

MITTPUNKTEN SVIKTAR

OM DEN VIDUNDERLIGA KONSTEN ATT STUDERA DIGITALISERING

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Swedish Center for Digital Innovation

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Digital ambidexterity in the public sector: empirical evidence of a bias in balancing practices

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Abstract: The purpose of this study is to explore and discuss the balancing practice (BP) as digital ambidexterity in a public sector. The research design is an intervention case study in a large administrative setting. The objective is to examine the influence of different internal organizational strategies on BP. The results show that the intervention has a significant impact on BP. The results also show that the intervention has a significant impact on BP. The results also show that the intervention has a significant impact on BP.

Keywords: Ambidexterity, digitalization, public administration, balancing, intervention studies, digital transformation.

Research limitations/implications: The limitations of this study are mainly related to the nature of the intervention case study and the generalizability of the results. The limitations of the study are mainly related to the generalizability of the results. The limitations of the study are mainly related to the generalizability of the results.

Practical implications: The study shows the importance and relevance of BP in the digital and hybrid environment. The study shows the importance and relevance of BP in the digital and hybrid environment.

Theoretical implications: The study shows the importance and relevance of BP in the digital and hybrid environment. The study shows the importance and relevance of BP in the digital and hybrid environment.

General implications: The study shows the importance and relevance of BP in the digital and hybrid environment. The study shows the importance and relevance of BP in the digital and hybrid environment.

Methodological limitations: The study shows the importance and relevance of BP in the digital and hybrid environment. The study shows the importance and relevance of BP in the digital and hybrid environment.

Originality/Value: This is the first study about digital ambidexterity in a public sector. The study shows the importance and relevance of BP in the digital and hybrid environment. The study shows the importance and relevance of BP in the digital and hybrid environment.

Supplementary information: This article contains supplementary material available online at <http://dx.doi.org/10.1080/09640565.2023.2234000>.

ACCELERERAD DIGITALA OFFENTLIG SEKTOR

Förmågor, uppförer och beför

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Hélio Leônidas Scholl · Anderson Zambonelli (Eds.)

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Electronic Government

19th IFIP WG 5.11 International Conference, EG2010
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Proceedings



ifip

The image shows the front cover of a book. The title 'Information Technology Governance in Public Organizations' is prominently displayed in large, bold, black font. Below it, 'Theory and Practice' is written in a smaller, regular black font. The authors' names, 'Lazar Rass, Gunther Weiß, Editors', are also present. The background of the cover has vertical stripes of yellow and red. At the bottom right corner, the Springer logo is visible.

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OPEN

EMPIRICAL RESEARCH

Efficiency creep and shadow innovations: enacting ambidextrous governance in the public sector

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ABSTRACT
The current push towards increased innovation within the public sector calls for new approaches to IT Governance. However, recent findings highlight the risk to avoid trade-offs between innovation and efficiency through organisational ambidexterity. This paper reports a case study of ambidextrous IT Governance in two large government agencies. According to the findings, ambidextrous IT Governance is enacted through two separate but interrelated mechanisms that emerge simultaneously. In terms of exploitation, the "efficiency creep" mechanism creates a bias for efficiency – rather than innovation and/or innovation. In terms of exploration, the "shadow innovation" mechanism motivates unstructured innovation activities. These two mechanisms interplay in the enactment of ambidextrous IT Governance. The contribution of this study lies in theorising about how ambidextrous IT Governance is enacted in public sector organisations, and how efficiency creep and shadow innovation influence each other. This contribution adds future research and practice on public sector innovation and IT Governance.

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Closeness and distance: configurational practices for digital ambidexterity in the public sector

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Marc Bremmer
Capgemini Sweden, Stockholm, Sweden, and
Alessandro Fornari
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Digital
authenticity

The image shows the front cover of a book titled 'Enterprise System Platforms' by Johan Magnusson and Anders Wiklund. The cover features a dark background with a grid of colored dots at the bottom. The title is prominently displayed in large, white, serif capital letters. Below the title, the subtitle 'Transforming the Agenda' is written in a smaller, white, sans-serif font. At the very bottom, the authors' names are listed in a small, white, sans-serif font.

