

# Advancing Theoretical Diversity on the Normalisation of Digital Transformations (Norm-DT)

Samson Oludapo, Noel Carroll, Markus Helfert

## 1 BACKGROUND:

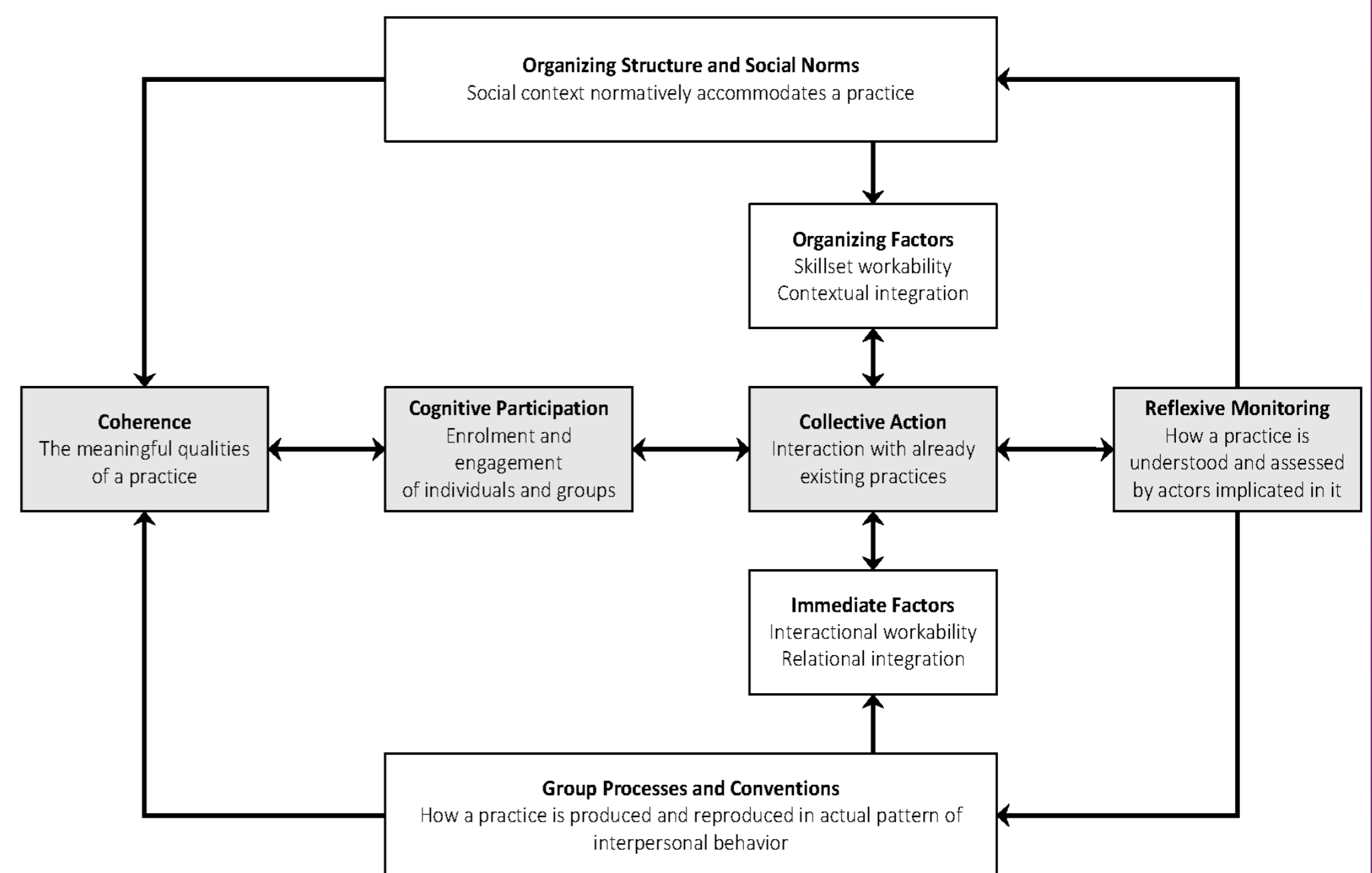
- Digital transformation is regarded as essential for organisations to survive
- Yet estimates indicate that 70-90% of digital transformations fail.
- Transformations require a sense of urgency, pace, and scale, while embedding new technologies, structures, and cultures, etc.
- Weak assumptions on how to effectively implement, manage, and sustain a digital transformation
- Lack of theoretical development to explain the normalisation of a digital transformation.

### Normalisation of Digital Transformations

- Normalisation refers to "the work that actors do as they engage with some ensemble of activities and by which means it becomes routinely embedded in the matrices of already existing, socially patterned, knowledge and practices" (May and Finch, 2009).

