



Towards a comprehensive understanding of digital transformation in business organizations: A review article

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Abstract

This article aims to provide a theoretical and analytical review of the literature on digital transformation in business organizations. The goal is to understand the evolution of this concept, its main drivers, strategic requirements, and its impact on organizational performance and business models. The study employs a structured narrative review methodology, analyzing approximately 50 scholarly studies published in various academic databases, including Scopus, Web of Science, ScienceDirect, and Google Scholar, between 2000 and 2025. The literature was organized and analyzed within an analytical framework that links the drivers of digital transformation, its evolutionary stages within organizations, the strategic and organizational requirements for its implementation, and the resulting value and outcomes. The review reveals that digital transformation is no longer merely the adoption of digital technologies, but rather a comprehensive strategic transformation that reshapes business models, organizational structures, and value creation mechanisms within organizations. Furthermore, the literature indicates that digital transformation develops through three main stages: digitization, operational digitization, and comprehensive digital transformation. Its success depends on the availability of digital resources and capabilities, as well as the flexibility of existing structures. The review also highlighted several research gaps, most notably the limited number of studies linking digital transformation with operations management and digital supply chains, the lack of studies on digital leadership, the scarcity of longitudinal studies tracking digital transformation over time, and the limited applied research in developing economies. Accordingly, the study proposes a future research agenda that calls for multidisciplinary studies integrating strategic management, information systems, and operations management, with the aim of developing a more comprehensive understanding of digital transformation and its impact on business organizations and providing scientific guidance to help organizations effectively manage digital transformation processes in the changing digital business environment.

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Introduction

In the last two decades, digital transformation has become more than just the adoption of new technologies. It has evolved into a comprehensive strategic and organizational shift that is reshaping the logic of value creation within businesses, redefining industry boundaries, and simultaneously altering the rules of competition and consumer behavior.

The acceleration of digital innovation and the resulting digital business models have fundamentally altered customer expectations and behaviors. Consumers now have access to multiple channels, interact easily with businesses and other consumers, and navigate an increasing number of touchpoints within the customer journey, many of which are digital in nature (Lemon & Verhoef, 2016) ^[1]. Simultaneously, innovative, rapidly growing digital companies have emerged, outperforming many traditional companies and causing significant disruption across multiple markets. The rapid expansion of online retailers like Amazon and Alibaba has placed structural pressure on traditional retail, while platforms such as Booking.com and Airbnb have fundamentally transformed the hospitality sector, reflecting a shift in competition from products and services to digital platforms and ecosystems.

The literature shows that the drivers of digital transformation do not originate solely from within the organization, but are primarily shaped by overlapping external factors, including: (1) successive waves of digital technologies (smartphones, cloud computing, Web 2.0, electronic payment systems, artificial intelligence, the Internet of Things, blockchain...), which have boosted the expansion of e-commerce and redefined the cost of providing services through automation, virtual agents, and improved logistics and supply chains; (2) the changing structure of competition and the rise of giant digital companies and their dominance over multiple sectors; (3) Shifts in consumer behavior and the increased level of connectivity, empowerment, and participation in value creation through evaluations, content, and personalization, making "intangibles and data" part of the value structure itself (Kannan & Li, 2017; Lamberton & Stephen, 2016; Verhoef *et al.*, 2017) ^[5, 10]. Within this context, digital transformation goes beyond digitization as the conversion of analog processes to digital ones, and beyond process digitization as the redesign of specific processes based on digital tools, to reach a comprehensive transformation that reinvents the business model and changes resources, capabilities, structures, roles, and performance indicators (Verhoef *et al.*, 2021; Vial, 2019) ^[24 1]. Despite this widespread adoption and tangible impact, the literature indicates that addressing digital transformation has long remained functionally fragmented. Marketing researchers have focused on digital advertising, social media, attribution models, and the evolution of multichannel and omnichannel (Lamberton & Stephen, 2016; Kannan & Li, 2017; Verhoef & Inman, 2015) ^[10, 5], while strategic management literature has concentrated on the renewal of (digital) business models, conceptualization, and application (Foss & Saebi, 2017; Osterwalder & Pigneur, 2010) ^[4]. Information systems literature has addressed the adoption, use, and commercial value of digital technologies (Nambisan *et al.*, 2017; Sambamurthy *et al.*, 2003) ^[9]. This fragmentation of knowledge has contributed to the absence of a multidisciplinary discussion that offers an integrated understanding of digital transformation as a phenomenon encompassing strategy, organization, information technology, supply chains, and marketing. This transformation is altering the roles of market players (the customer becoming a "participant in production," the competitor becoming a "collaborator," and blurring the boundaries between industries) (Kane *et al.*, 2015; Parker ^[12]. (& Choudary, 2016) ^[27] The multiplicity of definitions

