

DIGITAL TRANSFORMATION IN A PORTUGUESE STATE-OWNED COMPANY

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STRUCTURED ABSTRACT

Objectives – The aim of this paper is to present a case study of a Portuguese state-owned company that underwent a digital transformation, to discuss its main implications to the companies' operations, and identify future research opportunities.

Theoretical framework – Digital transformation is a continuous process of increasingly employ digital technologies alongside with organizational practices to create a digital culture and ultimately provide better services and effectively adapt to the environment. Business process management (BPM) supervises how work is implemented to ensure consistent outcomes and seeks improvement opportunities (Röglinger et al., 2022). It may also involve a redesign of business processes and may be used as strategy to enhance the organization's success, both in the private and public sector, using information technology (IT) to enable new business processes (Fetais et al., 2022). Thus, digital transformation with IT-enabled and organization-led transformation of processes enable the realization of services that meet public-sector objectives such as efficiency, transparency and accountability (Janssen & Estevez, 2013).

Methodology – We used a single case study. Case studies are appropriate when a topic needs to be explained in detail with relation to the context, as well as for initial research stages of a topic by employing a holistic vision (Ivančić et al., 2019).

Results – The case study shows that digital transformation had an impact in operations, leading to standardized processes with greater visibility and better decision-making.

Research implications – This example case study can foster further digital transformation in similar organizations. From a research perspective many questions arise in the context of the public sector: Can digital transformation have a significant impact on operations? How do you ensure the transparency of your processes?

Originality – To date, there are not enough studies that assess digital transformation in the context of Portuguese state-owned companies.

Keywords - Public sector transformation, digital transformation, business process management.

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