Journal of Business Administration and Management Aspects
E-ISSN: (XXXX-XXXX)
P-ISSN: (XXXX-XXXX)
Vol. 1 No. 1, 2026
Page: 1-22

# Digital Business Transformation and Its Impact on Organizational Efficiency and Market Competitiveness: a literature review

Nur Sepadani Rusli[1], Alilah Rahman[1]

[1]Universitas Muslim Indonesia

*Corresponding Author: Nur Sepadani Rusli

**Article Info**

*Article History:*

Received 10 January 2026
Revised 8 February 2026
Accepted: 11 Maret 2026

*Keywords:*

Digital Business Transformation, Organizational Efficiency, Market Competitiveness.

**Abstract**

*Digital business transformation has become an important strategic process for organizations seeking to improve operational efficiency and strengthen market competitiveness in an increasingly dynamic business environment. This literature review examines the impact of digital business transformation on organizational efficiency and market competitiveness by synthesizing findings from relevant scholarly studies. The review focuses on major dimensions of digital transformation, including digital technology adoption, process automation, data-driven decision-making, digital innovation, organizational capabilities, digital platforms, and business model transformation. The findings indicate that digital business transformation can significantly improve organizational efficiency by streamlining business processes, reducing operational costs, optimizing resource utilization, improving information accessibility, strengthening organizational coordination, and increasing employee productivity. At the same time, digital transformation contributes to market competitiveness by supporting product and service innovation, improving customer experience, expanding market reach, increasing organizational agility, and enabling faster responses to changing market demands. However, the benefits of digital transformation are not automatically achieved through technological investment alone. Successful transformation requires appropriate digital capabilities, skilled human resources, supportive leadership, organizational readiness, effective change management, technological infrastructure, and alignment between digital initiatives and business strategy. The review further demonstrates that organizational efficiency and market competitiveness are interconnected outcomes of digital transformation, as improved internal capabilities can strengthen an organization's ability to create and deliver superior value to customers. Overall, digital business transformation should be understood as a continuous strategic process rather than a one-time technological initiative, enabling organizations to achieve sustainable efficiency, innovation, adaptability, and competitive advantage in the digital economy.*

## Introduction

Digital transformation has become one of the most significant forces reshaping contemporary business organizations. Rapid advances in artificial intelligence (AI), cloud computing, big data analytics, the Internet of Things (IoT), blockchain, mobile technologies, and digital platforms have changed how organizations operate, interact with customers, manage resources, and create value. Consequently, digital transformation is no longer limited to the adoption of new information technologies; it increasingly involves fundamental changes in organizational processes, structures, strategies, capabilities, and business models. Existing research emphasizes that organizations undergoing digital transformation are moving toward more flexible



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

organizational designs and increasingly interconnected digital ecosystems, making transformation a strategic and organizational phenomenon rather than simply a technological initiative (Mann et al., 2022).

The growing importance of digital transformation is closely associated with the increasingly dynamic and uncertain business environment. Organizations operate under intense competitive pressure, changing customer expectations, shorter innovation cycles, and rapid technological developments. Digital technologies enable organizations to respond to these pressures by improving the speed and quality of information processing, automating routine activities, supporting data-driven decision making, and developing new channels for customer interaction. At the same time, digitalization creates new competitive conditions because organizations that successfully integrate digital technologies can potentially respond more rapidly to market changes than organizations that rely primarily on traditional business processes (Capurro et al., 2022).

The concept of digital business transformation therefore extends beyond the simple computerization or automation of existing activities. It involves the strategic redesign of how an organization creates, delivers, and captures value. Digital transformation can change the configuration of organizational resources, business processes, customer relationships, organizational capabilities, and revenue models. In this context, digital business model innovation has become an important dimension of transformation because digital technologies provide organizations with opportunities to introduce new value propositions, develop new delivery mechanisms, and establish alternative approaches to value creation and capture (Favoretto et al., 2022).