also reflects an evolution in theoretical understanding: some definitions focused on the use of digital technologies to improve customer experience, simplify processes, or create new business models (Fitzgerald *et al.*, 2014) ^[21], while other definitions focused on "radical improvement in performance or expansion of reach" (Westerman *et al.*, 2011), or on realigning technology investment and the business model to interact across customer touchpoints (Solis *et al.*, 2014), while more recent trends have provided a broader vision linking digital transformation to changing actors, structures, practices, and values within organizations, ecosystems, and industries (Hinings *et al.*, 2018) ^[24].

Consequently, there is a need to build a more coherent knowledge base that explains how companies gain a sustainable competitive advantage through digital resources and capabilities, what strategies are appropriate for growth in a disruptive digital environment, and how organizational structure, culture, governance, and performance metrics should be reshaped to support this transformation (Matt *et al.*, 2015) ^[13]. The literature also confirms that the success of digital transformation is linked to the availability of digital resources (digital assets, big data analytics capabilities, digital agility, and digital networking capabilities), organizational choices (independent digital initiative units, agile structures, digital leadership roles), and the organization's ability to manage transformation through phases ranging from digitization to comprehensive transformation (Chakravarty *et al.*, 2013; Lee *et al.*, 2015; Verhoef *et al.*, 2021; Venkatraman, 2017) ^[24]. Based on the above, this theoretical article aims to provide an analytical review of the literature related to digital transformation in business organizations from a multidisciplinary perspective, by: clarifying the external drivers of digital transformation that reinforce the necessity of transformation; This article analyzes the strategic requirements for digital transformation in terms of digital resources, organizational structure, growth strategies, and performance metrics. It proposes a research agenda to guide future studies and address the gaps associated with the fragmentation of the concept, the variation in its definitions, and the differences in its levels and phases (Verhoef *et al.*, 2021; Foss & Saebi, 2017) ^[24, 4]. The article then moves beyond simply presenting existing literature to explaining the "how and why" of digital transformation and how organizations can leverage it not only to enhance efficiency but also to reinvent their business models and achieve sustainable value within rapidly changing competitive environments. This article contributes to the development of the literature on digital transformation in business organizations by providing an integrated analytical framework that brings together the scattered literature across several fields of knowledge, such as strategic management, information systems, marketing, and organization. Despite the significant expansion of studies on digital transformation, most have addressed this phenomenon from separate, specialized perspectives, resulting in a fragmented theoretical understanding. This article, therefore, seeks to integrate this literature within an analytical framework that clarifies the relationship between the drivers of digital transformation, its evolutionary stages within organizations, the strategic and organizational requirements for its implementation, and the value and outcomes it can achieve. The article also presents an analytical classification of the literature, highlighting the evolution of the concept of digital transformation and its

various levels, and contributing to clarifying how technological, organizational, and strategic factors interact to shape the digital transformation process within business organizations. Furthermore, the article proposes a future research agenda aimed at guiding subsequent studies toward addressing existing knowledge gaps and developing more integrated explanatory models for understanding digital transformation in diverse organizational and industrial contexts.

Review Methodology and Scope: This study adopted a structured narrative review methodology to analyze and interpret the scholarly literature related to digital transformation in business organizations, and to identify key research trends and knowledge gaps in this field. Studies were collected by searching several reputable academic databases, such as Scopus, Web of Science, ScienceDirect, and Google Scholar, using a set of keywords related to the topic, including: Digital Transformation, Digitalization, Digitization, Digital Strategy, Digital Business Model, and Digital Technologies, in addition to terms related to business administration and organization. The research focused on literature published during the period 2000–2024, given the rapid development of the digital transformation topic over the last two decades. After conducting the initial search, many relevant studies were obtained. These studies then underwent a preliminary screening process based on title and abstract, followed by a more detailed analysis of the full texts of the studies related to the research topic. Based on the inclusion and exclusion criteria, which included limiting the selection to studies published in peer-reviewed scientific journals, academic books, and reliable research reports, a final sample of approximately (50) scientific studies was selected and analyzed in depth within this review. After selecting the studies, the literature was organized and analyzed according to the Thematic Analysis method, where the studies were classified within main analytical axes that include: the concept of digital transformation and its development, the drivers of digital transformation, its stages within organizations, the strategic and organizational requirements for its implementation, in addition to its effects on business models and organizational performance.

