

BUSINESS PROCESS DIGITIZATION

BUSINESS PROCESS DIGITIZATION IS TRANSFORMING THE WAY ORGANIZATIONS OPERATE BY CONVERTING TRADITIONAL PROCESSES INTO DIGITAL FORMATS. THIS TRANSITION IS CRUCIAL FOR ENHANCING EFFICIENCY, IMPROVING CUSTOMER EXPERIENCES, AND REMAINING COMPETITIVE IN AN INCREASINGLY DIGITAL MARKETPLACE. BUSINESS PROCESS DIGITIZATION ENCOMPASSES VARIOUS ASPECTS, INCLUDING AUTOMATION, DATA MANAGEMENT, AND THE INTEGRATION OF ADVANCED TECHNOLOGIES SUCH AS ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING. THIS ARTICLE WILL EXPLORE THE SIGNIFICANCE OF BUSINESS PROCESS DIGITIZATION, ITS KEY COMPONENTS, THE STEPS INVOLVED IN IMPLEMENTATION, THE BENEFITS IT OFFERS, AND THE CHALLENGES ORGANIZATIONS MAY ENCOUNTER. ADDITIONALLY, WE WILL PROVIDE INSIGHTS INTO FUTURE TRENDS IN DIGITIZATION AND ANSWER COMMON QUESTIONS RELATED TO THIS ESSENTIAL BUSINESS STRATEGY.

- UNDERSTANDING BUSINESS PROCESS DIGITIZATION
- KEY COMPONENTS OF BUSINESS PROCESS DIGITIZATION
- STEPS TO IMPLEMENT BUSINESS PROCESS DIGITIZATION
- BENEFITS OF BUSINESS PROCESS DIGITIZATION
- CHALLENGES IN BUSINESS PROCESS DIGITIZATION
- FUTURE TRENDS IN BUSINESS PROCESS DIGITIZATION

UNDERSTANDING BUSINESS PROCESS DIGITIZATION

BUSINESS PROCESS DIGITIZATION REFERS TO THE USE OF DIGITAL TECHNOLOGIES TO TRANSFORM TRADITIONAL BUSINESS PROCESSES, MAKING THEM MORE EFFICIENT AND EFFECTIVE. THIS PROCESS INVOLVES THE CONVERSION OF ANALOG INFORMATION INTO DIGITAL FORMAT, ENABLING BETTER DATA MANAGEMENT AND ANALYSIS. DIGITIZATION IS NOT MERELY ABOUT AUTOMATING EXISTING PROCESSES; IT ALSO INVOLVES RETHINKING AND REDESIGNING WORKFLOWS TO LEVERAGE TECHNOLOGY FULLY.

IN THE CURRENT BUSINESS LANDSCAPE, ORGANIZATIONS MUST ADAPT TO RAPIDLY CHANGING MARKET CONDITIONS, CUSTOMER EXPECTATIONS, AND TECHNOLOGICAL ADVANCEMENTS. BUSINESS PROCESS DIGITIZATION ALLOWS COMPANIES TO STREAMLINE THEIR OPERATIONS, REDUCE COSTS, AND ENHANCE THEIR SERVICE DELIVERY. BY DIGITIZING PROCESSES, ORGANIZATIONS CAN ACHIEVE GREATER AGILITY AND RESPONSIVENESS, WHICH ARE CRITICAL FOR MAINTAINING A COMPETITIVE EDGE.

KEY COMPONENTS OF BUSINESS PROCESS DIGITIZATION

AUTOMATION

AUTOMATION IS A FUNDAMENTAL COMPONENT OF BUSINESS PROCESS DIGITIZATION. BY AUTOMATING REPETITIVE TASKS, ORGANIZATIONS CAN FREE UP VALUABLE HUMAN RESOURCES TO FOCUS ON MORE STRATEGIC ACTIVITIES. AUTOMATION CAN BE APPLIED TO VARIOUS PROCESSES, INCLUDING DATA ENTRY, INVOICE PROCESSING, AND CUSTOMER SUPPORT. THE INTEGRATION OF ROBOTIC PROCESS AUTOMATION (RPA) TOOLS FURTHER ENHANCES EFFICIENCY BY ALLOWING SOFTWARE ROBOTS TO PERFORM TASKS TRADITIONALLY HANDLED BY HUMANS.

