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## Introductory Note

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## INTRODUCTORY NOTE

Many people see digital transformation as just another buzzword, however it certainly increased interest in IT related matters of everybody, especially of managers of companies in highly disrupted industries. It is becoming more and more evident that digital transformation is not only about new technology, but first of all about the realization of major changes in business models, processes, organizational structures, culture and strategy. While scholars and practitioners mostly pay attention to digital transformation at the level of a single company, it applies various levels, such as societies, industries, economies, organisations and individuals. The purpose of this special issue is to present the results of recent research on digital transformation in its broader context.

The first paper in the special issue is a provocative viewpoint paper. The authors argue that the term digital transformation is over-hyped and has been used in a very similar way in various fields, e.g. business process management, to attract management attention. The paper identifies conceptual changes that have emerged in the last decade, as these changes have to be considered if companies want to approach digital transformation strategically. On the other hand, it also emphasizes that management can use the hype to generate the needed 'organizational energy' to implement the changes.

The next paper presents an overview of digital transformation in Hungarian companies from the perspective of strategy, technology and digital innovation capabilities with special emphasis on the objectives of digital transformation and the role of IT departments. The research is part of an ongoing research, in which IT-related practice of Hungarian organizations is explored on a yearly basis since already 2009. The authors discover, among other finding, that a moderate-strong demand for digital transformation is present in Hungarian companies, but the consciousness and perception of how technology will change the nature of business varies across industries.

The third paper is about broader effects of digital transformation. The authors analyse various aspects of Industry 4.0 through the lenses of customers, companies and industry as a whole. They present the potentials of Industry 4.0 based on their framework with special attention on construction industry.

Also the fourth paper examines the impact of digital technology and innovation on societies and industries. The authors investigate how companies in creative and cultural industries had to adapt their business models in light of evolving consumer preferences. Through the case study of an independent cinema in Scotland, the paper analyses how independent cinemas can transform their delivery in light of the challenges posed by digital disruption, and more specifically, whether this has to focus entirely on digitalisation.

The fifth paper studies possible approaches to digital transformation through the design and development of contemporary information systems. Recent research shows that user-

oriented data-driven approaches could be suitable. The paper aims to provide a brief overview of the main concepts and research directions and to define the setup and context for the proposed user-oriented data-driven information systems development framework.

The last paper studies different approaches to digital transformation that are present in large and medium-sized companies. Six differently successful organizational patterns were discovered. The most successful identified pattern is the business–IT partnership approach, where top management and the IT department are responsible for the digital transformation, and the CIO is an orchestrator and a member of top management. However, this is not the only possible successful approach for digital transformation.

This issue is the result of contributions from wide group of authors, reviewers and technical editors. We are sincerely grateful to everyone for their time and effort.

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