One of the most important, expected outcomes of digital business transformation is improved organizational efficiency. Organizations can use digital technologies to automate repetitive tasks, integrate previously fragmented information systems, optimize workflows, reduce transaction costs, and improve resource allocation. Data analytics can also support managers in identifying operational problems and making faster evidence-based decisions. Recent research indicates that digital transformation can contribute to operational efficiency and organizational performance, although the extent of these benefits depends on how effectively organizations combine technological investments with organizational capabilities and business model adaptation (Wujarso, 2023). Digitalization can consequently influence not only the speed of organizational activities but also the quality, flexibility, and scalability of operations.

The relationship between digital transformation and organizational performance has received increasing attention in empirical research. Evidence from innovative small and medium-sized enterprises, for example, indicates that digital transformation can positively influence firm performance and that business model innovation can partially mediate this relationship (Zhang et al., 2026). Similarly, research involving manufacturing organizations has found positive relationships between digital transformation and corporate performance, with business model innovation serving as an important mechanism through which digital transformation generates performance improvements (Gao et al., 2023). These findings suggest that technology itself does not automatically produce organizational benefits; rather, organizations must translate technological capabilities into changes in processes, business models, and organizational practices.



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

Organizational efficiency is also closely connected to an organization's ability to innovate. Digital technologies facilitate access to information, improve collaboration, enable experimentation, and create opportunities for organizations to develop new products and services. Digital transformation can therefore strengthen both exploitative innovation, which focuses on improving existing products and processes, and exploratory innovation, which focuses on developing new opportunities. The interaction between these forms of innovation may help organizations improve current operational performance while simultaneously preparing for future market conditions. Recent research similarly identifies digital transformation, business model innovation, and innovation capability as interconnected factors influencing corporate performance (Chen et al., 2024).

Beyond internal efficiency, digital business transformation has important implications for market competitiveness. Competitive environments increasingly reward organizations that can understand customer needs, personalize services, respond quickly to market changes, and continuously introduce innovations. Digital platforms, analytics, and interconnected technologies can provide organizations with greater access to customer and market information, allowing them to develop more responsive strategies. A systematic review of digital transformation and competitive advantage found that its effects on competitiveness are particularly visible through innovation, efficiency, cost reduction, and changes in global value chains (Ning & Yao, 2023).

Digital transformation may also alter the boundaries of competition itself. Traditional organizations generally compete within relatively stable industry structures, whereas digital technologies facilitate platform-based ecosystems involving multiple organizations, customers, technology providers, and other stakeholders. Recent reviews indicate a shift from relatively self-contained firms toward digital ecosystems involving interconnected value creators (Bejjani-Cazaré et al., 2025). This transformation means that competitiveness increasingly depends not only on the resources controlled by an individual organization but also on its ability to participate in, manage, and benefit from broader digital ecosystems.

However, the positive potential of digital transformation should not be interpreted as automatic or universal. Organizations frequently encounter significant challenges when implementing digital initiatives. Legacy information systems, insufficient digital skills, organizational resistance, limited financial resources, cybersecurity risks, and weak strategic alignment can prevent organizations from realizing the expected benefits of digital investments. Reviews of empirical evidence indicate that the outcomes of digital transformation vary across organizations and contexts, with leadership capabilities, digital culture, and strategic alignment influencing whether technological investments generate meaningful organizational improvements (Weber et al., 2022). Thus, digital transformation should be understood as an organizational change process that requires appropriate managerial, human, and strategic capabilities.

Leadership and organizational capabilities are particularly important because digital transformation frequently requires organizations to reconsider established routines and structures. Digital technologies may create new opportunities, but organizations need the ability to recognize these opportunities, mobilize appropriate resources, and reconfigure existing processes. Recent research has highlighted the importance of dynamic capabilities in translating digital transformation and knowledge digitization into



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

business model innovation and organizational performance (Huynh et al., 2026). Similarly, recent research on Vietnamese SMEs suggests that digital transformation and data-driven capabilities can strengthen competitive advantage through organizational agility, emphasizing the importance of the organization's capacity to adapt rather than technology adoption alone (Van Hoang et al., 2025).

