

# 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.

This research article examines the strategic direction of digital transformation in Swedish healthcare regions by analyzing their official strategy documents. Here are the key takeaways:

## Main findings of the paper:

- Focus on internal efficiency: The studied strategies primarily emphasize internal efficiency, suggesting a tendency to optimize existing operations within bureaucratic structures.
- Limited innovation: There's a lack of focus on innovation and exploration of new possibilities, indicating a potential "iron cage" effect of conformity and risk aversion.
- Financial impact: Regions with positive financial results show a greater emphasis on innovation and external stakeholders, highlighting the resource constraints limiting innovation for others.
- Population density effect: Mid-density regions appear to balance efficiency and innovation better than high and low-density regions.

## Recommendations:

- Foster ambidexterity: Public sector organizations need to develop the ability to balance exploitation (efficiency) and exploration (innovation) through various approaches like contextual, structural, and digital ambidexterity.
- Leadership and culture: Clear leadership and a supportive culture emphasizing risk tolerance, learning from failures, and valuing innovation are crucial for implementing ambidexterity.
- Strategic clarity: Explicitly articulating and making the strategic direction actionable is essential to overcome the "iron cage" of conformity and drive meaningful change.

Overall, the study highlights the need for public sector organizations to move beyond their traditional bureaucratic focus and embrace ambidexterity to effectively navigate digital transformation and deliver public value.