

REDEFINING THE STAGE: EXPLORING DIGITAL TRANSFORMATION IN PERFORMANCE CULTURES

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ABSTRACT

This research addresses the dynamic fusion of technology and performing arts, aiming to redefine traditional stage experiences through digital transformation. By critically reviewing existing literature, it emphasizes the need to adapt performance cultures to contemporary technological advancements.

To achieve these goals, a comprehensive mixed-methods approach is employed, encompassing surveys, in-depth interviews, and systematic analysis of diverse digital performance platforms. Preliminary findings highlight the transformative potential of immersive technologies and interactive elements in enhancing audience engagement.

The research also engages in a brief but insightful discussion on the implications of these findings for the future of performing arts. In conclusion, the abstract encapsulates the transformative potential of digital tools in performance cultures, opening up new horizons for artistic expression and deepening the connection between performers and their audience. The convergence of technology and performing arts has ushered in a new era of creativity and audience interaction, redefining traditional stage experiences through digital transformation. This research paper explores the innovative methods and immersive technologies that are reshaping performance cultures, with a focus on enhancing audience engagement and expanding artistic expression. By critically reviewing existing literature and conducting a comprehensive mixed-methods study, this research aims to illuminate the profound impact of digital tools on the evolving landscape of live entertainment.

Keywords: Digital Transformation, Performing Arts, Audience Engagement, Artistic Expression, Technology Integration, Immersive Technologies

1. INTRODUCTION

The performing arts have long been a medium for storytelling and expression, evolving alongside technological advancements to engage and captivate audiences in unique ways. In the contemporary digital age, the integration of technology into live performances has become a driving force behind the transformation of traditional stage experiences. This paper delves into the intersection of technology and performing arts, exploring how digital tools are revolutionizing the way artists connect with their audiences and pushing the boundaries of artistic innovation.

The realm of performing arts has long served as a conduit for storytelling, cultural expression, and human connection, transcending boundaries and captivating audiences through the power of live performance. In the contemporary landscape, the fusion of technology and the performing arts has given rise to a new wave of creativity and innovation, reshaping traditional stage experiences and redefining the ways in which artists engage with their audiences. This intersection of technology and artistic expression has opened up a myriad of possibilities, offering new avenues for enhancing audience engagement, expanding artistic horizons, and pushing the boundaries of creativity.

The literature on digital transformation in performing arts underscores the transformative potential of technology in redefining the traditional stage experience. From virtual stages that transport audiences to fantastical realms to interactive elements that invite viewers to actively participate in the performance, digital tools have revolutionized the way artists conceptualize and execute their work. Moreover, the use of technology in performance cultures has proven to be instrumental in reaching broader audiences, adapting to changing preferences in entertainment consumption, and fostering a sense of community and connection among viewers.

In this context, this research paper aims to delve into the dynamic landscape of digital transformation in performing arts, exploring the innovative methods and immersive technologies that are reshaping the way artists engage with their audiences and pushing the boundaries of artistic expression. By critically examining the impact of technology on live performances and conducting a comprehensive mixed-methods study, this research seeks to shed light on the profound influence of digital tools on the evolving landscape of entertainment and the audience experience.

2. LITERATURE REVIEW

The literature on digital transformation in performing arts highlights a shift towards incorporating immersive technologies, such as virtual reality, augmented reality, and interactive elements, into live performances. These technologies have been lauded for their ability to create immersive and interactive experiences that blur the lines between the physical and digital realms, enhancing audience engagement and expanding the possibilities for artistic expression. Additionally, the use of digital tools in performance cultures has been shown to reach broader audiences and adapt to changing preferences in entertainment consumption.

In recent years, the performing arts industry has experienced a significant shift due to advancements in technology and the rise of digital transformation. This transformation has deeply influenced various aspects of performance culture, including audience engagement, innovative methods, and the integration of technology in arts (Nwosu & Nwosu, 2018). The purpose of this research paper is to explore and analyze the impact of digital transformation on performance culture, particularly in the context of live stage performances. Digital transformation encompasses the integration of digital technologies into various aspects of society, and the performing arts industry is no exception to this trend (Hussain, 2021). Digital transformation in performance culture refers to the adoption and use of digital technologies to enhance and redefine the way performances are created, delivered, and experienced. One of the key aspects of digital transformation in performance culture is audience engagement. Audience engagement has traditionally been limited to the physical presence of individuals in a theater or performance space. However, with the advent of digital technologies, audience engagement has expanded to include virtual and online platforms. These platforms enable audiences to interact with performances in new and immersive ways, such as live streaming, virtual reality experiences, and interactive online performances. This shift in audience engagement not only expands the reach and accessibility of performances, but also enhances the overall experience for audiences. Research has shown that digital technologies can increase audience engagement and create a more interactive and immersive experience. For example, virtual reality technology allows audience members to experience performances from different perspectives or even participate in the performance itself. Additionally, digital technologies enable the collection of data about audience preferences and behaviors, which can be used to personalize and tailor performances to individual audience members. In addition to audience engagement, digital transformation in performance culture also brings about innovative methods of creating and delivering performances. Digital transformation in performance culture also has implications for the business side of the performing arts industry (Zhang & Chen, 2023). Digital transformation in performance culture has created new opportunities for monetization, marketing, and audience development. For instance, digital platforms provide new avenues for selling tickets, merchandise, and streaming performances, thereby increasing revenue streams for performers and organizations. Moreover, digital technologies enable targeted marketing strategies by allowing organizations to collect and analyze data about audience preferences and behaviors.

