDF remains current by scheduling periodic reviews and updates.

Best Practices for Utilizing Your Digital Transformation Strategy PDF

Distribute Widely & Securely

- Share the PDF with relevant teams, partners, and stakeholders.
- Use secure sharing platforms to protect sensitive information.

Use as a Living Document

- Incorporate feedback and lessons learned.
- Update the PDF as the organization evolves and new technologies emerge.

Incorporate Visuals & Interactive Elements

- Infographics, dashboards, and flowcharts make complex information digestible.
- Consider embedding hyperlinks for easy navigation or linking to supplementary resources.

Integrate with Project Management Tools

- Link strategy objectives to project management platforms for seamless execution tracking.

Advantages of Maintaining a Digital Transformation Strategy PDF

- Clarity & Focus: Keeps everyone aligned on strategic priorities.

- Accountability: Clearly defined KPIs and milestones foster responsibility.
- Communication: Serves as a reference point for all stakeholders.
- Compliance & Documentation: Maintains records for audits and future planning.

Tips for Optimizing Your Digital Transformation Strategy PDF for SEO

Although PDFs are not inherently SEO-optimized, you can enhance their discoverability:

- Use Descriptive File Names: e.g., "Digital_Transformation_Strategy_2024.pdf"
- Optimize Metadata: Include relevant keywords in the document properties.
- Add Text Layers: Ensure the PDF is text-based for better indexing.
- Include Keywords Strategically: Use keywords like "digital transformation," "digital strategy," and "technology roadmap" within the content.
- Host on Your Website: Make sure the PDF is accessible via your domain with proper backlinks.
- Create Supporting Content: Write blog posts or articles referencing the PDF to boost visibility.

Frequently Asked Questions About Digital Transformation Strategy PDFs

How can I customize my digital transformation strategy PDF for my industry?

Tailor the initiatives, technologies, and KPIs to reflect industry-specific challenges and opportunities. For instance, manufacturing might focus on IoT integration, while retail emphasizes e-commerce and customer experience.

How often should I update my digital transformation strategy PDF?

Regular reviews are recommended annually or bi-annually, or whenever significant organizational changes, market shifts, or technological advancements occur.

Can I include case studies or success stories in my PDF?

Absolutely. Including real-world examples adds credibility and provides practical insights for stakeholders.

What tools can I use to create a professional digital transformation strategy PDF?

- Adobe InDesign
- Microsoft Word or PowerPoint (export to PDF)
- Canva
- Lucidpress

Conclusion

A well-crafted digital transformation strategy PDF is an indispensable asset for organizations aiming to navigate the complexities of digital change. It provides clarity, alignment, and a roadmap for success. By understanding its key components, following best practices for creation and utilization, and continuously updating the document, your organization can build a resilient digital future. Embrace the power of a strategic PDF to communicate your vision, guide your initiatives, and measure your progress in the digital era.

Take Action Today

Start by assessing your current digital landscape and draft a strategic outline. Use the insights from this guide to develop a comprehensive PDF that will steer your digital transformation journey effectively. Remember, clear documentation and stakeholder engagement are the cornerstones of successful digital transformation.

For further guidance and templates on creating your digital transformation strategy PDF, explore industry resources, or consult with digital transformation experts to tailor your strategy to your unique organizational needs.

Frequently Asked Questions

What is a digital transformation strategy PDF and why is it important?

A digital transformation strategy PDF is a document that outlines an organization's plan to leverage digital technologies to improve processes, customer experience, and business models. It is important because it provides a structured approach to navigate digital changes effectively and aligns stakeholders around common goals.

What key components should be included in a digital transformation strategy PDF?

Key components typically include objectives and goals, current state assessment, target digital vision, technology roadmap, change management plan, KPIs for success, and risk management strategies.

How can a PDF format help in communicating a digital transformation strategy?

A PDF format ensures the strategy document is easily shareable, accessible across devices, and maintains formatting consistency, making it effective for communicating complex plans to stakeholders, partners, and employees.