Literature Review

Based on a review of the literature related to digital transformation in business organizations, this article adopts an analytical framework that aims to systematically and comprehensively organize and analyze the accumulated scientific knowledge on this phenomenon. This framework traces the logic of digital transformation's development within organizations, from its driving forces to its strategic and organizational outcomes. Accordingly, the literature is

organized into a coherent series of analytical axes, including: the drivers of digital transformation, its evolutionary stages within organizations, the strategic and organizational requirements for its implementation, the results or value achieved, and finally, research gaps and the future research agenda. This analytical framework helps provide a holistic view of digital transformation as a multidimensional process encompassing technology, strategy, organization, and business models, rather than simply the adoption of digital technologies (Morakanyane, Grace, & O'Reilly, 2017; Schwertner, 2017; Boneva, 2018; Ziyadin, Suieubayeva, & Utegenova, 2019; Nadeem *et al.*, 2018) ^[37, 31, 39, 42, 50].

Based on this framework, the analysis begins by discussing the drivers of digital transformation in business organizations, which represent the main factors driving organizations to adopt digital transformation. The literature indicates that these drivers are primarily comprised of three interconnected factors: the rapid development of digital technologies, the changing nature of competition among companies, and profound shifts in consumer behavior. The proliferation of advanced digital technologies such as cloud computing, big data, artificial intelligence, and the Internet of Things has created new opportunities for process optimization and the development of digital business models. At the same time, the rise of digital companies and online platforms has reshaped the competitive landscape, placing increasing pressure on traditional businesses to adapt to digital transformations or risk losing their market position. Changes in consumer behavior have also played a significant role in accelerating this shift, as customers have become more connected, interactive, and reliant on digital channels for product and service research and purchasing decisions. These factors collectively form the basis for organizations to adopt digital transformation strategies to maintain their competitiveness and achieve added value in today's digital environment.

The concept of digital transformation has garnered increasing attention in contemporary literature due to the widespread adoption of digital technologies and their impact on various business, economic, and social sectors. Researchers have approached this concept from multiple perspectives, depending on their academic disciplines and levels of analysis, resulting in a multitude of definitions. While some studies have focused on the technological dimension of digital transformation as the application of digital technologies to improve performance and processes, others have broadened the scope of the concept to include strategic and organizational transformations, the reshaping of business models, and value creation mechanisms. The following is a presentation of the most prominent definitions and trends addressing the concept of digital transformation in literature.

Viewpoint/Attitude	Definition content	The most prominent representative sources	Definition focus
Digital transformation as the application of technology to improve performance and processes	This trend views digital transformation as the use of digital technologies to improve performance and processes and expand access to markets and customers.	Fitzgerald <i>et al.</i> (2014) ^[21] ; Westerman <i>et al.</i> (2011); Deloitte (2018); Schwertner (2017) ^[31]	Improved performance, operational efficiency, and expanded access
Digital transformation as a reshaping of the business model and value creation	This trend sees digital transformation as including redesigning the business model and value creation mechanisms to suit the digital environment.	Solis <i>et al.</i> (2014); Verhoef <i>et al.</i> (2021) ^[24] ; Berman (2012); Matt <i>et al.</i> (2015) ^[13]	Business model, value creation, and strategic transformation
Digital transformation as a	This trend views digital transformation	Liu <i>et al.</i> (2011); Hinings	Organizational

comprehensive organizational transformation	as a comprehensive organizational transformation that goes beyond the technical aspect to include processes, structures, and corporate culture.	<i>et al.</i> (2018) ^[24] ; Bonnet & Westerman (2020); Elia <i>et al.</i>	structure, processes, culture, and roles
Digital transformation as a multidimensional phenomenon	This trend views digital transformation as an integrated, multi-dimensional process that includes technology, business model, and customer experience.	Ismail, Khater, & Zaki (2017); Verina <i>et al.</i> ; Hanelt <i>et al.</i> (2021); Vial (2019)	Integration of technology, people, processes, and networks
Digital transformation as a broader societal and institutional transformation	This trend views digital transformation as a phenomenon that goes beyond the organization to include societal and economic effects.	Stolterman <i>et al.</i> (2004); Martin (2008); OECD (2018); European Commission (2019); Elia <i>et al.</i>	Societal, institutional, and economic impact
Digital transformation as a gradual process that begins with digitization and ends with comprehensive transformation	This trend views digital transformation as an evolutionary process that begins with digitization and ends with a comprehensive organizational transformation.	Matt <i>et al.</i> (2015) ^[13] ; Verhoef <i>et al.</i> (2021) ^[11] ; Kraus <i>et al.</i> (2022); Gong & Ribiere (2021) ^[23]	The gradual transition from digitalization to comprehensive transformation

