

Opponent's Review of Doctoral Thesis

Title: The Digital Transformation of Business: A Proposed Framework for Achieving Organisational Transformation

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The doctoral thesis deals with the design of a model of digital transformation of business organizations. The scope of this work is 118 pages, divided into 8 chapters. Overall, it is a very comprehensive work based on a search of the published literature and my own research. A more detailed evaluation is reported in the following paragraphs.

Topicality of the doctoral thesis topic

The topic of digital transformation of businesses is very topical nowadays. The need for digitalization of enterprises is stimulated by various important factors, such as the efforts to implement Industry 4.0 concepts and the current situation regarding the COVID-19 pandemic. This is also what this doctoral thesis attempts to do. For this reason, I conclude that the chosen topic is topical and essential for business and the research field.

Fulfilment of the doctoral thesis objectives

The research scope and objectives of the doctoral thesis have been formulated in chapter 2. The goals of the thesis are defined clearly in a logical structure. The objectives are specific and realistic. The main research output is the validated Digital Transformation model. In my opinion, the aim of the thesis is fulfilled. However, the presentation of the thesis results is not clear concerning the research questions. It would be good to declare how the research questions were achieved, especially RQ3 and RQ4 (see page 19).

Research methods and procedures

The research methods are described and used well. The results are mainly based on the literature review, interview and questionnaire survey. I appreciate the bibliographic analysis and its interpretation. I only comment on the questionnaire survey's lack of a more detailed description of the respondents, which would characterize, for example, the size of the company, its sectoral focus and other specifics.

Result of the doctoral thesis – dissertant's specific achievements

The dissertation is based on an introduction and an overview of the current state of the art. In this crucial part of the thesis, I miss the subject's relevance concerning the EU strategies concerning the digitalization of business and industry. The author presents the specific achievements of this doctoral thesis in chapters 6 and 7. Chapter 6 contains a systematic literature review using available scientific databases, particularly Scopus and Web of Science. What is missing in this chapter is an analysis of the applicable ISO standards suitable for the field of digital transformation of enterprises.

Subsequently, the suitability of the proposed model is verified using a Technology Acceptance Model, which has been modified for this thesis. At the end of this section, a more explicit description and interpretation of the results obtained are missing. Chapter 7 also lacks

a deeper analysis of the costs of implementing the proposed model and assessing the return on investment. It may be a crucial question for business management.

In the context of the thesis topic, it would be good to include a possible evaluation of the level of digital transformation of businesses.

Importance for practice and development within a branch of science

The results of the dissertation are important for practice and the development of the scientific field. Concretely, it is the proposed model that forms the core of the dissertation. In the text, I would have liked to see the results discussed in more detail and specified in their contribution at the end of the thesis.

Formal layout of the doctoral thesis and the level of language used

Formally, the manuscript fulfills the required standards and requirement for a dissertation. From the language point of view, it would be advisable to make the text more specific, to structure it and to simplify some expressions for a better understanding of the text and the author's ideas.

Publication of author

The author presents 12 publications related to the topics (conference papers and papers in reviewed international journals). It is not clear from the submitted list in which publication the core of the dissertation was presented. Would you please clarify this in the defense process? The number and portfolio of publications is sufficient.


Conclusion

Finally, the doctoral thesis has achieved the required criteria for this kind of work according to the internal standards of Tomas Bata University in Zlin. **I can recommend** the evaluated thesis for public defence and to award the academic-scientist the degree of "doctor" according to Act Nr. 111/1998, Coll. on Higher Education Institutions including amendments to some other acts.

Questions for discussion:

- 1. Can you specify the selection of respondents to validate the proposed model concerning the size of the company and the industry sector?*
- 2. Is the proposed model suitable for all types of organizations?*
- 3. Are there any barriers to use specifically in terms of company size or business sector?*
- 4. How can the level and return on investment of digital transformation of a company be evaluated?*
- 5. Can you specify the contributions to practice and the scientific field? How has the core of the dissertation been published?*

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