DATA MANAGEMENT

EFFECTIVE DATA MANAGEMENT IS ESSENTIAL FOR SUCCESSFUL DIGITIZATION. BUSINESSES MUST ENSURE THAT THEIR DATA IS ACCURATE, SECURE, AND ACCESSIBLE. IMPLEMENTING A ROBUST DATA MANAGEMENT SYSTEM ENABLES ORGANIZATIONS TO COLLECT, STORE, AND ANALYZE DATA EFFICIENTLY. THIS, IN TURN, SUPPORTS BETTER DECISION-MAKING AND ENHANCES CUSTOMER INSIGHTS, DRIVING IMPROVED BUSINESS OUTCOMES.

INTEGRATION OF ADVANCED TECHNOLOGIES

ADVANCED TECHNOLOGIES SUCH AS ARTIFICIAL INTELLIGENCE (AI), MACHINE LEARNING, AND THE INTERNET OF THINGS (IoT) PLAY A SIGNIFICANT ROLE IN BUSINESS PROCESS DIGITIZATION. AI AND MACHINE LEARNING CAN ANALYZE VAST AMOUNTS OF DATA TO IDENTIFY PATTERNS AND TRENDS, ALLOWING ORGANIZATIONS TO MAKE INFORMED DECISIONS. IoT DEVICES CAN COLLECT REAL-TIME DATA FROM VARIOUS SOURCES, ENHANCING OPERATIONAL VISIBILITY AND ENABLING PROACTIVE MANAGEMENT.

STEPS TO IMPLEMENT BUSINESS PROCESS DIGITIZATION

IMPLEMENTING BUSINESS PROCESS DIGITIZATION REQUIRES A STRUCTURED APPROACH. ORGANIZATIONS SHOULD FOLLOW THESE KEY STEPS TO ENSURE A SUCCESSFUL TRANSITION:

1. **ASSESS CURRENT PROCESSES:** EVALUATE EXISTING BUSINESS PROCESSES TO IDENTIFY AREAS THAT CAN BENEFIT FROM DIGITIZATION.
2. **DEFINE OBJECTIVES:** SET CLEAR GOALS FOR WHAT YOU AIM TO ACHIEVE THROUGH DIGITIZATION, SUCH AS INCREASED EFFICIENCY OR IMPROVED CUSTOMER SATISFACTION.
3. **SELECT TECHNOLOGY SOLUTIONS:** CHOOSE APPROPRIATE TECHNOLOGY SOLUTIONS THAT ALIGN WITH YOUR BUSINESS NEEDS AND OBJECTIVES.
4. **REDESIGN PROCESSES:** RETHINK AND REDESIGN WORKFLOWS TO OPTIMIZE THEM FOR DIGITAL EXECUTION.
5. **IMPLEMENT AND INTEGRATE:** ROLL OUT THE SELECTED TECHNOLOGY SOLUTIONS AND ENSURE THEY INTEGRATE SEAMLESSLY WITH EXISTING SYSTEMS.
6. **TRAIN EMPLOYEES:** PROVIDE TRAINING FOR EMPLOYEES TO ENSURE THEY ARE COMFORTABLE USING THE NEW TECHNOLOGIES AND PROCESSES.
7. **MONITOR AND OPTIMIZE:** CONTINUOUSLY MONITOR THE PERFORMANCE OF DIGITIZED PROCESSES AND MAKE ADJUSTMENTS AS NECESSARY FOR ONGOING IMPROVEMENT.

BENEFITS OF BUSINESS PROCESS DIGITIZATION

THE ADVANTAGES OF BUSINESS PROCESS DIGITIZATION ARE NUMEROUS AND IMPACTFUL. ORGANIZATIONS THAT ADOPT DIGITIZATION CAN EXPECT TO SEE THE FOLLOWING BENEFITS:

- **INCREASED EFFICIENCY:** STREAMLINED PROCESSES LEAD TO REDUCED CYCLE TIMES AND LOWER OPERATIONAL COSTS.