Where can I find sample digital transformation strategy PDFs?

Samples can often be found on industry websites, consulting firms' resources, or business strategy repositories. Many organizations also publish case studies and templates in PDF format to serve as references.

What are the benefits of having a digital transformation strategy in PDF format?

Having the strategy in PDF format allows for easy distribution, version control, secure sharing, and ensures that the document's formatting remains consistent across different platforms and devices.

How do I create an effective digital transformation strategy PDF?

Start by assessing your current digital maturity, define clear goals, involve key stakeholders, outline a detailed roadmap, and use professional tools to compile and format your document. Incorporate visuals and data to enhance clarity.

Can a digital transformation strategy PDF be customized for different industries?

Yes, a digital transformation strategy PDF can be tailored to specific industry needs by including relevant technologies, industry benchmarks, and tailored goals that align with sector-specific challenges and opportunities.

What are some best practices for implementing a digital transformation strategy outlined in a PDF?

Best practices include setting measurable objectives, securing executive sponsorship, fostering a culture of innovation, investing in employee training, and regularly reviewing progress against the strategy's KPIs.

Additional Resources

Digital Transformation Strategy PDF: An In-Depth Investigation into Its Role, Development, and Impact

In the rapidly evolving landscape of modern business, digital transformation has emerged as a critical driver of competitiveness, innovation, and operational efficiency. As organizations seek to navigate this complex journey, a comprehensive digital transformation strategy PDF has become an essential resource—serving as both a blueprint and a communication tool to align stakeholders, articulate objectives, and chart the course forward. This article provides an investigative review of the significance, development, and practical application of digital transformation strategy PDFs, examining their role in shaping organizational success in the digital age.

The Significance of Digital Transformation Strategy PDFs in Modern Business

Defining the Digital Transformation Strategy PDF

A digital transformation strategy PDF is a formal document that encapsulates an organization's vision, goals, initiatives, and roadmap for integrating digital technologies into its business processes and culture. It consolidates strategic insights, operational plans, and technological frameworks into a portable, accessible format—typically shared across leadership teams, employees, and external stakeholders.

This document acts as a guiding compass, ensuring clarity and cohesion during the often complex and multifaceted transformation journey. Its importance is underscored by the need for transparency, stakeholder engagement, and precise communication in an era where digital initiatives can be resource-intensive and strategically critical.

Why Organizations Rely on PDF Documents for Strategy Communication

Despite the proliferation of digital collaboration tools, PDFs remain a preferred format for strategic documents due to several key advantages:

- **Universal Accessibility:** PDFs can be opened on virtually any device or operating system without formatting issues.
- **Immutable Content:** Once finalized, PDFs prevent accidental editing or

alteration, preserving document integrity.

- Professional Presentation: PDFs support high-quality formatting and visual elements, enhancing readability and professionalism.
- Ease of Distribution: They can be easily shared via email or cloud platforms, facilitating widespread dissemination.

In the context of digital transformation, a well-crafted PDF strategy document ensures that all stakeholders—from executive leaders to frontline employees—are aligned with a unified vision.

Developing an Effective Digital Transformation Strategy PDF

Key Components of a Digital Transformation Strategy PDF

Creating a comprehensive and actionable PDF requires meticulous planning and clarity. Typical sections include:

1. Executive Summary
 - Concise overview of the transformation vision and objectives.
2. Current State Assessment
 - Analysis of existing technological capabilities, organizational culture, and market positioning.
3. Vision and Goals
 - Long-term aspirations and measurable targets.
4. Strategic Initiatives
 - Key projects and programs, such as cloud migration, automation, or data analytics.
5. Technology Roadmap
 - Timeline and milestones for deploying new digital tools and platforms.
6. Change Management Plan
 - Strategies for employee engagement, training, and cultural shifts.
7. Metrics and KPIs
 - Success indicators to monitor progress and impact.
8. Risk Management
 - Identification of potential obstacles and mitigation strategies.
9. Governance Structure
 - Roles, responsibilities, and decision-making processes.

