



Propositions

related to the dissertation

**Thriving with Digitized Products:
How Firms Leverage their Generative Capacity
via Experimentation, Learning, and Collaboration**

by

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1. A test-and-learn approach, in which feedback loops play a central role in informing subsequent actions (re-actions), contributes to successfully actualizing digitized product affordances. (Chapter 2)
2. As inhibiting factors emerge from actualized affordances, identifying and addressing those inhibiting factors that are key (i.e., critical) contribute to firms generating desired outcomes from their digitized product affordances (i.e., achieving the affordances' goals). (Chapter 3)
3. While the technology that is part of digitized products enables the generation of data and, thus the actualization of affordances, it is ultimately the data and the ability to manage the data that influences the generation of desired impact from digitized product affordances. (Chapter 3)
4. The use of low-code development platforms empowers non-IT employees to take a more active role in the innovation process, thereby increasing the availability of (co-)developers and facilitating collaboration across departments, which lead to scaling digitized products' potentials. (Chapter 4)
5. The use of low-code development platforms enables plug-and-play assembly of code components that shorten the development cycles of proof of concepts, thereby facilitating early testing of value propositions and experimentation, which lead to accelerating the time to market of digitized products' potentials. (Chapter 4)
6. With the growing role of data, firms must empower all their employees to foster the perception and actualization of new innovative use cases based on the data collected from their digitized products.
7. Creating compelling stories is at the core of conducting research and getting papers published. Only a good storyteller will captivate and mesmerize practitioners, scholars and reviewers.

8. Clearly, the thing that's transforming is not the technology – it's the technology that is transforming you. (Jeanne W. Ross, MIT Sloan's Center for Information Systems Research)
9. As “software is eating the world” (Marc Andreessen, 2011), every industry will be disrupted. Universities are challenged with educating students that are experts in their domain and that have a good command of software and data analytics skills.
10. Coding is not the main event anymore. Building software is the main event. Coding is just one small part of it. We think the future of coding is no coding at all. (Chris Wanstrath, Co-Founder and CEO of GitHub)
11. Doing a PhD teaches you how to become an entrepreneur. You need to stay self-motivated, network and market yourself at conferences/academic events, become an expert in anti-procrastination strategies, develop money management/funding skills, and stay passionate about what you do.