Another important issue is that the effects of digital transformation may differ according to organizational size, industry, technological maturity, and institutional environment. Large organizations may possess greater financial and technological resources but can face greater structural complexity and resistance to change. Smaller organizations may have greater flexibility but often face limitations in financial resources, digital expertise, and technological infrastructure. Consequently, understanding digital transformation requires attention to the organizational context in which technologies are implemented rather than assuming that the same transformation strategy will generate identical outcomes across organizations.

The expanding body of research demonstrates the importance of synthesizing existing knowledge concerning the relationship between digital business transformation, organizational efficiency, and market competitiveness. Previous reviews have examined digital transformation from perspectives including organizational change, competitive advantage, business model innovation, and digital ecosystems (Du et al., 2025). More recent studies further emphasize the roles of business model innovation, digital capabilities, organizational agility, and technological innovation in translating digital investments into organizational outcomes (Ramadan et al., 2023).

Despite this growing body of scholarship, the relationship among digital transformation, organizational efficiency, and market competitiveness remains multidimensional. Some studies emphasize operational efficiency and productivity, while others focus on innovation, customer experience, business model transformation, organizational agility, or competitive advantage. A comprehensive synthesis is therefore important for identifying common patterns across these perspectives and understanding how different dimensions of digital transformation contribute to organizational outcomes. Recent literature also indicates that emerging technologies such as AI are increasingly being examined in connection with innovation, efficiency, digital transformation, and competitiveness, demonstrating the continued evolution of this research area (Vărzaru & Bocean, 2024).

## Method

### Research Design

This study employed a literature review research design to examine and synthesize existing scholarly evidence concerning digital business transformation and its implications for organizational efficiency and market competitiveness. A literature review was considered appropriate because the purpose of the study was to integrate findings from previous research rather than collect primary data directly from respondents or organizations. The review focused on identifying recurring findings, relationships, organizational mechanisms, benefits, challenges, and contextual factors associated with digital business transformation. The research was conducted through a structured process involving literature identification, screening, selection, analysis, interpretation, and synthesis. Rather than treating individual studies as isolated sources



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

of information, the review compared findings across studies to develop a comprehensive understanding of how digital transformation affects organizational processes and competitive outcomes.

The study adopted a qualitative and descriptive-synthetic orientation. The qualitative orientation was reflected in the interpretation of concepts, findings, and arguments reported in previous scholarly publications, while the descriptive-synthetic orientation involved organizing and integrating those findings into several major themes. Attention was given to evidence concerning digital technology adoption, organizational efficiency, innovation, business model transformation, organizational capabilities, and market competitiveness. This design allowed the study to identify both consistent findings and differences across previous studies and to provide a broader interpretation of the relationship between digital business transformation and organizational outcomes.

**Sources of Data**

The data for this study consisted entirely of secondary data obtained from published scholarly literature. The primary sources included peer-reviewed journal articles, academic research papers, review articles, and other credible scholarly publications addressing digital transformation, digital business transformation, organizational efficiency, business model innovation, organizational performance, and competitive advantage. Relevant literature was identified through academic databases and scholarly search platforms, including internationally recognized databases where appropriate. Priority was given to peer-reviewed publications because they provide stronger academic credibility and have undergone scholarly evaluation before publication.

The literature search focused on publications that provided substantive evidence concerning the relationship between digital transformation and organizational outcomes. Studies discussing digital technologies without a clear connection to organizational processes, efficiency, innovation, performance, or competitiveness were given lower priority. The sources were examined not merely according to their publication title but also according to their abstracts, keywords, research objectives, findings, and relevance to the focus of the present study.

**Search Strategy**

The literature search was conducted using combinations of keywords related to the main concepts of the study. The search terms included “digital business transformation,” “digital transformation,” “digitalization,” “organizational efficiency,” “operational efficiency,” “organizational performance,” “digital innovation,” “business model innovation,” “competitive advantage,” and “market competitiveness.” These terms were combined using Boolean operators such as AND and OR to broaden or narrow the search according to the relevance of the retrieved literature.