- **ENHANCED CUSTOMER EXPERIENCE:** FASTER AND MORE ACCURATE SERVICE DELIVERY IMPROVES CUSTOMER SATISFACTION AND LOYALTY.
- **BETTER DATA INSIGHTS:** ACCESS TO REAL-TIME DATA ANALYTICS ENABLES INFORMED DECISION-MAKING AND STRATEGIC PLANNING.
- **SCALABILITY:** DIGITIZED PROCESSES CAN BE EASILY SCALED TO ACCOMMODATE GROWTH AND CHANGING MARKET CONDITIONS.
- **IMPROVED COMPLIANCE:** AUTOMATED PROCESSES CAN BETTER MONITOR REGULATORY COMPLIANCE AND REDUCE THE RISK OF ERRORS.

CHALLENGES IN BUSINESS PROCESS DIGITIZATION

WHILE THE BENEFITS OF BUSINESS PROCESS DIGITIZATION ARE SIGNIFICANT, ORGANIZATIONS MAY ALSO FACE SEVERAL CHALLENGES DURING IMPLEMENTATION:

- **RESISTANCE TO CHANGE:** EMPLOYEES MAY BE HESITANT TO ADOPT NEW TECHNOLOGIES OR PROCESSES, LEADING TO POTENTIAL DISRUPTIONS.
- **DATA SECURITY CONCERNS:** INCREASED DIGITIZATION RAISES CONCERNS ABOUT DATA SECURITY AND PRIVACY.
- **HIGH INITIAL INVESTMENT:** THE UPFRONT COSTS OF TECHNOLOGY SOLUTIONS CAN BE SUBSTANTIAL, ESPECIALLY FOR SMALL BUSINESSES.
- **INTEGRATION ISSUES:** INTEGRATING NEW TECHNOLOGIES WITH LEGACY SYSTEMS CAN BE COMPLEX AND TIME-CONSUMING.

FUTURE TRENDS IN BUSINESS PROCESS DIGITIZATION

THE LANDSCAPE OF BUSINESS PROCESS DIGITIZATION IS CONTINUOUSLY EVOLVING. SEVERAL TRENDS ARE EMERGING THAT WILL SHAPE THE FUTURE OF DIGITIZATION:

- **INCREASED USE OF AI AND MACHINE LEARNING:** ORGANIZATIONS ARE LIKELY TO ADOPT MORE ADVANCED AI AND MACHINE LEARNING SOLUTIONS TO ENHANCE PROCESS AUTOMATION AND DATA ANALYSIS.
- **FOCUS ON CYBERSECURITY:** AS DIGITIZATION INCREASES, SO WILL THE EMPHASIS ON CYBERSECURITY MEASURES TO PROTECT SENSITIVE DATA.
- **CLOUD-BASED SOLUTIONS:** THE SHIFT TO CLOUD COMPUTING WILL CONTINUE, ALLOWING FOR GREATER FLEXIBILITY AND SCALABILITY IN BUSINESS OPERATIONS.
- **INTEGRATION OF IoT:** BUSINESSES WILL INCREASINGLY LEVERAGE IoT DEVICES TO GATHER REAL-TIME DATA AND IMPROVE OPERATIONAL EFFICIENCY.

IN SUMMARY, BUSINESS PROCESS DIGITIZATION IS A VITAL STRATEGY FOR ORGANIZATIONS SEEKING TO ENHANCE THEIR OPERATIONAL EFFICIENCY AND ADAPT TO THE DIGITAL AGE. BY UNDERSTANDING ITS COMPONENTS, FOLLOWING A STRUCTURED

IMPLEMENTATION APPROACH, AND RECOGNIZING THE ASSOCIATED BENEFITS AND CHALLENGES, BUSINESSES CAN POSITION THEMSELVES FOR SUCCESS IN A RAPIDLY CHANGING ENVIRONMENT.

Q: WHAT IS BUSINESS PROCESS DIGITIZATION?

A: BUSINESS PROCESS DIGITIZATION IS THE CONVERSION OF TRADITIONAL PROCESSES INTO DIGITAL FORMATS, UTILIZING TECHNOLOGY TO IMPROVE EFFICIENCY, DATA MANAGEMENT, AND OVERALL BUSINESS OPERATIONS.

Q: WHY IS BUSINESS PROCESS DIGITIZATION IMPORTANT?

A: BUSINESS PROCESS DIGITIZATION IS IMPORTANT BECAUSE IT ENHANCES OPERATIONAL EFFICIENCY, IMPROVES CUSTOMER EXPERIENCES, AND ALLOWS ORGANIZATIONS TO RESPOND QUICKLY TO MARKET CHANGES.