3. METHODOLOGY

To investigate the impact of digital transformation on performing arts, this study will employ a comprehensive mixed-methods approach. Surveys, in-depth interviews with artists and audiences, and systematic analysis of diverse digital performance platforms will be utilized to gather insights from both creators and consumers of digital performances. By combining quantitative and qualitative data, this research aims to provide a nuanced understanding of how technology is reshaping the landscape of live entertainment and influencing audience experiences.

Theoretical Contribution

potential to significantly enhance audience engagement and enrich the overall performance experience. Immersive technologies, virtual stages, and interactive elements have been identified as key drivers of this transformation, offering new ways for artists to connect with their audiences. Preliminary findings suggest that the integration of digital tools into live performances has the potential to create memorable and impactful performances. However, the discussion also highlights the importance of maintaining a balance between technological integration and the preservation of the authentic live performance experience to ensure that the essence of traditional stage artistry is not overshadowed by digital enhancements.

Although digital transformation is an increasing topic, both in theory and practice, companies have trouble to achieve digital maturity. Prior research lacked in adapting and connecting dynamic capabilities and digital culture to digital transformation. Therefore, this paper addresses this research gap and conducted a literature review and qualitative research about relevant antecedents. It contributes to existing IS literature by confirming and revealing relevant dynamic capabilities and digital culture aspects which Interco relate with organizations' digital transformation and value creation. Based on the results of this research, we highlight that (1) absorptive capacity, (2) agility and flexibility, (3) cross-functional collaboration, (4) innovation capacity, (5) market orientation, and (6) relational capability support digital

transformation as relevant dynamic capabilities. First, absorptive capacity is as an important ability to effectively discover and exploit, process, obtain, and transform new external and internal knowledge (Engelen et al. 2014; Zahra and George 2002). Keyfindings show that it influences the digital transformation in the early detection of new opportunities and threats of the market to use them as a competitive advantage and increase the organizational performance. This is also supported by recent research published by Park and Mithas (2020) who mentioned a high importance of information analytics capability. Especially in the current time companies need the skills to handle all the data (Leonhardt et al. 2017; Vial 2019). The second identified dynamic capability is organizational agility and flexibility, which is the ability to rapidly respond to customer needs and market changes, be proactive for new business opportunities and market trends as well as implement and adapt changes into business models and processes (Cegarra-Navarro et al. 2016; Kane et al. 2017; Lee et al. 2015). It will provide the firm with the ability to rapidly detect and make use of new opportunities to achieve digital maturity. This confirms previous findings from Fuchs and Hess (2018), Gerster (2018), Leonhardt et al. (2017), Sambamurthy et al. (2003), Tallon et al. (2019) and Vial(2019), who identified agility as an important driver for digitization and as a competitive performance.