måga
ban Ask

Urban
Systems

INTERAKTIV VISUALISERING AV DIGITAL MOGNAD

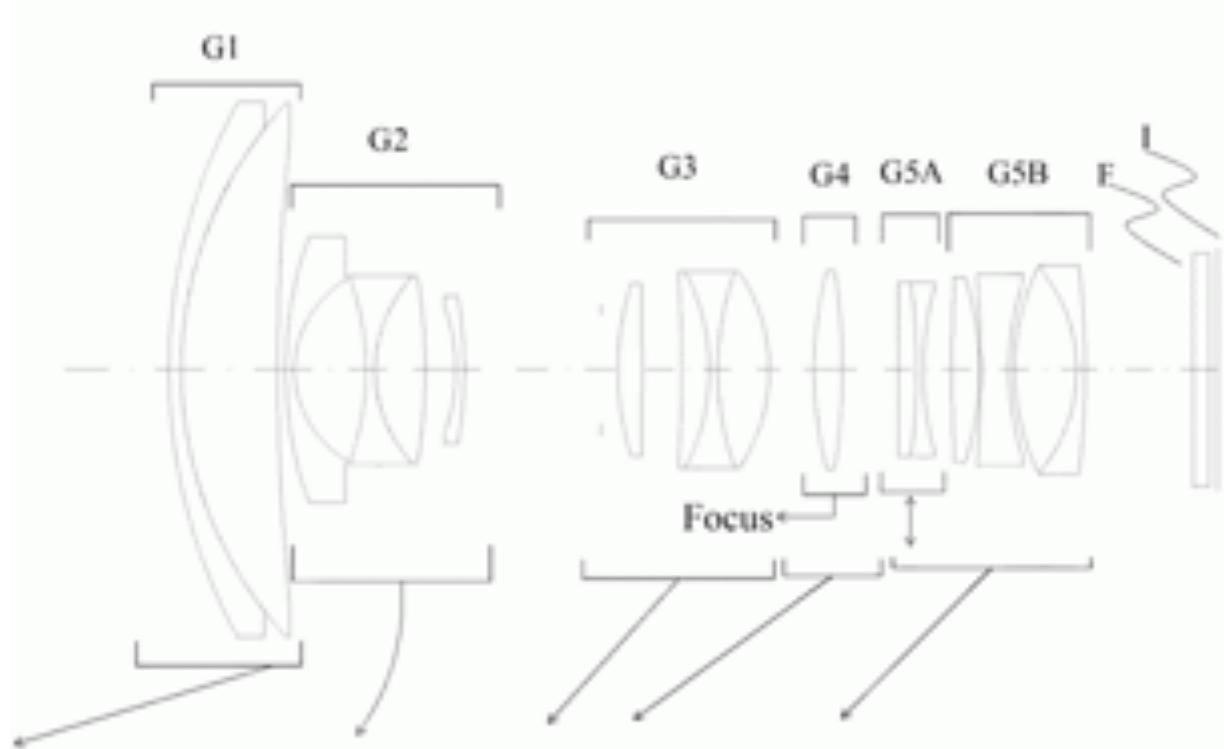


SCDI

Turning and turning in the widening gyre
 The falcon cannot hear the falconer;
Things fall apart; the centre cannot hold;
 Mere anarchy is loosed upon the world,
The blood-dimmed tide is loosed, and everywhere
 The **ceremony of innocence is drowned**;
The best lack all conviction, while the worst
 Are full of passionate intensity.

Yeats, W.B., The second coming, 1919

Alternativa perspektiv på "Shoulders of Giants"



"The ship of theory is no longer navigated with the aid of a compass, but rather by looking at the figurehead."

Luhmann, 1983, p 988.



“Economic theory has suffered in the past from a failure to state clearly its assumptions. Economists in building up a theory have often omitted to examine the foundations on which it was erected.”