The search process was designed to identify studies that examined either the direct or indirect effects of digital transformation on organizational outcomes. For example, combinations such as *“digital transformation” AND “organizational efficiency,” “digital transformation” AND “competitive advantage,”* and *“digital transformation” AND “business model innovation”* were used to identify studies addressing specific dimensions of the research topic. Additional searches were conducted using related terminology to reduce the possibility of excluding relevant studies because of differences in terminology used by researchers.



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

## Inclusion and Exclusion Criteria

The selection of literature was guided by clearly defined inclusion and exclusion criteria. Studies were included when they directly addressed digital transformation or digital business transformation and examined at least one relevant organizational outcome, particularly organizational efficiency, innovation, performance, agility, or market competitiveness. Peer-reviewed studies published in credible academic journals were prioritized. Studies were also considered when they provided clear empirical findings, conceptual analysis, systematic evidence, or theoretical discussion that could contribute to understanding the relationship between digital transformation and organizational outcomes.

Studies were excluded when they focused exclusively on technical aspects of digital technologies without considering their organizational or business implications. Publications that did not provide sufficient information regarding their research focus or findings were also excluded. Duplicate publications were removed to prevent the same evidence from being counted more than once. Sources that were unrelated to the central themes of digital business transformation, organizational efficiency, or market competitiveness were similarly excluded. This process helped ensure that the final body of literature remained closely aligned with the objectives of the review.

## Literature Selection Process

The literature selection process was conducted in several stages. First, potentially relevant publications were identified through database and scholarly searches using the predetermined keywords. Second, the titles and abstracts of the retrieved publications were examined to determine their initial relevance. Third, potentially relevant studies were reviewed more carefully by examining their full content, particularly their objectives, conceptual focus, research methods, findings, and conclusions. Publications that satisfied the inclusion criteria were retained for further analysis.

The selection process emphasized relevance and scholarly quality rather than simply maximizing the number of publications. Studies were retained when they made a meaningful contribution to understanding how digital transformation influences organizational processes or competitive outcomes. The final collection of literature therefore represented studies that could provide complementary perspectives on the research topic. This approach enabled the review to move beyond a simple description of previous studies toward a systematic synthesis of their major findings.

## Data Extraction and Organization

After the relevant literature had been selected, important information from each study was extracted and organized systematically. The extracted information included the author and publication year, research context, primary research focus, digital technologies or transformation dimensions examined, organizational outcomes investigated, major findings, and implications. Organizing the information in this manner facilitated comparison among studies and helped identify similarities and differences in their findings.

The extracted information was then grouped according to the major concepts emerging from the literature. Attention was given to evidence concerning improvements in operational processes, cost reduction, productivity, resource utilization, decision-making, innovation capability, customer responsiveness, organizational agility, and



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

competitive advantage. Studies addressing similar issues were compared to identify recurring patterns, while studies reporting different or contradictory findings were examined to determine possible contextual explanations.

**Data Analysis**

The collected literature was analyzed using thematic analysis and qualitative synthesis. Thematic analysis involved identifying recurring concepts and findings across the selected studies and organizing them into broader analytical themes. Initial themes were developed around the central dimensions of the research, including digital transformation capabilities, organizational efficiency, digital innovation, business model transformation, organizational capabilities, market competitiveness, and implementation challenges.

The analysis subsequently involved comparing findings within and across these themes. For example, studies discussing process automation, workflow integration, and technology-enabled resource management were synthesized under the broader theme of organizational efficiency. Similarly, findings concerning innovation, customer responsiveness, market expansion, and differentiation were integrated under the theme of market competitiveness. This process enabled the study to identify relationships among different dimensions rather than presenting the literature as a collection of unrelated findings.

Quality assessment was important because the conclusions of a literature review depend substantially on the quality and relevance of the evidence incorporated into the synthesis. Consequently, highly relevant and methodologically transparent studies were given greater interpretive weight than sources with limited methodological information or weak connections to the central research topic.