Best Practices in Crafting the PDF Document

- **Clarity and Conciseness:** Use straightforward language to make complex strategies understandable.
- **Visuals and Infographics:** Incorporate charts, timelines, and diagrams to enhance comprehension.
- **Stakeholder Input:** Engage cross-functional teams during development to ensure inclusivity.
- **Alignment with Business Objectives:** Ensure digital initiatives support overarching corporate goals.
- **Regular Updates:** Treat the PDF as a living document, updating it to reflect evolving priorities and technologies.

Tools and Templates for Strategy PDF Creation

Organizations often leverage specialized tools and templates to streamline the creation process:

- **Microsoft Word and PowerPoint Templates:** For structured, professional layouts.
- **Adobe InDesign:** For high-quality, visually engaging documents.
- **Strategy-Specific Software:** Platforms like Strategyzer or Smartsheet facilitate collaborative development.
- **Pre-designed Templates:** Many consulting firms and industry associations offer downloadable templates tailored to digital transformation strategies.

Implementing and Utilizing the Digital Transformation Strategy PDF

Dissemination and Stakeholder Engagement

Once created, the PDF must be effectively communicated across the organization:

- **Leadership Briefings:** Present key elements to executive teams to secure buy-in.
- **Workshops and Training Sessions:** Use the PDF as a foundation for educational activities.
- **Internal Portals:** Host the document on intranet sites for ongoing reference.
- **External Communication:** Share selected sections with partners and clients to demonstrate strategic direction.

Engagement is vital for fostering a shared sense of purpose and ensuring active participation in transformation efforts.

Monitoring, Reporting, and Continuous Improvement

The PDF serves as a baseline for tracking progress:

- Regular Reviews: Schedule periodic assessments against KPIs.
- Feedback Mechanisms: Collect insights from teams to identify barriers or opportunities.
- Version Control: Maintain updated versions to reflect changes in strategy or technology.
- Integration with Project Management Tools: Link strategic goals with actionable projects for seamless execution.

Challenges and Limitations of Relying on PDF Strategies

While PDFs are valuable, there are inherent limitations:

- Rigidity: PDFs are static; they lack interactivity or real-time updates.
- Accessibility Issues: Large or complex PDFs can become unwieldy for some users.
- Potential for Obsolescence: Static documents can become outdated if not regularly maintained.
- Limited Engagement: Without supplementary materials, PDFs may not fully motivate or inform staff.

To mitigate these issues, organizations often complement PDFs with digital dashboards, interactive portals, and ongoing communication channels.

The Future of Digital Transformation Strategy Documents

Looking ahead, the landscape of strategic documentation is evolving:

- Interactive Digital Formats: Transitioning from static PDFs to interactive online portals or dashboards.
- Real-Time Collaboration: Using cloud-based tools that allow live editing

and stakeholder input.

- Integration with AI and Data Analytics: Embedding predictive insights and automated updates into strategy frameworks.
- Enhanced Visualizations: Leveraging augmented reality or multimedia elements for immersive understanding.

Despite these innovations, the core principles embodied in well-crafted PDFs—clarity, consistency, and strategic focus—will remain foundational.

Conclusion

The digital transformation strategy PDF remains a vital instrument for organizations navigating the complexities of digital change. Its role as a formalized, accessible, and comprehensive document provides clarity, alignment, and accountability—crucial factors for success in a competitive digital economy. As technology and organizational needs evolve, so too will the formats and tools used to articulate strategic visions. Nonetheless, the fundamental importance of a well-conceived, effectively communicated strategy document endures.

Organizations that invest in developing robust, clear, and adaptable digital transformation strategy PDFs position themselves for sustained innovation, resilience, and growth in the digital era. Embracing both the strengths and limitations of PDF documents, they should view these artifacts as part of a broader ecosystem of strategic tools—integrated, dynamic, and continuously refined to meet the demands of an ever-changing technological landscape.

