

Review of: "The Iron Cage of Internal Efficiency: A Content Analysis of Digital Transformation Strategy Direction in Swedish Regions"

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Potential competing interests: No potential competing interests to declare.

Dear Kristian Norling,

It was a great pleasure for me to be able to evaluate your article. Congrats on the quality of the contents and writing.

The study clearly defines the research objective, relying on dynamic capabilities to investigate the imbalance in the efficiency (exploitation) and innovation (exploration) strategies of healthcare companies in the Swedish public sector. It also recommends the need to broaden the investigation and evaluate the factors aimed at improving the balance and focus of strategic attention.

In the theoretical framework, the linking of the keywords in this research was very well described. A single suggestion to be evaluated is whether it would not be worth exploring the three cultural orientations of the study by Hartl and Hess (2017), especially 3 - internally driven, making it clearer to the reader the similarity with the CVF.

How the documentary analysis was carried out to interpret the data collected, through an iterative process, as well as the content analysis brought clarity and technical mooring. The review of the analysis by senior researchers during the analysis process is also another highlight, to ensure scientific rigor.

The results show the focus of Swedish public sector companies, in response to the research question: what is the direction of digital transformation strategies in Swedish health regions? It is clear that the strategic direction of digital transformation focuses on internal efficiency in the various regions of low, medium, and high economic size.

In the discussion, the concern of this research is evident, which shows the isomorphism (iron cage) that, in general, the culture and management system promote in the strategic management of public companies in the health sector. In effect, the strategic orientation remains within a certain pattern of seeking a narrow focus on efficiency, to the detriment of the search for innovation in the digital transformation strategy.

Perhaps, as a suggestion for future research, it would be useful to indicate how satisfied Swedish citizens are with public health services, even if they are not very digitalized, as this satisfaction index could indicate to interested parties an adjustment in the strategic focus of attention to external innovation strategies.

My congratulations to the author and colleagues who participated in the revisions; the work is impeccable.



Best wishes,

Edilson Santos