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YOUR  
PERSPECTIVE.**



# Neue Technologien – altes Denken? Dominante Logiken in der digitalen Transformation und Innovation

**Rita Faillant**

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School of Management, Organizational  
Development and Technology /  
Alpen-Adria-Universität Klagenfurt

**WETTBEWERBSVORTEILE BERUHEN AUF  
INNOVATION**

**&**

**INNOVATIONEN AUF NEUEN TECHNOLOGIEN**

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# STUDIE ZUM ZUSAMMENHANG

## TECHNOLOGIE – INNOVATION – PROFITABILITÄT

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- **747 cases, fünf EU-Länder (D, A, CH, DK, NL)**
- **Industrien:** Papier, Chemie, Pharmazeutik, Kunststoffe, Mineralien/Erze und Nicht-Metalle, Basismetalle, Lebensmittel, Getränke.
- **10 Technologien der I.4.0** (Roboter, 3D-Druck Technologien, digitale Interfaces Supply Chain, PLM Systeme, Intelligente Planungen, etc.)
  
- **Breite der Technologieadoption:** Anzahl der Technologien
- **Tiefe der Technologieadoption:** Ausschöpfungsgrad der Nutzung der Technologie



		Product Innovation		
		None	Incremental	Radical
<b>Service Innovation</b>	<b>No</b>	44,7% 6,699	→ 23,8% 7,870	→ 19,8% 9,884
	<b>Yes</b>	3,1% 7,318	→ 2,3% 8,500	→ 6,3% 13,106



# Produkt- und Service-Innovation und Profitabilität (ROS)

		Product Innovation			
		None	Incremental	Radical	
Service Innovation	No	44,7%	→ 23,8%	→ 19,8%	€
	Yes	3,1%	→ 2,3%	→ 6,3%	



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- **Höhere digitale Technologieadoption führt zu Innovationen mit höherem Neuheitsgrad (radikal).**
  - **Höhere digitale Technologieadoption führt zu mehr Service Innovationen (in produzierenden Unternehmen).**
  - **Auf die Profitabilität wirken sich nur radikale Innovationen positiv aus, Service Innovationen nicht.**
    - Service Paradoxon
    - Kundenservice
    - Nicht separat fakturiert
    - Nicht voll implementiert

Longitudinale Studie in einem dänischen Industrie Unternehmen

# NEUE TECHNOLOGIEN – NEUE LOGIKEN

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**“A mindset or conceptualization of the business and the administrative tools to accomplish goals and make decisions in that business.”** (Prahalad & Bettis, 1986)

- shared mental models
- values and decision premises
- organizational practices
- organizing structures (Engelmann et al. 2020).

Digitale Transformation ist nicht nur Technologischer Wandel,  
sondern fundamental auch ein Wandel der Logiken.

Digitale Transformation bringt einen Identitätswandel mit sich.

# Existing and New Logics

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## Existing Logics

- Goods-dominant logic & transaction-logic
- Value embedded in product
- Innovate on function
  
- Resources: Success via ownership/resource control
- Output: Firm makes units of (usually tangible) output
- Develop innovation capacity

## Digital Transformation Logics

- Service-logic & relationship logic
- value-in-use through co-creation
- Innovate on “smartness”, develop intelligence from data jointly with customer
  
- Resources: Success via platform-based orchestration
- Firm links actors/resources in value constellations - virtual flows of information
- Develop systemic capacities

*“We expect to see benefits both in terms of shortened delivery times, increased availability and reduced costs”* (Annual report, TM)

We need to become *“digitally enabled ... to build on what our core is today to make sure that we can exist as a company ...”*

*“I believe that what we do in this department is always for clients outside, I mean, people buying [hardware] that then also get a piece of software with it.”* (workforce)

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*"Empower project teams within frames set at gates - and "Unleash power of autonomy." (MM)*

*"...it is a challenge for us to interlink those activities, simply because we are running in different paces..." (IT manager)*

*"What made us so successful is now kind of hindering us, right? Because we have all these optimized processes you have to follow; ...*

*I think the mindset got us where we are, but now we really have to change this mindset internally*

*... the success factors that we had is [sic] also our obstacles now." (Global Graduate Talent member)*

## Erkenntnis – die alte Logik funktioniert nicht mehr

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*“We have a strong company DNA and a history of making bold moves. ... Group Management is concerned that our ability to pioneer is under significant pressure. Everyone is working hard, but there are somethings standing in our way to being true pioneers in the marketplace.” TM*

*“...we ran into the trap of trying to build too much ourselves.” DTO*

*“With digital offerings, it’s a new business we are talking about now. But that isn’t recognized. We need a new value capture logic” DTO*

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Photo CEO used to describe the firm’s digital transformation journey (Source: Dachstein Glacier Sky Walk - HighestBridges.com; Credit: © Dachstein)

*“... we are still talking about projects. And we’re used to projects being done. [But]... a digital offering is not “done” in the same way. It’s a multi-layered release” IT Manager*

- **Spannungen zwischen neuen DT-Logiken und bestehenden dominanten Logiken erfordern einen Shift.**
- **Die Änderungen greifen tief in die Prozesse ein und sind meist unerwartet radikal im Ausmaß**
- **Alte Logiken hemmen die Fähigkeit, das volle Ausmaß der erforderlichen Veränderung zu erkennen.**
- **Häufig erkennen die unteren Ebenen im Unternehmen früher, dass ein Logik-Wandel notwendig ist, als das Top Management.**

**TIME FOR DISCUSSION!**