[Digital Transformation Strategy Pdf](#)

digital transformation strategy pdf: *OECD Digital Economy Outlook 2024 (Volume 2) Strengthening Connectivity, Innovation and Trust* OECD, 2024-11-19 Rapid technological changes characterise the most recent phase of digital transformation, bringing opportunities and risks for the economy and society. Volume 2 of the OECD Digital Economy Outlook 2024 examines new directions in digital priorities, policies and governance across countries. It further analyses developments in the foundations that support digital transformation, drive digital innovation and foster trust in the digital age. Toward this end, Volume 2 assesses access and connectivity trends, and the skills needed to thrive in a digital economy and society. It also explores how to push out the digital technology frontier by harnessing the untapped potential of women. Moreover, it considers how technological innovations can help reach net-zero targets and contribute to protecting the planet. Finally, Volume 2 examines digital security developments and presents new trends in media consumption and trust, attitudes toward privacy and control over personal data, and insights into how exposure to additional context influences the ability of individuals to identify the veracity of information on line. A Statistical Annex completes the volume.

digital transformation strategy pdf: [Innovative and Agile Contracting for Digital](#)

Transformation and Industry 4.0 Shalan, Mohammad Ali, Algarni, Mohammed Ayedh, 2020-12-18 Digital transformation is reshaping the business arena as new, successful digital business models are increasing agility and presenting better ways to handle business than the traditional alternatives. Industry 4.0 affects everything in our daily lives and is blurring the line between the physical, the biological, and the digital. This created an environment where technology and humans are so closely integrated that it is impacting every activity within the organizations. Specifically, contracting processes and procedures are challenged to align with the new business dynamics as traditional contracts are no longer fitting today's agile and continuously changing environments. Businesses are required to facilitate faster, more secure, soft, and real-time transactions while protecting stakeholders' rights and obligations. This includes agile contracts which are dynamically handling scope changes, smart contracts that can automate rule-based functions, friction-less contracts that can facilitate different activities, and opportunity contracts that looks toward the future. Innovative and Agile Contracting for Digital Transformation and Industry 4.0 analyzes the consequences, benefits, and possible scenarios of contract transformation under the pressure of new technologies and business dynamics in modern times. The chapters cover the problems, issues, complications, strategies, governance, and risks related to the development and enforcement of digital transformation contracting practices. While highlighting topics in the area of digital transformation and contracting such as artificial intelligence, digital business, emerging technologies, and blockchain, this book is ideally intended for business, engineering, and technology practitioners and policy makers, along with practitioners, stakeholders, researchers, academicians, and students interested in understanding the scope, complexity, and importance of innovative contracts and agile contracting.

digital transformation strategy pdf: *Digital developments and employment* Wilma Viviers , Ali Parry, Emmanuel Orkoh , Susara J. Jansen van Rensburg, 2024-07-31 There is broad consensus in the literature that job creation and productive employment are critical for building a vibrant, inclusive economy. The digital era has the potential to expand employment by creating new professional pathways and market opportunities, particularly in Africa, which has high levels of unemployment and considerable room for enhanced economic activity. However, advancing digital technologies also pose risks and concerns – notably that machines will increasingly take over the jobs of humans. The effects of digital developments on employment therefore warrant thorough investigation. This book delves into the effects of digital developments on employment in Africa, using both qualitative and quantitative research methods. An important premise in the book is that employment is a leading determinant of inclusive growth, which has become a policy imperative across the continent. Despite a wide range of views on digital developments and employment, there is no well-established, empirically determined relationship between these two phenomena in Africa, which makes policy-making difficult. The book addresses this research gap, giving specific attention to the fact that African countries are far from homogeneous, evidenced by their highly diverse economic activities and varying levels of development. The book is essential reading for scholars in the development economics discipline who have an interest in policy studies and in gaining a holistic appreciation of the employment effects of digital developments in Africa. Such insights will go a long way towards shaping countries' economic and digital policies and putting the continent onto a steadier path towards its digital future.