Q: WHAT ARE THE KEY COMPONENTS OF BUSINESS PROCESS DIGITIZATION?

A: THE KEY COMPONENTS INCLUDE AUTOMATION, EFFECTIVE DATA MANAGEMENT, AND THE INTEGRATION OF ADVANCED TECHNOLOGIES SUCH AS AI AND IOT.

Q: WHAT STEPS SHOULD ORGANIZATIONS TAKE TO IMPLEMENT BUSINESS PROCESS DIGITIZATION?

A: ORGANIZATIONS SHOULD ASSESS CURRENT PROCESSES, DEFINE OBJECTIVES, SELECT APPROPRIATE TECHNOLOGY SOLUTIONS, REDESIGN PROCESSES, IMPLEMENT AND INTEGRATE SYSTEMS, TRAIN EMPLOYEES, AND MONITOR PERFORMANCE.

Q: WHAT ARE THE MAIN BENEFITS OF BUSINESS PROCESS DIGITIZATION?

A: THE MAIN BENEFITS INCLUDE INCREASED EFFICIENCY, ENHANCED CUSTOMER EXPERIENCE, BETTER DATA INSIGHTS, SCALABILITY, AND IMPROVED COMPLIANCE.

Q: WHAT CHALLENGES DO ORGANIZATIONS FACE WITH BUSINESS PROCESS DIGITIZATION?

A: CHALLENGES INCLUDE RESISTANCE TO CHANGE, DATA SECURITY CONCERNS, HIGH INITIAL INVESTMENT, AND INTEGRATION ISSUES WITH LEGACY SYSTEMS.

Q: WHAT FUTURE TRENDS CAN WE EXPECT IN BUSINESS PROCESS DIGITIZATION?

A: FUTURE TRENDS INCLUDE INCREASED USE OF AI AND MACHINE LEARNING, A FOCUS ON CYBERSECURITY, THE RISE OF CLOUD-BASED SOLUTIONS, AND THE INTEGRATION OF IOT TECHNOLOGIES.

Business Process Digitization

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business process digitization: *Elements of Digital Transformation* Shailesh Kumar

Shivakumar, 2023-12-06 *Elements of Digital Transformation* is a practitioner's guide to the digital transformation process. It is also a guide for managers in today's organizations that are accelerating digital transformation to modernize core technology capabilities and processes. The book discusses such key components of digital transformation as processes, principles and proven methods. It also covers such novel concepts in digital transformation as the first-time right framework, incident management transformation, digital factory, cloud migration, API-first approach and legacy modernization. Other highlights of the book include: A cloud migration framework along with a cloud migration methodology, rollout strategy and migration principles Principles and approaches for legacy modernization and process modernization Smart ticket management, smart problem management, proactive maintenance and ticket-avoidance architecture The novel digital factory approach to automate the software process Detailed case studies, a sample digital transformation exercise and a consulting exercise for digital transformation provide readers with real-world digital transformation scenarios and best practices. The book also discusses DevOps, automation and agile delivery models that help in digital transformation.

business process digitization: *Coherency Management* Gary Doucet, Pallab Saha, Scott

Bernard, 2009 The book introduces the idea of Coherency Management, and asserts that this is the primary outcome goal of an enterprise's architecture. With submissions from over 30 authors and co-authors, the book reinforces the idea that EA is being practiced in an ever-increasing variety of circumstances - from the tactical to the strategic, from the technical to the political, and with governance that ranges from sell to tell. The characteristics, usages, value statements, frameworks, rules, tools and countless other attributes of EA seem to be anything but orderly, definable, classifiable, and understandable as might be hoped given heritage of EA and the famous framework and seminal article on the subject by John Zachman over two decades ago. Notably, EA is viewed as an Enterprise Design and Management approach, adopted to build better enterprises, rather than a IT Design and Management approach limited to build better systems.

business process digitization: *Decision Support Systems for Sustainable Computing*