The preceding definitions make it clear that the concept of digital transformation is no longer limited to the application of technology within organizations, but has evolved to encompass broader strategic, organizational, and institutional dimensions. The literature also reveals multiple approaches to interpreting it, some focusing on the technological role in improving performance, while others view it as a comprehensive transformation of the business model and value creation within organizations.

Stages of Digital Transformation in Business Organizations

Recent literature indicates that digital transformation does not occur as a sudden change or a single technical decision, but rather as a gradual evolutionary process that unfolds through a series of stages in which the organization's digital capabilities and value creation methods develop. In this context, many researchers distinguish between three main levels or stages of digital transformation: digitization, process digitization, and comprehensive digital transformation. These stages reflect the transition of organizations from limited use of digital technologies to a complete reinvention of their business models and organizational activities (Vial, 2019; Verhoef *et al.*, 2021) ^[24]. The digital transformation process unfolds in several successive stages that reflect the organization's maturity in adopting and integrating digital technologies into its various activities. The first stage typically begins with awareness and exploration, where organizations recognize the importance of digital technologies and begin experimenting with some digital initiatives. This is followed by the adoption and implementation stage, where digital technologies are integrated into core processes and business models. The advanced stage is comprehensive digital transformation, where the organization redesigns its processes, organizational structures, and business models based on digital technologies to achieve innovation and create sustainable value. The literature indicates that these stages represent a gradual path reflecting the development of digital capabilities within the organization and its transition from limited technology use to full strategic transformation (Berghaus & Back, 2016; Ziyadin *et al.*, 2019; Lozic *et al.*, 2024; Zaoui & Souissi, 2020) ^[41, 42, 45, 44].

The first stage is digitization, which focuses on converting

analog data or processes into digital formats that can be processed by computers. This includes converting paper documents into digital databases or replacing manual and mechanical systems with digital information systems. The primary goal in this stage is to improve operational efficiency and reduce costs by accelerating information processing and facilitating its storage and retrieval. Organizational changes at this stage are often limited, with digital technologies primarily supporting existing processes without fundamentally altering the business model or organizational structure (Gong & Ribiere, 2021) ^[23]. The second stage is digitalization, which goes beyond simply converting information to a digital format. It involves using digital technologies to redesign organizational processes and activities. At this stage, organizations begin integrating digital technologies into their operational processes and service delivery models, such as developing e-commerce platforms, using digital channels to interact with customers, and automating operational processes and supply chains. This level of transformation aims to improve customer experience, increase operational efficiency, and enhance organizational agility. Digital technologies contribute to decision-making and strengthen integration among various activities within the organization (Verhoef *et al.*, 2021; Kraus *et al.*, 2022) ^[24, 1]. The third and most advanced stage is digital transformation, which involves redefining the core of the business model and organizational activities based on digital technologies. At this stage, technology's role extends beyond simply improving existing processes; it becomes a fundamental element in innovating new business models and creating new sources of value. Examples include the emergence of digital platforms and the sharing economy, such as Uber and Airbnb, as well as the development of smart products and services based on data and advanced analytics. This level of transformation aims to reinvent the business model and achieve a sustainable competitive advantage in the evolving digital business environment, where organizations increasingly rely on data, digital networks, and platform ecosystems to create and deliver value to customers (Matt *et al.*, 2015; Verhoef *et al.*, 2021) ^[13, 24]. The importance of digital transformation stems from its growing role in enhancing organizations' ability to adapt to rapid changes in the digital business environment, improve operational efficiency, and develop innovative business models capable of creating greater value for

customers. Digital transformation also contributes to the deployment of modern technologies such as big data, artificial intelligence, and the Internet of Things to support decision-making, improve organizational performance, and enhance competitiveness in contemporary markets (Pereira *et al.*, 2022; Kraus *et al.*, 2021; Schwertner, 2017; Schallmo & Williams, 2018). Accordingly, these three stages can be viewed as an evolutionary path for digital transformation, where organizations move from improving operational efficiency in the first stage, to redesigning processes in the second stage, and finally to reinventing their business model in the third stage. This progression reflects the strategic nature of digital transformation as a comprehensive organizational change process that requires developing digital resources and capabilities and reshaping organizational structures and competitive strategies within the contemporary digital environment.

