Exploring Digital Transformation and Digital Culture in Service Organizations

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1. Introduction

- Digital transformation changes the way how companies and individuals operate and interact with their surrounding environment.

- New digital channels provide service companies both opportunities and threaths

- **Focus:** exploring digital transformation and digital culture in the context of service management.

- Digitalization is a long term effort that requires not only technology and latest devices but also appropriate **mindset and culture**

Microsoft Team Collaboration Tools: Groups and Teams
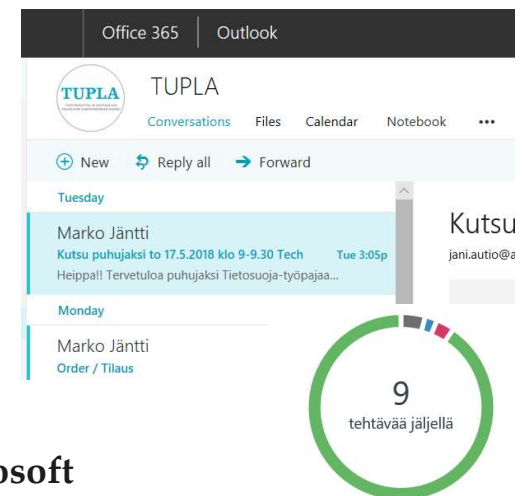
Microsoft Task Management Tools: Planner

2. Research Problem and Main Contribution

- The research problem of this study is: How digital transformation and digital culture are visible in service provider organizations?
- The main contribution of this paper is to provide findings on
  - challenges in digitalization,
  - digitalization patterns that exist in daily service management work and
  - actions service employees are performing to develop and contribute to the digital culture.

3. Research Methods

Data Collection

Case Organizations		
Documentation	Case narratives on digital transformation from Digital Services (DPO) course organized by TUPLA project
Archives/Records	Incident, service request records, RFC records, Trello task records
Interviews/ discussions	HR designer, CEO of marketing agency, ITSM process consult, CFO, business manager; open digitalization related discussion in Akateeminen Vartti; 2 Subject Matter Experts: an ICT consultant, a service manager
Participative observation	Workshops on digital transformation, cloud service management event

4. Results

- **A. How service employees see the role of digitalization in their daily work?**

  - In my current work, I "**grill "myself** to use various technical devices and explore how visual and informative content works in those. **The job description** of a graphical designer is much **broader** nowadays. **Categories:** Exposure for new technologies, creativity, job diversity.

  - Many customers are **expecting unrealistic features** from us and get disappointed if we are unable to provide those. Cloud, Mobile, Big Data and Social are visible in our business. **Categories:** Customer expectation management, cloud, mobile

  - Digitalization has enabled us **fasten the order processing** and invoicing, **planning workflows** better, **decrease** work-related **costs** by automating financial management. **Categories:** Automation, robotics, planning workflows.

4. Results

- B. What types of challenges digitalization causes to service organizations?
    - Competence and skill levels are varying. Part of employees are not able to stay in fast moving "**digitalization train**"
    - Digitalization increases the number of **information security risks**
    - Digitalization increases **uncertainty and worrying about job stability**. Are robots taking our service jobs?
    - Digitalization may lead to **digi addiction** where attention may be paid to unrelevant issues
    - Digital transformation highlights the role of **data privacy**
    - Communication and uncertainty together may increase the risk of being **misunderstood**
    - Being **available 24/7** in digital service channels may cause stress/burnouts