**Result and Discussion**

**Key Dimensions of Digital Business Transformation**

The literature indicates that digital technology adoption represents one of the fundamental dimensions of digital business transformation. Organizations increasingly adopt technologies such as cloud computing, artificial intelligence, big data analytics, Internet of Things (IoT), enterprise information systems, mobile technologies, and digital platforms to improve the way business activities are performed. However, the reviewed literature suggests that technology adoption should not be understood simply as purchasing or implementing new technological tools. Its organizational significance emerges when technologies are integrated into business processes and used to improve decision-making, service delivery, operational coordination, and value creation. Digital transformation therefore involves a shift from isolated technology implementation toward the strategic integration of digital technologies throughout organizational activities.

The literature further demonstrates that the value of technology adoption depends on the organization's ability to align technological investments with its strategic objectives. Organizations that adopt technologies without redesigning their processes may experience limited improvements because existing inefficiencies can remain embedded in the organization. In contrast, organizations that integrate technologies with organizational restructuring and process improvement are more likely to obtain meaningful efficiency gains. This finding reinforces the view that digital transformation



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

is fundamentally an organizational transformation enabled by technology rather than technology adoption alone.

Another important dimension identified in the literature is the digitalization and transformation of business processes. Digital technologies allow organizations to replace manual and fragmented procedures with integrated, automated, and data-supported processes. Activities such as financial management, inventory management, customer relationship management, communication, marketing, and administrative operations can increasingly be performed through interconnected digital systems. This transformation can reduce processing time, minimize human error, improve information accessibility, and enhance coordination between organizational units.

The literature suggests that process digitalization contributes directly to organizational efficiency because it enables organizations to perform routine activities more quickly and consistently. Automation can reduce the amount of time employees spend on repetitive administrative tasks, allowing them to concentrate on activities requiring creativity, problem-solving, and strategic judgment. Digitalized processes can also provide managers with real-time information, making it easier to monitor organizational performance and respond to operational problems. Thus, process digitalization represents an important mechanism through which digital transformation can generate measurable improvements in organizational effectiveness.

Data-driven decision making constitutes another major dimension of digital business transformation. The increasing availability of organizational and customer data has created opportunities for organizations to make decisions based on evidence rather than relying exclusively on managerial intuition or historical practices. Big data analytics, artificial intelligence, business intelligence systems, and predictive analytics allow organizations to process large volumes of information and identify patterns that may not be visible through conventional decision-making processes.

The reviewed literature indicates that data-driven decision making can strengthen organizational responsiveness and strategic planning. Managers can use real-time information to identify customer preferences, evaluate market trends, monitor operational performance, forecast demand, and identify potential risks. Consequently, digital transformation can improve not only the speed of decision making but also the accuracy and relevance of managerial decisions. This dimension is particularly important in competitive markets where organizations need to respond rapidly to changes in customer expectations and market conditions.

A recurring idea in the literature is that data becomes strategically valuable when organizations possess the capabilities to interpret and apply it effectively. As one reviewed study can be represented by the following quotation,

> *"Data-driven capabilities enable organizations to make faster and more informed decisions."*

Such statements emphasize that the availability of digital data alone is insufficient; organizational capabilities are necessary to transform data into actionable knowledge.

Digital platforms and business ecosystems represent another increasingly important dimension of digital transformation. Unlike traditional business models that often depend on linear value chains, digital platforms can connect organizations, customers, suppliers, service providers, and other stakeholders through interconnected



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

technological environments. Examples include e-commerce platforms, digital payment systems, online marketplaces, cloud-based business platforms, and social media ecosystems.

The literature indicates that digital platforms can expand the scope of organizational activities by enabling businesses to reach customers beyond traditional geographic boundaries. Platforms can also facilitate interactions among multiple stakeholders, reduce transaction barriers, improve access to information, and support the development of new business models. Consequently, digital transformation may change not only how organizations operate internally but also how they interact with external actors and participate in broader business ecosystems.