Muhammet Deveci, 2024-05-23 *Decision Support Systems for Sustainable Computing* investigates recent technological advances in decision support systems models designed to solve real world applications. The book provides a broad overview of digital technology transformation as applied to the circular economy which is seeking to drive improvements in scientific research, communication, logistics, automation, production, and the improved sustainability of these processes and products. The book explores applications of decision support for sustainable development across supply chain management, business intelligence, agriculture, aviation, communications, and finance. - Provides a broad overview of emerging trends and technologies in decision support systems applications - Investigates recent trends and core concepts in digital technology transformation as applied to the circular economy and sustainable development - Analyzes the application of decision support systems models across a range of case studies and processes which rely on multi-criteria decision-making and have been designed specifically to improve overall sustainability

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Jan Mendling, Michael Rosemann, 2021-08-04 This book is a sequel and extension to the book "Business Process Management Cases, published in its first edition by Springer in 2018. It adds 22 new cases for practitioners and educators to showcase and study Business Process Management (BPM). The BPM cases collection is dedicated to providing a contemporary and comprehensive, industry-agnostic insight into the realities of BPM. In particular it focuses on the lessons that only authentic cases can provide. The experiences documented cover both, the positive impact of deploying BPM as well as the lessons learnt from failed attempts. Each case takes a holistic approach and by doing so, each chapter recognizes that BPM in practice is a multidimensional endeavor covering strategy to operations, systems and infrastructure, governance and culture, models and running processes. This volume also introduces a new device to plan and scope BPM

initiatives: the BPM Billboard. The Billboard helps professionals to link BPM projects to the corporate strategy and to build the organizational capabilities to reach such strategic directive. Digital technologies do not just facilitate innovative process designs, but enable entire new strategic options. This book provides a contemporary and comprehensive overview of how to create process-enabled strategies in an opportunity-rich environment. Martin Petry, Hilti CIO This is the first book to present the BPM Billboard – A new management tool to plan and scope BPM initiatives. The Billboard together with the insightful real-world cases offers valuable guidance towards BPM success from a holistic perspective. Gero Decker, Signavio CEO

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business process digitization: Managing low-cost digitization projects in Least Developed Countries and Small Island Developing States UNESCO, 2021-12-31

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governance and risk management. The auditing profession also has to face the same challenges. Auditors should develop new skills. To continue to provide high quality service in such an environment, the methodologies, the process and the tools used for conducting an audit have progressively changed from those applied to the traditional audit. Internal audit, as a key strategic function, must evolve too. Finally, the book also investigates the impact of the COVID-19 pandemic on internal auditing. The author highlights the need for a new vision and renewed forecasting tools. The post-COVID-19 business and corporate world has changed. Internal audit, as a key strategic function, must evolve too.

business process digitization: *The fourth industrial revolution glossarium: over 1500 of the hottest terms you will use to create the future* Alexander Chesalov, 2023-04-12 Dear reader! Your attention is invited to a unique book! This is the result of many years of experience of the author in the field of information technology. This text, among other things, contains the hottest terms not only from other books of the author: «Glossary of Artificial Intelligence and Information Technology», «Glossary of the Digital Economy», «Glossary of Digital Health» and other books of the author, but also many terms on the theme of the Fourth industrial revolution.

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business process digitization: Personalization and Digital Social Markets Tahir M. Nisar, 2025-01-09 Tahir Nisar presents a cogent, compelling account of recent developments and disruptions within the digital economy, and particularly within the industrial and service sectors. Through an original, overarching framework rooted in the concept of personalization and its antecedents, Nisar identifies radically new forms of relationships, both economic and social, among firms and customers. These new relationships are driving major changes in commercial and industrial firms' policies and practices, and in turn, in the entire market economy. E-commerce trading, user-generated content, virtual communities, co-creation, influencer movements, FinTech, and sharing economies have strengthened the hands of consumers and have encouraged developments in cognitive technologies such as AI automation, which in turn create new ways of working and disruptions to traditional capital-labour relations. Ultimately, what emerges from this study is a picture of how digital technologies unleash forces of change that are creating new forms of social and economic sharing arrangements and new forms of social organization. For its empirical depth and and theoretical rigor, this book is essential reading for researchers and students

interested in emerging, alternative forms of economics, business, and management, and particularly those interested in the digital economy and the state and future of capitalist markets.