4. Results

- C. How digital culture can be strengthened in service organizations?
    - As most important issue I would see improvement of **management's digital skills** and more open and stronger development of digital culture
    - I would consider usability and reliability aspects very important while introducing new digital devices.
    - While developing a digital culture I consider important to change the biggest barriers of digitalization. These are organizational culture, people and lack of technical competences.
    - While developing a digital culture, the most important thing is to get all employees to use same digital solutions
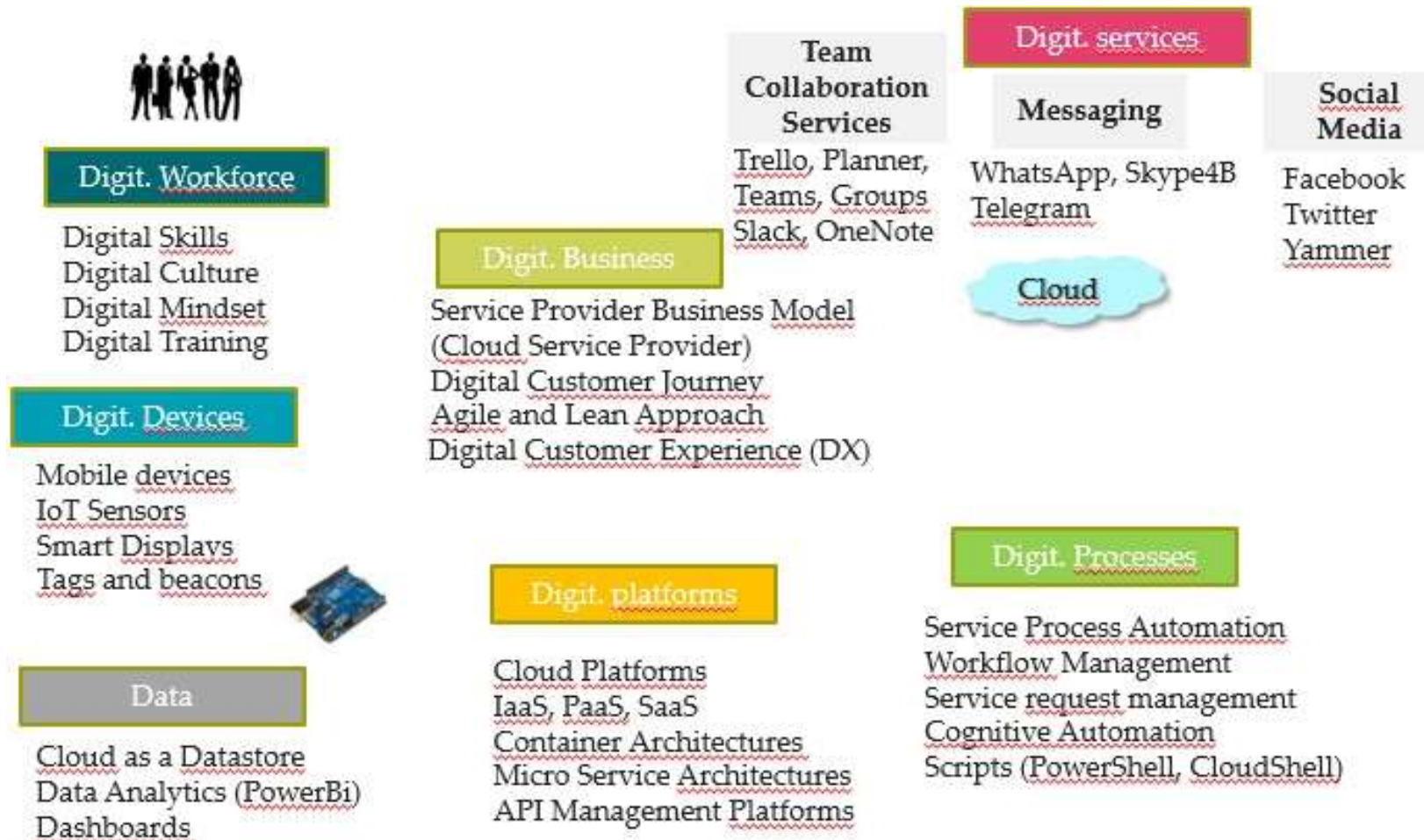
Open digital culture

Management's digital skills

Organizational culture

Usability

Digital culture   Competences

Reliability

Using unified digital solutions   People

4. Results

RQ	Categories
RQ1 Role of digi	Exposure for new technogies, creativity, job diversity
RQ1	Customer expectation management, cloud, mobile
RQ1	Continual improvement, growth, differentiation
RQ1	Automation, robotics, planning workflows
RQ1	Freedom in choosing tools, managed introduction
RQ1	Cloud synchron., mobility
RQ2 Challenges	Increased number of infor. security risks
RQ2	Uncertainty and worrying about job stability
RQ2	Digi addiction, Lack of focus
RQ2	Data privacy, high availability leading to stress
RQ3 Dig culture	Digital training for mgmt, engaging employees
RQ3	Leading with example, support for an explorer culture
RQ3	Usability, reliability, simpliness, recruitment
RQ3	Open communication, reducing false expectations
RQ3	Slow transformation and translation, motivation and support
RQ3	Same solutions to everybody

4. Results

Digital Workplace Model framework

Digit. Workforce

Digital Skills
Digital Culture
Digital Mindset
Digital Training

Digit. Devices

Mobile devices
IoT Sensors
Smart Displays
Tags and beacons

Data

Cloud as a Datastore
Data Analytics (PowerBi)
Dashboards

Digit. Business

Service Provider Business Model
(Cloud Service Provider)
Digital Customer Journey
Agile and Lean Approach
Digital Customer Experience (DX)

Team Collaboration Services

Trello, Planner,
Teams, Groups
Slack, OneNote

Digit. platforms

Cloud Platforms
IaaS, PaaS, SaaS
Container Architectures
Micro Service Architectures
API Management Platforms

Digit. services

Messaging

WhatsApp, Skype4B
Telegram

Cloud

Social Media

Facebook
Twitter
Yammer

Digit. Processes

Service Process Automation
Workflow Management
Service request management
Cognitive Automation
Scripts (PowerShell, CloudShell)

5. Further research

- How digitalization affects productivity and wellbeing at work?
- How to use AI in IT service management?
- Event management & IoT in IT service management
  - IoT events to the ITSM tool

Thank you! Comments / Questions?

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