digital transformation strategy pdf: Developing Digital Governance Choong-sik Chung, 2020-05-06 Why and how did South Korea become the world's top digital government leader? This book examines the Korean model and how it is different from the digital government models of the West, specifically of the United States and the UK. The book also looks at the successes and failures that South Korea has encountered during the process of helping developing nations set up digital governments. The book begins with the origins and historical development of digital governance. It examines digital government strategies and informatization policies in Korea's nation development and its promotion of the information and communications technology (ICT) industry. The book explains that one of the key successes was the result of leadership and a strong pan-governmental

propulsion system, namely ICT governance. The book also suggests a new digital government development model in response to rapid changes in the ICT environment, specifically in view of the Fourth Industrial Revolution. It is a useful reference for developing countries that are looking at developing their own national information master plan, including digital government.

digital transformation strategy pdf: Digital Transformation strategy of the European Commission for the control of Foot-and-Mouth Disease Food and Agriculture Organization of the United Nations, 2022-02-28 The European Commission for the Control of Foot-and-Mouth Disease (EuFMD) developed the Digital Transformation Strategy report to present the main operational and strategic choices related to the introduction of digital solutions and the strengthening of an organizational structure able to allow the development of a culture of innovation based on a learning-centric approach.

digital transformation strategy pdf: Africa-Europe Cooperation and Digital Transformation Chux Daniels, Benedikt Erforth, Chloe Teevan, 2022-11-22 Africa-Europe Cooperation and Digital Transformation explores the opportunities and challenges for cooperation between Africa and Europe in the digital sphere. Digitalisation and digital technologies are not only essential for building competitive and dynamic economies; they transform societies, pose immense challenges for policymakers, and increasingly play a pivotal role in global power relations. Digital transformations have had catalytic effects on African and European governance, economies, and societies, and will continue to do so. The COVID-19 pandemic has already accelerated the penetration of digital tools all over the globe and is likely to be perceived as a critical juncture in how and to what purpose the world accepts and uses new and emerging technologies. This book offers a holistic analysis of how Africa and Europe can manage and harness digital transformation as partners in a globalised world. The authors shed light on issues ranging from economic growth, youth employment, and gender, to regulatory frameworks, business environments, entrepreneurship, and interest-driven power politics. They add much-needed perspectives to the debates that shape the two continents' digital transformation and innovation environments. This book will interest practitioners working in the areas of innovation, digital technologies, and digital entrepreneurship, as well as students and scholars of international relations. It will also be relevant for policymakers, regulators, decision-makers, and leaders in Africa and Europe. The Open Access version of this book, available at www.taylorfrancis.com, has been made available under a Creative Commons Attribution-Non Commercial-No Derivatives 4.0 license.

digital transformation strategy pdf: A Digital Framework for Industry 4.0 Ana Landeta Echeberria, 2020-12-18 This book examines the impact of industry 4.0, and constructs a strategic digital transformation operational framework to prepare for it. It begins by examining the background of industry 4.0, exploring the industrial internet, new business models and disruptive technologies, as well as the challenges that this revolution brings for industries and manager. The research enhances our understanding of strategic digital transformation framework within industry 4.0. It will be valuable reading for academics working in the field of industry 4.0 and strategy, as well as practitioners interested in enhancing their firms' readiness for industry 4.0.

digital transformation strategy pdf: Conflict Management in Digital Business Fahri Özsungur, 2022-09-15 Providing readers with a unique guide of how businesses can achieve resilience to digital conflict, Conflict Management in Digital Business helps prepare for unexpected situations such as pandemics, to maintain competitive advantage, and illuminating pathways to turn conflicts caused by extraordinary situations into opportunities.

digital transformation strategy pdf: New Strategy Models in Digital Entrepreneurship Yazıcı, Ayşe Meriç, Albattat, Ahmad, Valeri, Marco, Hassan, Viana, 2024-08-09 The changing digital landscape has many organizations grappling with the challenge of adapting to unprecedented changes and innovation. The absence of a universally accepted definition of digital strategy exacerbates the complexity, leaving leaders uncertain about how to navigate this journey. Inertia becomes an untenable response to the urgent questions organizations face in a digitized world—how to seize digital opportunities, mitigate threats, and transform traditional values into digital assets.