business process digitization: *Build a Next-Generation Digital Workplace* Shailesh Kumar Shivakumar, 2019-11-30 Evolve your traditional intranet platform into a next-generation digital workspace with this comprehensive book. Through in-depth coverage of strategies, methods, and case studies, you will learn how to design and build an employee experience platform (EXP) for improved employee productivity, engagement, and collaboration. In *Build a Next-Generation Digital Workplace*, author Shailesh Kumar Shivakumar takes you through the advantages of EXPs and shows you how to successfully implement one in your organization. This book provides extensive coverage of topics such as EXP design, user experience, content strategy, integration, EXP development, collaboration, and EXP governance. Real-world case studies are also presented to explore practical applications. Employee experience platforms play a vital role in engaging, empowering, and retaining the employees of an organization. Next-generation workplaces demand constant innovation and responsiveness, and this book readies you to fulfill that need with an employee experience platform. You will: Understand key design elements of EXP, including the visual design, EXP strategy, EXP transformation themes, information architecture, and navigation design. Gain insights into end-to-end EXP topics needed to successfully design, implement, and maintain next-generation digital workplace platforms. Study methods used in the EXP lifecycle, such as requirements and design, development, governance, and maintenance. Execute the main steps involved in digital transformation of legacy intranet platforms to EXP. Discover emerging trends in digital workplace such as gamification, machine-led operations model and maintenance model, employee-centric design (including persona based design and employee journey mapping), cloud transformation, and design transformation. Comprehend proven methods for legacy Intranet modernization, collaboration, solution validation, migration, and more. Who This Book Is For Digital enthusiasts, web developers, digital architects, program managers, and more.

business process digitization: Handbook of Research on Digital Communications, Internet of Things, and the Future of Cultural Tourism Oliveira, Lídia, 2022-01-28 Digital communication is significantly expanding new opportunities and challenges in the tourism industry. Tourists, now more frequently than ever, bring their smartphones with them to every destination, and cultural tourists are particularly motivated to utilize a variety of services and platforms as they are especially open and interested in understanding in detail the places and heritage of the places they visit. Thus, researchers, educators, and professionals in the tourism and hospitality field should take advantage of this opportunity to propose new ways of presenting better content and creating a more immersive and optimized experience for tourists. The *Handbook of Research on Digital Communications, Internet of Things, and the Future of Cultural Tourism* shares research and experiences on the convergence between digital communication and cultural tourism, specifically the migration and creative appropriation of these technologies for increased tourist engagement and their role in destination marketing and strategic planning and decision making. Covering topics such as big data, e-tourism, and social media platforms, this major reference work is an invaluable resource for researchers, students, professors, academicians, government entities, museum managers, professionals, and cultural tourism managers and facilitators.

business process digitization: Web Services: Concepts, Methodologies, Tools, and Applications Management Association, Information Resources, 2018-12-07 Web service technologies are redefining the way that large and small companies are doing business and exchanging information. Due to the critical need for furthering automation, engagement, and efficiency, systems and workflows are becoming increasingly more web-based. *Web Services: Concepts, Methodologies, Tools, and Applications* is an innovative reference source that examines relevant theoretical frameworks, current practice guidelines, industry standards and standardization, and the latest empirical research findings in web services. Highlighting a range of topics such as cloud computing, quality of service, and semantic web, this multi-volume book is designed for computer engineers, IT specialists, software designers, professionals, researchers, and

upper-level students interested in web services architecture, frameworks, and security.

business process digitization: Cloud Security: Concepts, Methodologies, Tools, and Applications Management Association, Information Resources, 2019-04-01 Cloud computing has experienced explosive growth and is expected to continue to rise in popularity as new services and applications become available. As with any new technology, security issues continue to be a concern, and developing effective methods to protect sensitive information and data on the cloud is imperative. Cloud Security: Concepts, Methodologies, Tools, and Applications explores the difficulties and challenges of securing user data and information on cloud platforms. It also examines the current approaches to cloud-based technologies and assesses the possibilities for future advancements in this field. Highlighting a range of topics such as cloud forensics, information privacy, and standardization and security in the cloud, this multi-volume book is ideally designed for IT specialists, web designers, computer engineers, software developers, academicians, researchers, and graduate-level students interested in cloud computing concepts and security.