Strategic Requirements for Digital Transformation in Business Organizations

Digital transformation in business organizations is not limited to simply adopting digital technologies. It requires a set of strategic and organizational requirements that enable organizations to effectively leverage these technologies and transform them into a source of value and competitive advantage. The literature indicates that the success of digital transformation initiatives depends on the availability of several fundamental pillars, including digital resources, digital capabilities, changes in organizational structure, and digital leadership capable of effectively guiding and managing the transformation process (Matt *et al.*, 2015; Verhoef *et al.*, 2021) ^[13, 1]. Digital transformation necessitates a set of technical, organizational, and strategic requirements that enable organizations to achieve an effective transition to the digital environment. These requirements include developing digital infrastructure, redesigning processes and information systems to align with modern technologies and adopting flexible management models capable of managing continuous change. Digital transformation also requires building data analytics capabilities and developing employees' digital skills, as well as having a clear strategic vision that supports the integration of technology, processes, and organizational goals. Studies confirm that the success of digital transformation depends largely on the integration of these requirements to ensure value creation and enhance organizational competitiveness (Ebert & Duarte, 2016; Wolf & Erfurth, 2018; Gollhardt & Hermann, 2020; Minich, 2023). First, digital resources are a fundamental pillar of digital transformation. Organizations need to own or develop a range of digital assets, such as IT infrastructure, data storage systems, cloud computing platforms, and advanced digital technologies. Data is also increasingly important as a key strategic resource in the digital age, enabling organizations to analyze customer behavior, improve decision-making processes, and develop new data-driven products and services (Nambisan *et al.*, 2017; Verhoef *et al.*, 2016). Second, digital transformation requires developing digital capabilities that allow organizations to effectively leverage digital technologies. One of the most prominent of these capabilities is digital agility, which refers to an organization's ability to respond quickly to technological changes and seize new opportunities offered by the digital environment. Big data analytics capabilities are also a crucial factor in this

context, as they help organizations transform available data into actionable knowledge to improve performance and foster innovation (Chakravarty *et al.*, 2013; Lee *et al.*, 2015).

Third, digital transformation requires changes in organizational structure to align with the rapidly evolving digital environment. In many cases, traditional, rigidly hierarchical organizational structures are not suitable for managing digital transformations. Therefore, many organizations tend to adopt more flexible organizational structures, such as establishing independent digital business units or multidisciplinary teams operating according to agile management principles, which allows for faster innovation and decision-making processes (Eggers & Park, 2018).

Finally, digital leadership is a critical element in the success of digital transformation. The transformation process requires leadership capable of guiding the organization's digital strategy, fostering a digital culture among employees, and ensuring coordination among the various digital initiatives within the organization. In this context, new leadership roles have emerged, such as the Chief Digital Officer (CDO), who is responsible for leading digital transformation initiatives and ensuring their alignment with the organization's overall strategy (El Sawy *et al.*, 2016).

Thus, digital transformation is a comprehensive strategic process that goes beyond simply introducing new technologies. It encompasses developing digital resources and capabilities, restructuring organizational frameworks, and fostering digital leadership, enabling organizations to achieve sustainable value in the evolving digital environment. Accordingly, digital transformation is not just a technological transformation, but rather an integrated strategic process for creating value that extends its effects to various aspects of the organization, starting with internal operations, through customer experience and innovation, and reaching the enhancement of competitiveness and sustainability in the digital business environment.

Research Gaps and the Future Research Agenda

Despite the significant expansion of the literature on digital transformation in recent years, a review of previous studies reveals several research gaps that still require further analysis and interpretation. One of the most prominent of these gaps is the fragmentation of the concept and the lack of a unified definition of digital transformation. Literature offers multiple definitions reflecting the different perspectives of various disciplines, such as information systems, strategic management, and marketing. This disparity has led to the absence of a comprehensive conceptual framework that holistically explains the mechanisms of digital transformation within business organizations (Vial, 2019; Verhoef *et al.*, 2021) ^[24]. The literature also shows that many studies have focused heavily on the technological dimensions of digital transformation, such as the adoption of digital technologies and technological infrastructure, while the organizational, strategic, and cultural dimensions have received relatively less attention. Therefore, more in-depth studies are still needed to explore how digital transformation impacts organizational structures, corporate culture, and leadership models, as well as how these dimensions interact with digital technologies to create organizational value (Warner & Wäger, 2019; Hanelt *et al.*, 2021) ^[28].

