

Table of Contents

List of Figures	iv
List of Tables	v
Acronyms	vii
A. Foundation.....	1
I. Introduction	2
I.1 Motivation	2
I.2 Research Gaps and Research Questions.....	4
I.3 Research Context and Design.....	7
I.4 Anticipated Contributions.....	9
I.5 Structure of the Thesis	10
II. Theoretical Background.....	12
II.1 Digital Innovation.....	12
II.2 IT Organizing Logics.....	15
II.3 The Role of the IT Function	17
B. Studies on the Role of the IT Function in Digital Innovation.....	23
I. How the Increasing Prevalence of Digital Innovation Influences the IT Function's Organizing Logic	24
1 Study 1: Precipitating Dynamics of Organizational Change of the IT Function – How Digital Innovation Projects Cultivate Shifts in Organizing Logics.....	25
1.1 Introduction	26
1.2 Theoretical Background.....	27
1.3 Method	31
1.4 Results	32
1.5 Discussion.....	49
1.6 Appendix	51
2 Study 2: Outsiders No More? An Empirical Investigation of the Effect of Digital Institutional Pressure on Corporate IT.....	52
2.1 Introduction	53
2.2 Theoretical Background.....	55
2.3 Research Model and Hypotheses.....	58
2.4 Research Design and Method	61
2.5 Analysis and Results	63

2.6	Discussion.....	66
II.	On the IT Function's Organizational Structures and Mechanisms for Digital Innovation Performance.....	70
1	Study 2: Outsiders No More? An Empirical Investigation of the Effect of Digital Institutional Pressure on Corporate IT.....	71
2	Study 3: Does One Size Fit All? Theorizing Governance Configurations for Digital Innovation	72
2.1	Introduction	73
2.2	Conceptual Background	74
2.3	Research Methodology.....	78
2.4	Fuzzy Set Qualitative Comparative Analysis (fsQCA).....	81
2.5	Results	82
2.6	Theoretical Configurational Propositions	84
2.7	Discussion.....	87
2.8	Conclusion	90
III.	On the IT Function's Organizational Capabilities for Digitalization Support .91	
1	Study 4: Reinventing the IT Function: The Role of IT Agility and IT Ambidexterity in Supporting Digital Business Transformation	92
1.1	Introduction	93
1.2	Theoretical Background and Hypotheses	95
1.3	Research Design and Method	100
1.4	Analysis and Results	102
1.5	Discussion.....	105
1.6	Conclusion	108
C.	Contributions.....	109
I.	Findings and Results	110
I.1	Findings on Research Question 1.....	110
I.2	Findings on Research Question 2.....	112
I.3	Findings on Research Question 3.....	115
I.4	Synthesis of the Results: IT Functions at the Crossroads.....	116
II.	Implications for Theory and Practice	123
II.1	Theoretical Implications.....	123
II.2	Practical Implications.....	125
III.	Limitations and Future Research Opportunities	128
III.1	Limitations.....	128
III.2	Opportunities for Future Research.....	129

IV. Conclusion.....	131
References.....	133
Appendix.....	151