

Organizational Change: Enabling Technologies & Business Process Design

Information and Communication Technologies (ICT) are often considered as enabler of organizational change, facilitating new organizational forms and supporting innovative business models in both the public and the private sector (Avgerou, 2000; Besson & Rowe, 2012; Davidson & Chismar, 2007; Hanelt et al., 2021; Volkoff et al., 2007). In many cases organizations aim to use ICT to implement and run new processes, innovate products and services, achieve higher responsiveness and transform their internal structures to realize higher performances. Often such changes are triggered by the ability to develop process-oriented vision and capabilities to improve and innovate organizations (Radhakrishnan et al., 2008). Thus, the mutual and interlinked flow-exchange between enabling technologies and business process management (BPM) is key to tackle the challenges and opportunities of process-related digitalization.

BPM literature and practice have shown that the effective implementation of innovative digital processes is one of the most complex challenges faced by managers. It requires a holistic in-depth understanding of different aspects, including strategic alignment, governance, methods, IT, people, and culture (vom Brocke & Mendling, 2018). The dynamic capabilities needed to identify, implement, and fully exploit ICT-enabled organizational changes are increasingly becoming a key factor to realize competitive advantages in turbulent times of digital disruption (Karimi & Walter, 2015).

Over the years, many change strategies and tactics have been applied and many research findings have been reported in different organizational contexts. Nevertheless, in times of digital transformation, it still proves difficult to develop a comprehensive theory of ICT-enabled change management and change implementation (Hanelt et al., 2021). Empirical investigations must be conducted hand-in-hand with theory building if we want to better interpret today's corporate environments and be able to change them for the better. This track welcomes contributions from the widest possible range of perspectives and approaches and encourages the interplay of theoretical and empirical research with practical and professional views and experiences.

Track main topics

Topics include (but are not limited to):

- Digitalization and sustainable digital transformation
- Change management: successes or failures;
- Enabling technologies and organizational drivers of resilient change
- Business Process Management practices as enablers (and/or inhibitors) of resilient change:
- Analyzing (and forecasting) the relationship between emerging technological solutions (blockchain, AI, big data, digital platforms) and organizational change;
- Organisational challenge from a process-oriented perspective
- BPM and change management theories, methodologies, techniques and tools;
- Analysis of the interaction of actors (individuals, groups, organizations and networks) and information technology during change processes;
- Bottom-up and top-down change processes;

- ICT-enabled change processes and diversity management in multi-cultural environments;
- Theories and tools to interpret ICT-related changes;
- ICT-enabled new business models – emergence and implementation;
- Relationships between ICT, business models and strategy;
- Co-opetition in ICT: standardization as enabler of organizational change;
- Standardization as trigger or consequence of organizational change?

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Francesco Bolici is Associate Professor of Organization Studies at DipEG, Università degli Studi di Cassino e del Lazio Meridionale and Scientific Director of OrgLab – Organizational Research Laboratory. He is PhD graduate in Management of Information Systems at LUISS Guido Carli University, Rome. Marie Curie Fellow -financed by European Commission- at the Business Department of Uppsala University (Sweden). He published in peer reviewed international journals on new ways of designing work made possible by the use of information technology. He investigates this research area from multiple perspectives: coordination mechanisms in complex systems and distributed teams; innovative business models for network-organizations (SMEs, industrial districts, etc.); Process Flow Mapping framework; the impact of ICT on organizational processes and team collaborative models; group behavior in digital environments; the diffusion of crypto-currency (and blockchain-based solutions) and its impact on the evolution of organization design.

Kai Jakobs joined RWTH Aachen University's Computer Science Department in 1985. He holds a PhD in Computer Science from the University of Edinburgh and is a Certified Standards Professional. His activities and research interests focus on the ICT standardisation environment and its processes. A major part of his recent work has been on corporate standardisation management. Over time, he has (co)-authored/edited 30+ books and published 240+ papers. He has also (co)- organized more than 30 tracks, special sessions, workshops and conferences and was TPC chair of around 20 international conferences in the field of ICT standardisation. Kai is Vice President of the European Academy for Standardisation (EURAS) and founder/editor-in-chief of the 'International Journal of Standardization Research'.

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Francesco Virili, PhD in Management Information Systems (MIS) at University of Siegen (Germany), is associate professor of Organization and MIS at the Università Cattolica del Sacro Cuore di Piacenza, Italy. He published in peer reviewed international journals on themes connected to the enabling effects of ICTs. In particular one of his research lines focuses on the enabling effects of Web services standards and technologies. He had several conference papers in national and international venues. He serves as reviewer in several journals, and he is currently serving on the editorial board of the Journal of Information Systems and e-Business Management, and in the International Journal of IT Standards and Standardization Research.

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