

TOWARDS A METHOD FOR EVALUATING DIGITAL INNOVATION PROJECTS

Research Paper

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Abstract

During comprehensive digital transformation processes, companies initiate digital innovation projects (DIPs) to realize substantial changes to their value creation. These DIPs require dedicated practices to evaluate their effective value contribution. However, established evaluation methods often do not meet the specific requirements of DIPs and suitable, adapted methods are not yet available. This leads to a lack of transparency, the risk of realizing the wrong DIPs, and a loss of effective control options. To tackle this issue, we develop a method for evaluating DIPs in the context of an automotive manufacturer's information technology (IT) innovation unit by following the design science research methodology. We contribute to information systems (IS) research by demonstrating how one can design evaluation practices for DIPs and how one can assess diverse value contributions of these projects. Furthermore, we offer an adaptable method to practitioners who face the challenge of evaluating DIPs in their organization.

Keywords: Digital Innovation, Digital Transformation, Project Evaluation, Design Science Research

1 Introduction

In recent years, digital transformation has emerged as one of the central topics in both practice and research. In the course of the digital transformation process, organizations' established value propositions and value creation logics can be fundamentally redefined (Wessel et al., 2021). To alter their value creation process, companies innovate their products, services, processes, and business models (Nambisan et al., 2017; Svaln et al., 2017). Digital innovation, therefore, constitutes the core of an organization's digital transformation (Wiesböck and Hess, 2020). Digital innovation projects (DIPs) play a central role in realizing this transformation (Barthel and Hess, 2020; Leonhardt et al., 2020). The success of these projects that manifests organizations' digital transformation via digital innovation is thus crucial for the success of the overall transformation process (Krumay et al., 2019). A far-reaching digital transformation process can involve many, often heterogenous projects in different parts of a company (Barthel et al., 2020; Gimpel et al., 2018). This can lead to situations in which management loses track on the portfolio of projects that are currently being realized (Chaniias et al., 2019). To ensure the DIPs' and thus the overall transformation process's success, a holistic prioritization and management of these projects can play an important role (Berghaus and Back, 2017; Karimi and Walter, 2015). For this to be possible, it is necessary to identify, evaluate, and track DIPs' potential value contribution (Hand et al., 2019; Neumeier et al., 2017).

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