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Digital Transformation and Program Management: A Case in China

Guest Lecture by
Dr. James J. Jiang
National Taiwan University

3:30 - 5 p.m. EST, Thursday, February 15, 2024
2150 Schneider Hall

Dr. James J. Jiang is a Distinguished Professor of Management at National Taiwan University (NTU). His research focus on IT Project Management and IT-enabled Program Management and has published more than 160 SSCI/SCI indexed journal articles in these areas with more than 14,000+ citations (H-index = 67; i10-index = 152). He is one of the most influential pioneers in IT Project Management and IT Program Management in the IS/IT discipline. Prof. Jiang has serviced as Senior Editor of MIS Quarterly (MISQ) and Journal of Association of Information Systems (JAIS). Currently, he is the Editor-in-chief of Pacific Asia Journal of the Association for Information Systems (PAJAIS). He is also a Fellow of the Association for Information Management.

Abstract: Enterprise digital transformation involves implementing a series of digital projects to implement digital transformation strategies. This presentation uses the digital transformation of a traditional manufacturing corporation in China as an example to examine the digital transformation program, which is comprised of four types of IT programs. Corresponding to the four strategic alignment phases, business strategy-driven program types include the "Strategy Execution Program" and "Technology Transformation Program." The former propels the redesign of business infrastructure and processes, while the latter determines IT strategy and designs corresponding IT/IS infrastructure and process transformations. Subsequently, IT strategy-driven program types encompass the "IT Competence Potential Program" and "IT Service Program," both types alter existing business strategies with new IT strategies, leading to the redesign and adjustment of business processes. The former relates to new product development, while the latter focuses on constructing new IT service business models. By executing these four types of IT programs in the four strategic alignment phases, the ultimate goal is to achieve the fusion of IT and business, forming a dynamically evolving digital transformation program. Based on insights derived from case study, Professor Jiang and his research team developed a set of IT-enabled digital transformation program management tools.