## 2

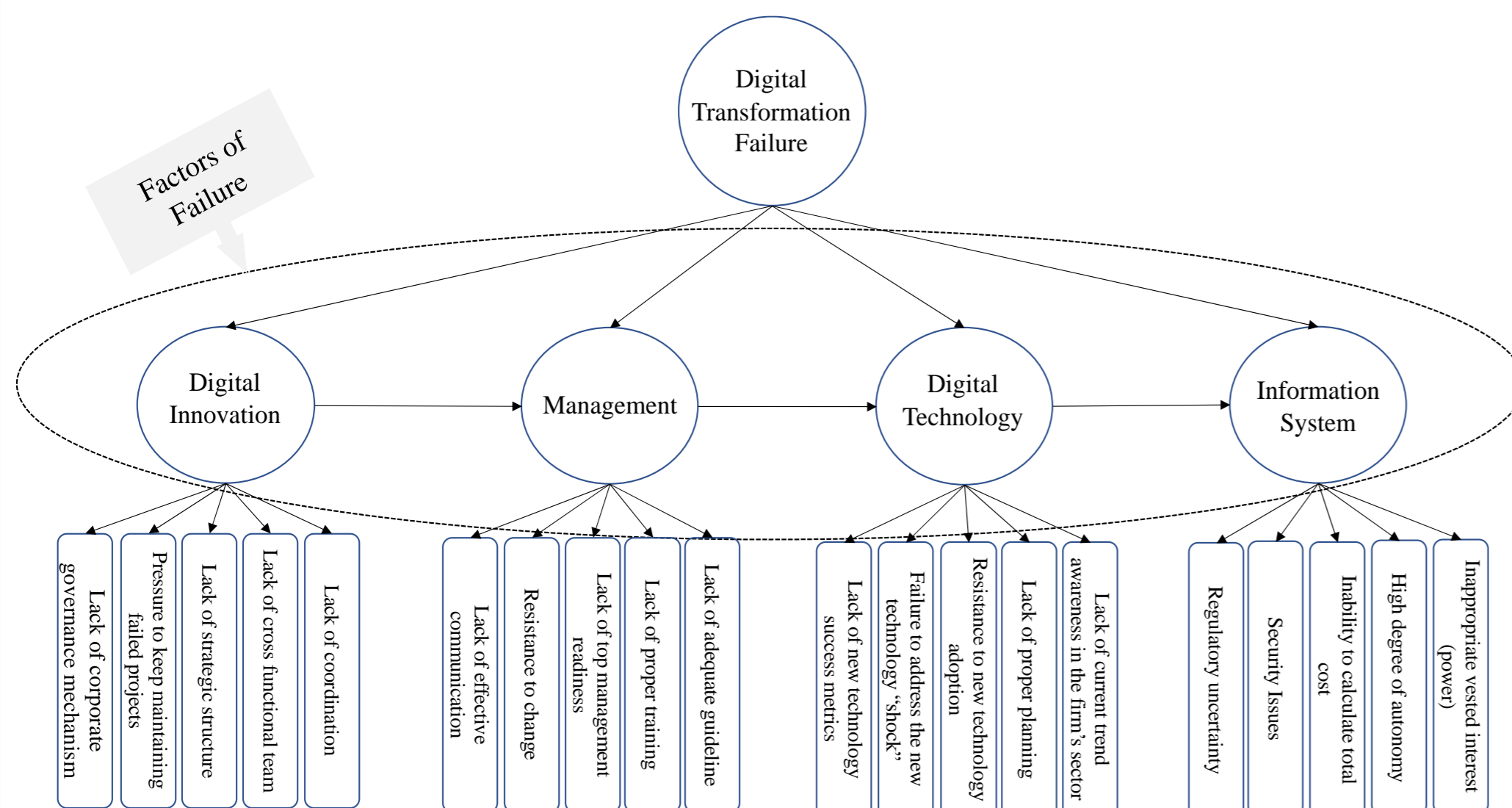
- Normalisation Process Theory (NPT) was chosen to focus on the implementation, embedding and integration of new technologies and organisational innovations which allows us to challenge assumptions around embedding change during transformations (Fig. 1).



May, C. and Finch, T. (2009). Implementing, embedding, and integrating practices: an outline of normalization process theory, *Sociology*, 43(3), pp. 535-554.

## 3 PRELIMINARY FINDINGS:

- Limited advancements in understanding DT failure.
- Lack of conceptual and empirical clarity.
- Overreliance on generic / loose terms like 'technology' and 'management' without pinpointing specific failure points (Fig. 2).
- Future research opportunities.



Oludapo, S., Carroll, N., & Helfert, M. (2024). Why do so many digital transformations fail? A bibliometric analysis and future research agenda. *Journal of Business Research*, 174, 114528. <https://doi.org/10.1016/J.JBUSRES.2024.114528>

## 4 PROGRESS:

### PhD (Samson: focus on Digital Transformation process)

- Journal of Business Research: "Why do so many digital transformations fail? A bibliometric analysis and future research agenda"
- UKAIS 2023: Investigating the Post-Implementation of Digital Transformations.
- Identification of case studies for PhD research.

**Literature Review:** Develop an understanding of the digital transformation process and factors leading to failed digital transformations.

**Case Studies:** Examine trends and challenges associated with the digital transformation process to understand how digital transformation become implemented, embedded, and sustained in practice

**Theory of Digital Transformation:** Synthesis case study findings to develop a theory on digital transformations (building on NPT). Validate the theoretical development across industry practitioners

**Industry Engagement:** presented research at several industry events and webinars with opportunities for collaboration and new educational initiatives. For example, developed a *Citizen Development Student Hub* collaboration with the Project Management Institute and Microsoft.

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