Despite the significant expansion of studies on digital transformation, a review of the literature reveals several more

specific research gaps that still require further investigation. First, the literature indicates a lack of studies linking digital transformation to digital operations management and supply chains. Most research has focused on the technological or marketing dimensions of digital transformation, while studies analyzing how digital technologies impact supply chain design, improve coordination between operational activities, and enhance process resilience remain relatively limited. Second, studies on digital leadership and leaders' ability to manage digital transformation within organizations are still limited. Literature has focused more on technology and digital infrastructure, while the leadership and organizational capabilities necessary to lead digital transformation have not received sufficient attention. Third, the current literature lacks a sufficient number of longitudinal studies that track the digital transformation process over time. Most available studies rely on cross-sectional analyses that focus on a specific stage of transformation without analyzing its evolution across different phases. Finally, applied studies on digital transformation in developing economies remain limited compared to those focusing on developed economies. This highlights the need to broaden the scope of research to include different economic and organizational contexts to understand the nature of digital transformation in diverse institutional environments. Another significant research gap is the limited number of applied studies in developing economies, as most current literature focuses on the experiences of companies in developed economies such as Europe and the United States. This indicates the need to broaden the scope of research to include different economic contexts, particularly in developing countries that face specific challenges related to digital infrastructure, the regulatory environment, and digital skills levels (AlNuaimi *et al.*, 2022) ^[18]. In addition, the relationship between digital transformation and several important organizational variables, such as organizational resilience, sustainability, innovation, and digital supply chains, still requires further investigation. The literature indicates that these topics have often been studied in isolation, while research addressing the integration of digital transformation with these variables remains limited. Therefore, future research could focus on developing integrated explanatory models that explain how digital transformation contributes to enhancing organizational capabilities and achieving a sustainable competitive advantage. Accordingly, this study proposes a future research agenda that calls for multidisciplinary studies combining strategic management, information systems, and operations management to develop a deeper understanding of digital transformation and its implications for business organizations. Future research could also focus on analyzing digital transformation experiences in different industrial sectors and exploring the growing role of emerging digital technologies such as artificial intelligence, the Internet of Things, and big data in reshaping business models and industrial ecosystems. These research directions would contribute to advancing scientific knowledge about digital transformation and provide practical guidance to help organizations effectively manage their digital transformation processes in the contemporary business environment.

Summary

This study has undertaken a theoretical review of literature related to digital transformation in business organizations,

with the aim of providing an analytical understanding of the development of this concept, its drivers, stages, strategic requirements and consequences. The review demonstrates that digital transformation is no longer limited to the adoption of digital technologies within organizations but rather represents a comprehensive strategic shift that reshapes business models, organizational structures, and value creation methods in the contemporary economic environment. The literature also shows that digital transformation evolves through successive stages, beginning with digitization, then processing digitization, and culminating in comprehensive digital transformation. This reflects the transition of organizations from improving operational efficiency to reinventing their business models and achieving a sustainable competitive advantage. The review's findings further indicate that the success of digital transformation depends on a set of strategic requirements, including the availability of digital resources, the development of digital capabilities, the redesign of organizational structures to align with the digital environment, and the presence of digital leadership capable of effectively guiding and managing the transformation process. The literature also confirms that digital transformation can deliver multidimensional value to organizations, including improved operational efficiency, enhanced innovation, improved customer experience, and enhanced competitiveness in digital markets. Considering this, the importance of adopting an integrated perspective on digital transformation that considers the interaction between technology, strategy, and organization, rather than viewing it solely as a technological shift, becomes clear. The study also underscores the need to broaden the scope of future research to gain a deeper understanding of the organizational and strategic dimensions of digital transformation, particularly within diverse economic and industrial contexts. Such research efforts will contribute to advancing scientific knowledge about digital transformation and provide insights that will help businesses effectively manage their digital transformation processes and achieve sustainable value in the evolving digital environment.

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