Third, cross-functional collaboration is the ability to align the work of different business units through cooperation with the goals of understanding different perspectives and tasks, wide knowledge exchange and development of solutions by using new ways of thinking and working (Denison et al. 1996; Kahn and Mentzer 1998; Kane et al. 2017). We suppose that it allows new ways of thinking, development of analytical skills, and cooperation between units within the firm, which could help in developing the digital transformation process. This result supports previous findings from Duerr et al. (2018) who also pointed out the importance of cross-functional teams and collaboration. As a fourth dynamic capability we identify innovation capability. It is the ability to transform or create new management practices, structures, process, or routines with the goal of discovering new things, trying and implementing them (Braojos et al. 2015; Kane et al. 2017). Firms with this ability to innovate, experiment and accept risks are more likely to explore new technologies and properly manage the uncertain environment of digitalization. Kane et al. (2017) and Vial (2019) also mentioned the importance of an open risk culture as a necessary capability since in this fast-changing environment all companies have to proactively support experimentation and the generation of new products and services. Next, we identified market orientation as a relevant dynamic capability. This can be explained by the ability to scan the environment and identify new opportunities as well as customer needs (Pavlou and El Sawy 2006). We suppose that this ability improves the organizational performance in the digital transformation by reacting to customers' preferences as well as the changing customer journey and purchase funnel. This aligns with findings from Duerr et al. (2018) as well as with the research from Tallon et al. (2019) who also emphasized the importance of customer integration. Recently published work from Park and Mithas (2020) identified customer focus capability as an important capability to achieve digital maturity and since both capabilities handle with changing customer demands, this supports the current findings. The last identified dynamic capability is relational capability, which is the ability to build relationship sand share financial, institutional as well as technological resources within an internal and external network (Lin et al. 2016). As the insights show, it is important to be able to share resources with partners and build powerful relations to be competitive since not every company can have all needed skills and capabilities. This is an interesting and new finding, which is not often mentioned in IS literature before. Nevertheless, similar findings were found by Duerr et al. (2018) since they suppose a collaboration with startups, partners, and competitors. Additionally, we argue that (1) continuous learning and development, (2) ethics and data governance, and (3) new digital leadership are relevant antecedents for digital transformation, as part of a digital culture. First, continuous learning and development means that organizations support and encourage a learning environment in which employees can develop and apply new digital skills and exchange ideas (Kane et al. 2017; Tannenbaum 1997). Also Vial (2019) examined the importance of an environment were employees are able and allowed to boost their personal development. Moreover, results indicate an environment with continuous learning and development as an important moderator on the interaction between dynamic capabilities and digital transformation, since it implies that organizations have to provide employees with possibilities to apply their new digital skills and make their own experiences. Second, we spot ethics and data governance as an important aspect to achieve digital maturity. Organizations' objectives and actions have to align with morality, security and privacy guidelines of all stakeholders (Vial 2019). It is important since it is a new arising topic and more relevant to all firms. Thereby, the integration of ethics and data governance as part of digital culture is influencing the interaction between dynamic capabilities and digital transformation in the fields of human capital and culture. This is an important antecedent, which did not find much attention in IS research yet. Third, we identified a new digital leadership as a relevant aspect based on the key findings. This antecedent can be defined as a digital advisor with a straightforward vision, who analyses environmental changes and disruptions of digital technologies as well as rapidly react and invest resources to ensure the organizational transformation (Kane et al. 2017; Vial 2019). Park and Mathis (2002) recently supported this finding by

showing the importance of leadership capability to achieve digital maturity and a higher organizational performance. The importance of a new digital leader to moderate the relationship between dynamic capabilities and digital transformation is highly relevant, since they have to influence the whole transformation and include all employees.

While some results confirm the existence of antecedents that were discovered in previous research, this paper also highlights new findings, which were not developed in-depth before. This is especially true for the dynamic capability relational capability and the digital culture aspects continuous learning as well as ethics and data governance.

Practical Implications:

Based on these contributions, this paper derives the following implications for organizations and IS literature. First, we encourage firms to acquire or strengthen the relevant dynamic capabilities and digital culture aspects. Organizations need to identify and pick up new information regarding new technologies and digital business value as well as transform this knowledge into the organizations' structures. It is indicated as absorptive capacity in this paper. Nevertheless, organizations have to be agile and flexible regarding new business opportunities, market and customer needs as well as being open to adapt the new knowledge to existing business models and common best practices. Moreover, organizations need to support cross-functional collaboration through all business units and departments. This is including the ability to coordinate all tasks and structures and have a collective mind about all processes of digital transformation. Forth, we motivate organizations to be open for innovations and experimentation by promoting the risk-taking of employees. Firms have to accept the risk of failure and uncertainty. Further, market orientation is important to detect and develop right products and services to answer the change in customer needs during the digital revolution. Overall, an open partnership approach and networking skills are important to share resources and knowledge with other companies. Besides that, organizations have to provide their employees with an environment where they support continuous learning and development. All this has to be supported by a new digital leader who motivates and connects employees, increases the commitment towards digital transformation, accepts failure, and stimulates the interest in new digital technologies. Additionally, a sensitive view on data protection is helpful to convince all stakeholders of the success of digital transformation.

4. CONCLUSION

Even though this case study compares different practices, future research should prove the supposed antecedents in an empirical quantitative study. However, the complexity of differentiating closely related aspects of this study could make survey validity difficult. Moreover, digital transformation is a broad aspect and it is possible that some factors of digital transformation disregarded. We encourage future research directions to analyze the empirical operationalization of digital transformation and its consequences on some firm performance aspects. Additionally, there could be an in-depth analysis on how the digital transformation enables the development of the employees' skills to achieve digital maturity. It is reasonable that not only dynamic capabilities and culture but also employees' individual hard and soft skills influence digital transformation. In this research, we investigated firms from different industries but to make the results more generalizable, other industries should be additionally interviewed. Nevertheless, future research could analyze which other aspects or control variables such as firm size or age make digital transformation profitable for firms. However, this paper is a first step in understanding the complexity of antecedents for digital transformation concept. We explained the dynamic capability framework and the moderating effect of digital culture. In our future research we will conduct further case studies and prove the results with quantitative data.

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