Coase, 1937, p. 386

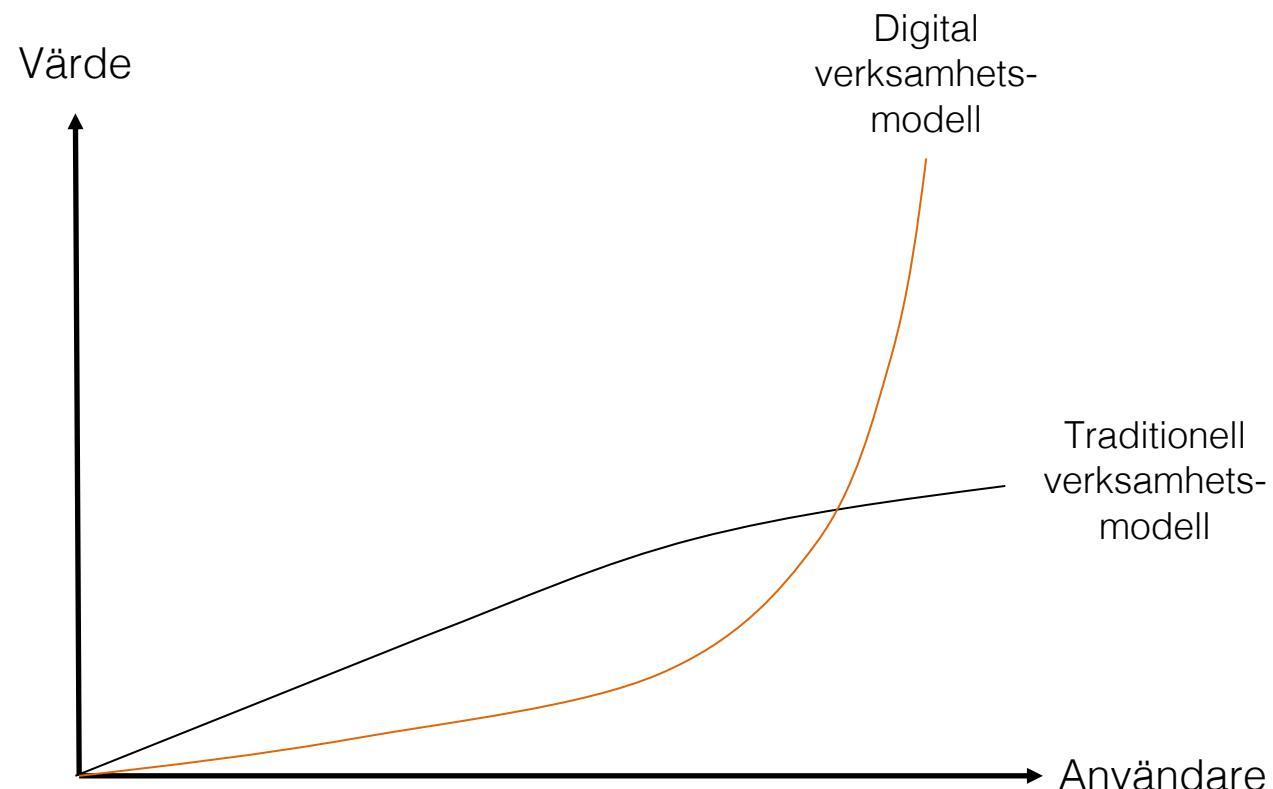
Räkenskapens dag



Michael Porter, 1947-



Ronald Coase, 1910-2013



1. Gränsdragning

Detta är vatten

The most profound technologies are those that **disappear**. They weave themselves into the fabric of everyday life until they are indistinguishable from it.

Mark Weiser, CTO, Xerox Park (1991)

Appropriering

Associering

Deltagande



We have no idea which services will be offered in the car in five years. Then it is better to have an open platform and openness that attracts developers.

Håkan Samuelsson, CEO Volvo Cars

Porters förfärliga arv

Antaganden:

- Värde skapas inom
- Värde transfereras
- Funktionell apartheid

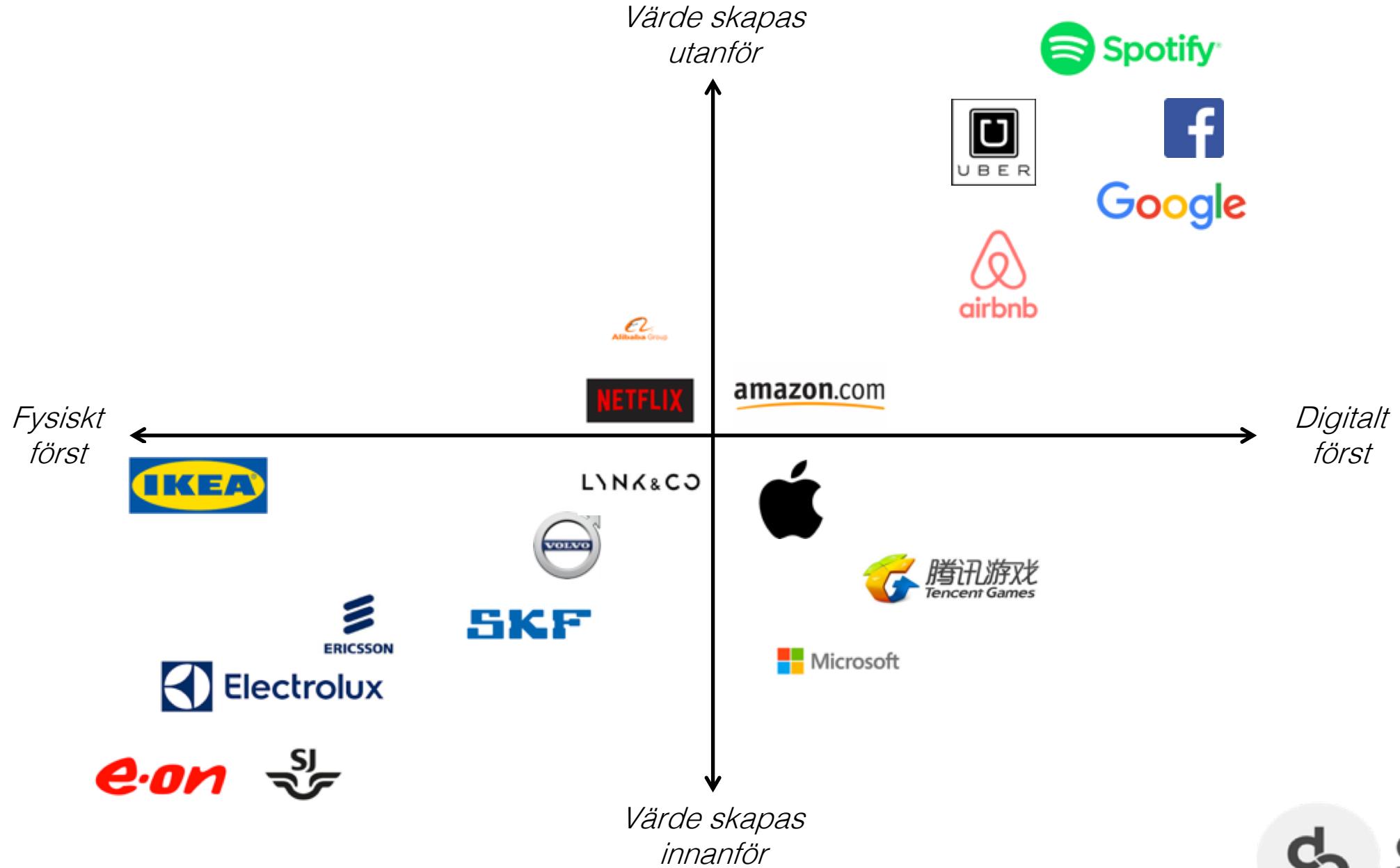
Spin-offs

- Core competencies
- Core business
- Generic strategies



Courtesy of [value-chain-map.com](http://www.value-chain-map.com)

Primary Activities



KÄRNFRÅGA:

Vilket värdeskapande **möjliggör** vi, och hur **fångar** vi
(delar av) detta värde?



"I have no need of having a conversation with my stove."

Staffan Bohman, Chairman of the Board
Electrolux



"Our end-goal is to have a true connection with our users and create legitimate life-value for them through IoT."