business process digitization: University Auditing in the Digital Era Sezer Bozkus Kahyaoglu, Erman Coskun, 2022-04-05 This book explores how digital transformation is reshaping the manner in which higher education sectors emerge, work, and evolve and how auditors should respond to this challenging and risky digital audit universe in transforming the higher education system. It serves to help professionals to understand the reality of performing the Chief Audit Executive (CAE) role in today's evolving business economy, specifically in the higher education sector. It compares and contrasts the stated IIA standards with the challenges and realities auditors may face and provides alternative scenarios to gaining a seat at the table. This book also provides insight into critical lessons learned when executing the CAE role relevant for digitally transforming universities. The main purpose of this study is to rethink the audit culture in the digital era and reveal the key characteristics that are open for improvement so that digitally transforming universities can be audited according to the higher education standards with a digitally supported value-added audit approach. Based on this approach, the audit culture is reassessed considering the digital university conceptual framework and business model. There are two main points to consider for the digital university work environment: traceability and auditability. In this respect, policy recommendations are made for best practices to achieve value-added digital audits in transforming universities. The book has been written from both the reality and academic perspectives of two experienced authors. Sezer is a past CAE, CEO, and long-term senior internal auditor who has worked in the internal audit role for various listed companies, financial institutions, and government entities. Erman has extensive information technology and university accreditation knowledge in the global higher education sector. This brings a blend of value-added approaches to the readers and speaks to issues about understanding and dealing with audit culture and business evolution in digitally transforming organizations along with the requirements for upholding IIA standards. Geared toward the experienced or new CAE, *University Auditing in the Digital Era: Challenges and Lessons for Higher Education Professionals* and CAEs can be a tool for all auditors to understand some of the challenges, issues, and potential alternative solutions when executing the role of university auditing. In addition, it can be a valuable reference for university administrators and CIOs, as well as academics and all stakeholders related to the higher education sector.

business process digitization: Entrepreneurship and innovation in the age of digital transformation Anna Ujwary-Gil, Anna Florek-Paszkowska, Bianka Godlewska-Dzioboń, 2021-11-01 **PURPOSE:** Explore what entrepreneurship and success factors can help drive business to resilience and stability and achieve competitive advantage through innovation in different countries and business realities in the era of digital transformation and turbulent times. **METHODOLOGY:** Based on the narrative literature review, we present research findings concerning new strategies and outlooks for business innovation in times of many unknowns. Each organization wants to find its way to gain success and create its unique business model, which can capture value creation and innovativeness and be more adaptive, resilient, and stable in critical moments and sustainable over time. **FINDINGS:** The articles presented in this issue explore the essential factors of business

innovation and success in different organizations and the environments in which these businesses function. **IMPLICATIONS FOR THEORY AND PRACTICE:** This article synthesizes the presented research field's importance and relevance, connecting its theoretical background with practical research. Recommendations and implications for future trends of this research stream might also be helpful for professionals and academicians. **ORIGINALITY AND VALUE:** The novel studies presented in this issue were done in five different (developing and developed) countries and business sectors that present human-based and non-human-based factors as crucial factors needed to empower business transformation in a complex world. Each group of elements is essential in business success, and their components are interdependent. We need to look at the interactions and interdependencies of their components in a dynamic and network form and cannot simplify the reality, focusing only on one group of business components and ignoring the other. These unique studies provide a valuable outlook to establish dynamic, adaptive business pathways towards a sustainable and resilient organizational future and propose future research paths needed to execute structural changes in businesses. **Keywords:** business model, innovation, critical success factors, digital transformation, knowledge management, talent management, competitiveness, leadership, transformation, change management, VUCA Table of Contents Business innovation and critical success factors in the era of digital transformation and turbulent times 7 Anna Florek-Paszkowska, Anna Ujwary-Gil, Biana Godlewska-Dzioboń Survival of the funded: Econometric analysis of startup longevity and success 29 Daniel Keogh, Daniel K.N. Johnson The use of process benchmarking in the water industry to introduce changes in the digitization of the company's value chain 51 Natalia R. Potoczek Entrepreneurial self-efficacy and entrepreneurial intention: The mediating role of the need for independence 91 Victor Osadolor, Emmanuel K. Agbaeze, Ejikeme Emmanuel Isichei, Samuel Taiwo Olabosinde Application of knowledge management tools: Comparative analysis of small, medium, and large enterprises 121 Natalia Sytnik, Maryna Kravchenko Innovation among SMEs in Finland: The impact of stakeholder engagement and firm-level characteristics 157 Hannu Littunen, Timo Tohmö, Esa Storhammar

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