New Strategy Models in Digital Entrepreneurship emerges as the definitive solution for academic scholars seeking clarity and guidance in the realm of digital strategy. The book offers a comprehensive collection of papers that explore traditional paradigms, contemporary approaches, and innovative research methodologies. It serves as a beacon for practitioners, academicians, postgraduate and undergraduate students, and librarians, providing a roadmap for formulating and executing robust digital strategies. From theoretical foundations to the application of innovative business models, the book presents a holistic approach to navigating the complexities of digital transformation.

digital transformation strategy pdf: Internet of Things, Smart Spaces, and Next Generation Networks and Systems Olga Galinina, Sergey Andreev, Sergey Balandin, Yevgeni Koucheryavy, 2017-10-03 This book constitutes the joint refereed proceedings of the 17th International Conference on Next Generation Wired/Wireless Advanced Networks and Systems, NEW2AN 2017, the 10th Conference on Internet of Things and Smart Spaces, ruSMART 2017. The 71 revised full papers presented were carefully reviewed and selected from 202 submissions. The papers of NEW2AN focus on advanced wireless networking and applications; lower-layer communication enablers; novel and innovative approaches to performance and efficiency analysis of ad-hoc and machine-type systems; employed game-theoretical formulations, Markov chain models, and advanced queuing theory; grapheme and other emerging material, photonics and optics; generation and processing of signals; and business aspects. The ruSMART papers deal with fully-customized applications and services. The NsCC Workshop papers capture the current state-of-the-art in the field of molecular and nanoscale communications such as information, communication and network theoretical analysis of molecular and nanonetwork, mobility in molecular and nanonetworks; novel and practical communication protocols; routing schemes and architectures; design/engineering/evaluation of molecular and nanoscale communication systems; potential applications and interconnections to the Internet (e.g. the Internet of Nano Things).

digital transformation strategy pdf: OECD Development Pathways Development Strategy Assessment of the Eastern Caribbean OECD, 2022-10-07 Eastern Caribbean countries enjoy rich natural endowments and have achieved significant economic development. Throughout the last decades, they have also been confronted with a number of rising economic, social and environmental challenges.

digital transformation strategy pdf: *Eurasian Business and Economics Perspectives* Mehmet Huseyin Bilgin, Hakan Danis, Ender Demir, Adam Zaremba, 2022-03-28 EBES conferences have been intellectual hub for academic discussion in economics, finance, and business fields and provide network opportunities for participants to make long lasting academic cooperation. This is the 21st issue of the Eurasian Studies in Business and Economics (EBES's official proceeding series) which includes selected papers from the 34rd EBES Conference - Athens. Due to the COVID-19, the conference presentation mode has been switched to online/virtual presentation only". In the conference, 148 papers by 296 colleagues from 40 countries were presented. Both theoretical and empirical papers in this volume cover diverse areas of business, economics, and finance from many different regions. Therefore, it provides a great opportunity to colleagues, professionals, and students to catch up with the most recent studies in different fields and empirical findings on many countries and regions.

