



## Master Thesis

### “A Case Study on the Organizational Readiness for AI transformations”

#### Background

Digitization is not only a buzzword for every manager, but a crucial attempt to systematically transform a company and its business model into a digital entity. Moreover, it affects each and every industry worldwide. Hence, for staying competitive, companies have to continuously progress this transformation. A next step in this process will be the implementation of Artificial Intelligence (AI) as it offers plenty of space for gaining competitive advantage. Nevertheless, many companies are still digital beginners without much experience. One major factor for a successful transition is a sophisticated preparation like e.g., the identification of relevant bottlenecks, allocation of responsibilities, or the development of sufficient technical capabilities. Although organizations are unique and hardly comparable, it is very likely that companies from the same industry face similar risks and opportunities. Therefore, it will be very interesting to identify success factors and prerequisites for a company's readiness for an AI transformation and apply this to a real-world business setting.

#### Introductory Readings

- Holmström, J. (2022). From AI to digital transformation: The AI readiness framework. *Business Horizons*, 65(3), 329-339. DOI: 10.1016/j.bushor.2021.03.006
- Brock, J. & von Wangenheim, F. (2019). Demystifying AI: What digital transformation leaders can teach you about realistic artificial intelligence. *California Management Review*, 61(4), 110-134. DOI: 10.1177/1536504219865226
- Jöhnk, J.; Weißert, M. & Wyrki K. (2021). Ready or Not, AI Comes – An Interview Study of Organizational AI Readiness Factors. *Business & Information Systems Engineering*, 63, 5-20. DOI: 10.1007/s12599-020-00676-7

#### Tasks and Goals

This master thesis is closely related to the current research of the chair, and you will conduct your analyses in close collaboration with our doctoral students. The thesis will be based on case study/qualitative methodology to examine important success factors for an organizational implementation of AI-based technologies. For this, you will review relevant scientific literature on AI adoption, digital and AI transformation, as well as organizational processes. Further, an analysis of company and consulting reports in order to find real-world evidence should be done. Based on the data that you gather, you will create a case study in which you apply the suggestions from the academic literature into a real-world setting with 2-3 selected companies.

#### Requirements

- Good English skills as well as previous experience with strategic topics and/or AI
- Independent, reliable, and diligent working style with an eye for detail and high motivation
- Successful participation (min. grade of 2.3) in the lecture *Strategies in Multinational Enterprises (SMNE)*

#### Details

- Supervisors            Prof. Dr. Thomas Hutzschenreuter and Tim Lämmermann
- Start                     Flexible / As of now
- Working time           6 months

#### Contact

If you are interested in writing your thesis at our chair or have questions to this topic, please contact Tim Lämmermann ([tim.laemmermann@tum.de](mailto:tim.laemmermann@tum.de)). Please send an email, including a tabular CV and current transcript of records (as one PDF file), to apply for a master thesis. We are looking forward to working together with you!