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## **O P O N E N T ' S   R E V I E W**

### **Dissertation work**

**Author:** Fortune Nwaiwu

**Thesis title:** The Digital Transformation of Business: A Proposed Framework for Achieving Organisational Transformation

**Degree program:** Economics and Management

#### a) Topicality of dissertation thesis

Many companies are currently struggling with a lack of knowledge and experience focused on digital transformation processes. For this reason, the dissertation can be considered as an important contribution to clarifying the key dependencies of selected process technologies. Important milestones of this dissertation work is the effort to develop the model of valuable information system that can navigate the company in the process of digital transformation. I consider the activity - presented in the first chapter – to compare the three contexts: industry, academic and societal as very well. The above comparison provides a meaningful basis for setting of relevant scientific goals, formulation of the scientific problem and methodological proposal of a solution in the researched area. As the student right identified “digital transformation is about the way technology used and consumed”.

Many companies are currently faced with the complex challenge of setting up an appropriate business model and follow-up business strategy that will reflect the digital process model and new digital challenge of the future. The priority placed on setting up digitally controlled processes raises a number of questions associated with the development of complex and at the same time systemically conceived concepts. The mentioned dissertation seeks research and setting of key process pillars, for this reason it will certainly be an inspiration for further scientific research.

#### b) Problem solving procedure and results achieved by dissertation thesis

The student introduces the scientific research with one important step – a clear definition of the terminology used for the scientific research and problem solving. It thus declares the need for a completely clear system thinking process, which is absolutely crucial for the business process digitization. Research problem, describes in the chapter 2.2 he points to the absence of standardized and generally applicable parameters or models for digital transformation process setting. According to this fact, he right and adequate defined 4 research questions, that are compatible with the core of interests by companies process digitization. From the point of view of the development of methodology for digital transformation, chapter 3.3 is interesting, the

student develops here a scientific relevant discussion on the topic of contextual digital transformation. The combination of results presented in this chapter and the core components of methodology proposal give attention on the logical argumentation of the need to define and standardize the processes associated with the concepts of company's digital transformation. Research design, presented in the figure 2, contents relevant attributes of layers setting, required for achieving the research design in order to ensure a logical research methodology. Presented bibliometric analysis of publications on digital transformation shows the focus areas and research gaps that exists in current research. The results from bibliometric comparison are valid for the model proposal confrontation with the actual level of knowledge and experiences in the processes of digital transformation.

The research hypotheses based on the diagram of the modified TAM model are presented with relevant comments in the figure 17. Author added there the relevant explanations relevant to the analytical process modelling and model quantification. As the basis for blocks structure by holistic digital transformation model he developed the complexly process of value added.

c) Importance for practice and for the development of scientific field

Practical recommendations are oriented in the area of profitability, business planning and organization in the long-term horizon. It is directly connected with the process changes, depending from the optimal decision-making processes. From the point of view of scientific research, I appreciate serious research and the design of iterative links for digital transformation processes. However, there is no mathematical model that describes the complex context of variables and proposes an optimization criterion for the selected model of digital transformation.

d) Formal site of dissertation thesis

Dissertation thesis are formally processed according to the required documents.

e) Student's publication activity

Author (Fortune Nwaiwu) realized qualified literature review, based on the books and web of science indexed journals. From the overview of used literary sources, it is evident to focus on the area of different perspectives on the processes of digital transformation, it is a comprehensive view of the issue. His own publishing activity points to a clear focus on digital transformation processes. It can be also seen the responsible approach to the selection of the scientific journals (indexed in WoS and Scopus) that are directly related to the topic of the dissertation.

**With regard to the submitted outputs of the doctoral dissertation work,  
I recommend after the successful defence the Ph.D. degree for student  
Fortune Nwaiwu.**

Questions to the dissertation thesis:

1. In figure 12 is presented the first iteration of the proposed digital transformation framework. It is possible to identify the critical process productivity points for the

field "Leadership" (productive throughput, bottlenecks or value added index)? Who is responsible in the company for a leadership of digital transformation process?

2. The second iteration (figure 13) and third iteration (figure 14) integrate the phenomena of organizational culture, strategy in the model proposal. Based on the comparison of these figure contents, it is possible to explain the advantages and disadvantages of sorting these parameters (organizational culture and strategy) in a complex scheme? There is evident the difference between bottom up and top down thinking process.
3. Which criterions are important by the decision-making processes in the area of digital transformation? It is possible to identify optimization criterion as a basic metric for successful digital transformation in the company?

Zlín, 28<sup>th</sup> Juni 2021

A handwritten signature in blue ink, appearing to read "Chromy", with a stylized flourish at the end.