Zhang Ruimin, CEO Haier

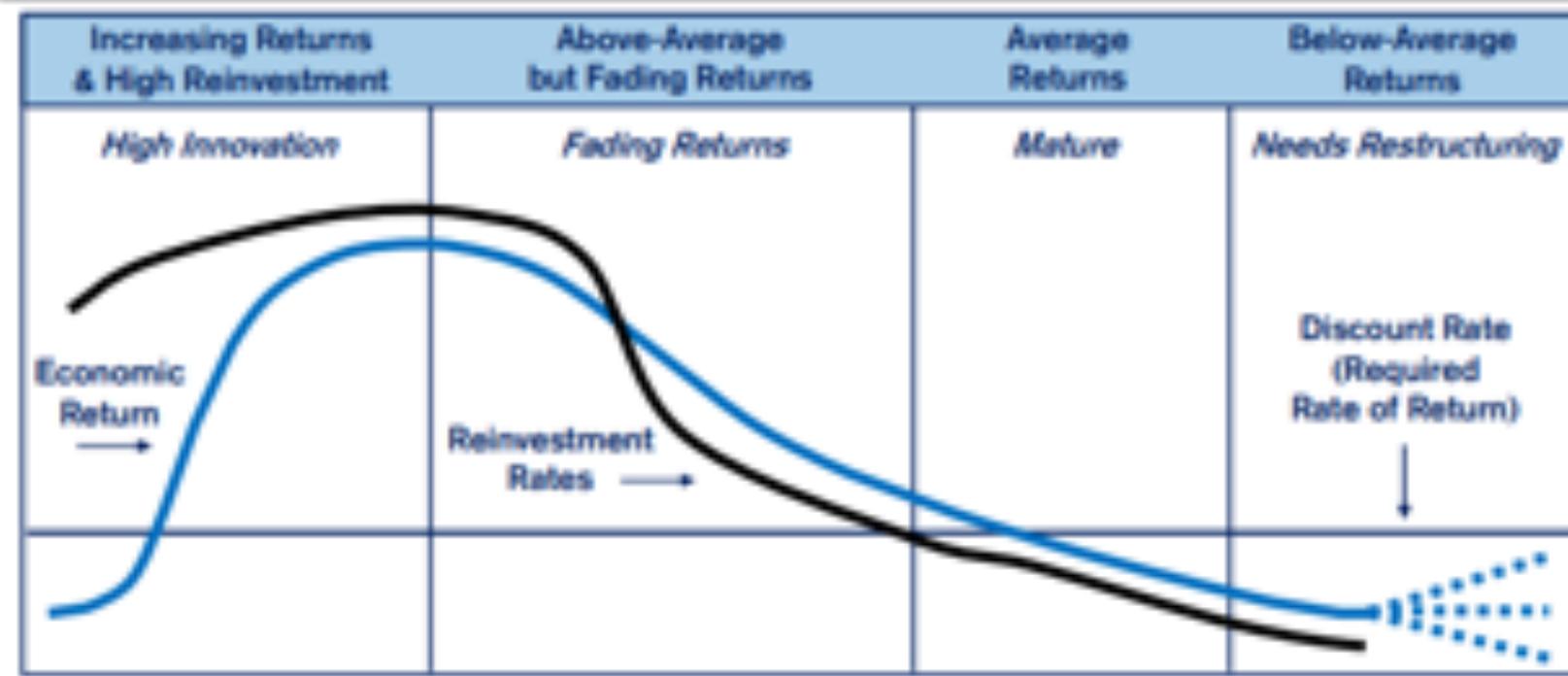
2. Storlek

“Inventions which tend to bring factors of production nearer together, by lessening spatial distribution, tend to increase the size of the firm. Changes like the telephone and the telegraph which tend to reduce the cost of organising spatially will tend to increase the size of the firm. All changes which improve managerial technique will tend to increase the size of the firm.”

Coase, 1937, p. 397

Do not go gentle into that good night...

Exhibit 1: A Firm's Competitive Life Cycle



Source: Credit Suisse HOLT®.



När de [organisationer] växer, förbi en specifik storlek, blir de mindre effektiva, mindre styrbara, mindre innovativa... och mindre toleranta för excentricitet.

Ridley, 2020, s.267 (egen översättning).

Scale vs Scope

Its unfolded into the next thing and the
next use case and it just **keeps**
surprising us with how people are
using it.

Jack Dorsey, CEO Twitter, Feb 2019

Summering

- Det digitala för med sig nya antaganden som ifrågasätter tidigare teori
- Gränsdragning
 - Värde skapas mindre inom organisationen och mer i ekosystem
 - Kund ersätts av användare; produktionsdata av användningsdata
 - Värdekedjeteori (och dess tillämpningar) blir obsolet
- Storlek
 - Disintegration snarare än konglomerat
 - Nya intäktsströmmar hanteras parallellt, pluralism i affärsmodeller
 - Transaktionskostnadsekonomi (och dess tillämpningar) blir obsolet



För ytterligare information, artiklar, föreläsningar, rapporter etc.

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