



WARWICK BUSINESS SCHOOL  
THE UNIVERSITY OF WARWICK

## ISM SEMINAR Autumn Term 2018-19

**Speaker:** Robert W. Gregory, IESE Business School

**Title:** The Digital Transformation of Organizational Deep Structure

**Date:** Tuesday 2 October 2018

**Venue:** 2.007, WBS Scarman Road

**Time:** 14.00

**Abstract:** As incumbent firms embark on digital business strategy execution, misalignments of existing organizational structures and practices with new forms of organizing for digital innovation become salient, creating significant energy for a new type of IT-enabled organizational transformation. However, we have very little understanding about the nature of this phenomenon referred to as digital transformation. We conducted an in-depth single-case study of a large bank in Asia which appointed a new CEO to become 'the bank of choice for the new Asia'. By drawing on the grounded theory method to examine the bank's execution of digital business strategy, we discovered three central mechanisms placing digital technology at the epicenter of the observed organizational transformation – consumerization, platformization, and datafication. Following the idea of doing grounded theory with an open mind yet not an empty head, we drew on the established meta-concept of organizational deep structure to elevate our findings about how these three processes related to digitalization ultimately lead to the transformation of deep structure, including organizational arrangements, control systems, and power structures. An important influencing factor we identified for the process and ultimately the outcome of this transformation is organizational leaders' digital mindset, which refers to the leadership's ability to blend old and new ways of identifying problems, mobilizing resources, and resolving trade-offs in the digital business era. By illuminating the nature and process of digital transformation in organizational context, our mid-range theory extends IS literature on digital business strategy execution and IT-enabled organizational transformation.

**Biography:** Robert W. Gregory serves as Assistant Professor in the Information Systems Department at the Barcelona campus of IESE Business School since September 2013. He holds a combined Bachelor's and Master's degree (Diploma) in Management Information Systems from the University of Cologne, a Master's degree in International Management from the Community of European Management Schools and a PhD in Business Administration (especially Information Systems) from Goethe University Frankfurt. He received the Alcatel-Lucent dissertation award in 2011 and the Early Career Award from the global Association for Information Systems in 2016. Robert's research focuses on phenomena related to digital innovation and how they drive the transformation of organizations and institutions. His works have appeared in Management Information Systems Quarterly, Information Systems Research, European Journal of Information Systems, IT & People, and other journals. Currently, he serves on the editorial review board of the Journal of the AIS.

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