digital transformation strategy pdf: Business Process Management: Current Applications and the Challenges of Adoption Renata Gabryelczyk, Tomislav Hernaus, 2020-01-01 Business Process Management (BPM) has been evolving for over 25 years in information systems research, management science, and organizational practice (Vom Brocke & Mendling, 2018). The earliest characteristics of BPM concentrated around process analysis, improvement and control, in a less strict manner that required reengineering (Elzinga, Horak, Lee, & Bruner, 1995). More mature approaches, observed since the year 2000, have been promoting the so-called process thinking, i.e. managing an organization from a process-based point of view. These approaches emphasize that process and team work oriented organizational structures should be aligned with

other management systems. Process management should be holistic by its nature so as to cover an entire organization. Although BPM researchers stressed the need for system thinking at that time, published literature distinguished two perspectives of looking at BPM: the organizational perspective and the technological perspective of BPM. From the organizational perspective, authors focused on a number of key factors, i.e., process governance, a process-based organizational structure concept, customer orientation of internal and external processes, managing an organization based on process outputs, building process relations, and improving process maturity throughout the customer value chain, as well as through strategically aligning process initiatives to organizational objectives. From the technological perspective, the key factors of interest to authors, referred to as BPMS (Business Process Management System), include IT methods, techniques and tools that support the designing, implementation, modeling and simulation of business processes and are considered to be an extension of classical workflow systems or an environment for designing management support IT systems, e.g. ERP class systems. An integrated and interdisciplinary approach was proposed in the framework of six core BPM elements required for the holistic and sustainable use of process management (Rosemann & Vom Brocke, 2010). These include strategic alignment, governance, methods, information technology, people and culture. In this sense, technology is only one of six closely interrelated elements. Currently, there are two distinct directions in the evolution of BPM: traditional BPM and digital BPM. The former encompasses methods, techniques and systems that traditionally lead to increased organizational efficiency and to improved process effectiveness and flexibility. Although studies on BPM have been continuously evolving, some research gaps still remain open. The traditional understanding of process management seems particularly vital to organizations in developing economies, which sometimes follow practices and models that were designed and tested in highly developed countries, but should also be committed to drawing on their own experience and understanding of their local business environment (Gabryelczyk & Roztock, 2018). Research on BPM in this traditional focus is still needed to better document, implement and improve idiosyncratic business processes in the context of an organization, environment, culture, and country. This is also confirmed by research conducted under the JEMI Special Issue on Business Process Management. Besides the traditionally shaped approach to BPM, organizations increasingly treat BPM as a driver of organizational innovation and as an essential part of the digital transformation (Vom Brocke & Schmiedel, 2015). New digital technologies such as social media, digital platforms, big data and advanced data analytics, blockchains, robotics, etc., enable development and growth in a constantly changing environment. To take advantage of these opportunities in the digital world, organizations require new BPM competences and capabilities. However, digital disruption creates quite a challenge for the BPM research community. How can BPM capabilities be developed in order to achieve adaptability, growth, flexibility, and agility? How can BPM foster innovations within and throughout organizations? These are just some of the issues for future BPM-related research. Threads associated with employing BPM for digital transformation have been included in a proposed Special Issue on BPM. This Special Issue on BPM consists of six articles including contributions from invited authors from three transition economies: Croatia, Slovakia, and Poland. All of the papers focus on applications of the process approach to management or directly to the adoption of Business Process Management. The majority of articles relate to the traditional BPM thread, although the indicated BPM alliances with other concepts such as Knowledge Management, Change Management, and Project Management are worthy of note. Only one article addresses the topic of BPM in the context of digital transformation. The nature and structure of these articles may be indicative of the current motivational factors and process maturity levels of organizations adopting ordinary and/or advanced BPM practices. When analyzing the content of individual articles, we pay attention to the factors underlying BPM adoption. We understand the primary motivation to be the expected benefits from BPM. Therefore, we can assume this Special Issue to be a contribution to BPM development in the form of the indicating motivation and triggers for BPM adoption. The first paper, by Jerzy Auksztol and Magdalena Chomuszek, proposes a process-based approach to construct a Data Control

Framework for Standard Audit File for Tax (SAF-T). The process approach is used to redesign the internal financial control processes and procedures of an organization to meet the new requirements of a fiscal audit. The process approach, combined with risk management and quality management, is, therefore, a tool supporting entrepreneurs adapting to new regulations imposed on them by their external environment, particularly those of tax authorities. Therefore, in this case, the main motivation for adopting elements of BPM was the impact of external environment factors. The paper by Ana-Marija Stjepić, Lucija Ivančić, and Dalia Suša Vugec focuses on the link between Business Process Management and digital transformation. The authors have developed a theoretical framework for the emerging role of BPM in digitalization and as a guide for researchers and practitioners conducting digital transformation initiatives in organizations. The results obtained in the article prove that the set goals and expected benefits of digital transformation can be achieved by a rethink and improvement of the processes, with a particular focus on end-to-end customer processes through supply chain management. Based on this article, we can conclude that one of the main motivational factors for BPM adoption is a desire to obtain the benefits of digital transformation. The article written by Miroslava Nyulásziová and Dana Paľová takes up the issues of using and linking the process approach and BPM lifecycle with the designing of decision support systems. The authors of this paper have developed an innovative system for decision support by implementing modeling, analysis, and improvement methods to the transportation process in the studied organization. The forwarding company's case study presented in the paper also shows how BPM adoption began with a single main process that has been streamlined and automated. Therefore, the motivations for BPM adoption were not only operational, relating to the optimization of the cost of the process, but also managerial, oriented on improving the decision-making process. The use of information technology allowed the full exploitation of the potential for process improvements. The next paper by Olga Sobolewska is about incorporating the issues of BPM into the contemporary challenges of network organizations. The author claims that the organization's orientation towards both business processes and knowledge management is a strong success factor for network cooperation. The author argues that modern organizations should focus on managing knowledge-oriented processes to become attractive to cooperation partners for network organizations. In this article, BPM adoption is of a strategic nature for the purposes of undertaking new forms of cooperation. The paper by Hubert Bogumił has an interdisciplinary character and, in a unique way, shows the connections between the concepts of process management, organizational change management, and IT project management. The author undertook the challenge of examining how problems for organizations managing IT projects facilitate in different ways the use of distinctive approaches to improve business processes. The author emphasizes that the main difficulty is the fact that modern organizations most often use a hybrid approach, with elements of both traditional project management and agile. The need to create a work environment that takes into account the risk of unexpected system and business regression, as well as a diagnosis of the causes and methods of its mitigation, is the initial research result in this paper. This article contributes to the development of BPM governance and integration of IT governance. The motivational factors for BPM are multi-faceted, as is the scope of the article. However, their managerial and cultural character (related to methods of communication and rules of cooperation in teams) should be emphasized. The article by Agnieszka Bitkowska concerns the integration of the concept of Knowledge Management and BPM. The author restates in her article that the identification, acquisition, presentation and documentation of knowledge are not independent tasks, but are implemented within business processes. In this paper, the correlations between BPM and Knowledge Management have been examined and the benefits and practical implications resulting from the integrated implementation of both concepts are emphasized. In the case of this article, BPM adoption can be a success factor for the implementation of Knowledge Management and the achievement of associated benefits. Studying Business Process Management from the different angles presented in this Special Issue should enrich our understanding of current BPM practices and better realize future challenges, especially those related to BPM development in the context of

digital transformation and the integration of BPM with other management-related concepts. In addition, the contribution made by the authors of this Special Issue allowed us to see various motivations and triggers for BPM adoption, from operational, to managerial, strategic, cultural and technological ones, and those driven by the external environment. We would like to thank the authors for their contribution to this Special Issue. We would also like to thank all the reviewers for their valuable comments, which helped the authors improve their articles significantly. We are firmly convinced that the BPM research results presented in this Special Issue will help strengthen the existing body of BPM knowledge. We recommend reading the related issue of the JEMI journal to the wider community of BPM researchers, practitioners, and enthusiasts. Guest Editors Renata Gabryelczyk, Tomislav Hernaus Acknowledgments The editorial work on this Special Issue was supported by the Polish National Science Centre, Poland, Grant No. 2017/27/B/HS4/01734.

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