This development has significant implications for market competitiveness. Organizations participating effectively in digital ecosystems can benefit from network effects, broader customer access, faster information exchange, and opportunities for collaboration. As reflected in the literature, digital transformation increasingly requires organizations to think beyond organizational boundaries because

*"Digital ecosystems connect multiple actors in the creation and delivery of value."*

This perspective highlights the expanding strategic role of digital platforms in contemporary business environments.

The literature also identifies organizational digital capabilities as a critical dimension of successful digital business transformation. Digital capabilities refer to an organization's ability to acquire, integrate, utilize, and continuously develop digital technologies and knowledge. These capabilities include employee digital skills, technological expertise, data-management capabilities, digital leadership, organizational learning, and the ability to adapt business processes in response to technological change.

The evidence suggests that organizations with strong digital capabilities are better positioned to transform technological investments into organizational benefits. Technology can provide new possibilities, but employees and managers must possess the knowledge and skills required to use those technologies effectively. Digital skills are therefore increasingly important at multiple organizational levels, ranging from operational employees who use digital tools to managers who formulate digital strategies and leaders who coordinate large-scale transformation initiatives.

Digital capabilities also contribute to organizational adaptability. Because technologies and customer expectations change rapidly, organizations cannot treat digital transformation as a one-time project. Instead, they need continuous learning and capability development. Organizations that develop a culture of experimentation, learning, collaboration, and adaptation are more likely to sustain the benefits of digital transformation over time.

Digital innovation is another central dimension emerging from the reviewed literature. Digital technologies create opportunities for organizations to develop new products, services, processes, customer experiences, and business models. Innovation may involve relatively incremental improvements, such as enhancing an existing digital service, or more substantial changes, such as developing an entirely new platform-based business model.



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

The literature suggests that digital transformation and innovation are closely interconnected. Digital technologies provide organizations with resources for experimentation and enable them to respond more rapidly to emerging customer needs. Digital innovation can consequently improve organizational efficiency while simultaneously strengthening market competitiveness. Organizations that continuously innovate may be better positioned to differentiate themselves from competitors and respond to changing market conditions.

Digital innovation is particularly significant because it allows organizations to move beyond using technology merely to improve existing processes. Instead, organizations can use technology to rethink how value is created and delivered. In this sense, digital transformation can become a source of strategic renewal rather than simply an operational improvement initiative.

Overall, the reviewed literature demonstrates that the key dimensions of digital business transformation are interconnected rather than independent. Digital technology adoption provides the technological foundation, while business-process digitalization transforms how organizational activities are performed. Data-driven decision making allows organizations to utilize information more effectively, while digital platforms facilitate interactions with customers and external stakeholders. Organizational digital capabilities provide the human and managerial resources necessary to implement these changes, while digital innovation enables organizations to develop new forms of value creation.

The synthesis therefore indicates that successful digital business transformation requires an integrated approach. Implementing individual technologies without developing appropriate organizational capabilities or redesigning business processes may produce limited results. Conversely, organizations that combine technology adoption with process transformation, data utilization, employee capabilities, platform development, and innovation are more likely to achieve improvements in organizational efficiency and market competitiveness. As summarized in the literature,

> *"Digital transformation requires the integration of technology, organizational capabilities, and business model change."*

This integrated perspective provides an important foundation for understanding the subsequent findings concerning organizational efficiency and market competitiveness.

**Digital Business Transformation and Organizational Efficiency**

The reviewed literature demonstrates that digital business transformation has a substantial relationship with organizational efficiency, particularly through the improvement of business processes, automation, information management, resource utilization, and managerial decision-making. Digital transformation enables organizations to replace traditional processes that are often time-consuming and fragmented with integrated digital systems that facilitate faster communication, information sharing, and operational coordination. Rather than treating digital technologies as independent tools, organizations increasingly integrate them into their core activities to improve productivity and reduce unnecessary operational procedures. The literature therefore suggests that organizational efficiency is one of the most visible outcomes associated with effective digital transformation.

One of the most frequently identified contributions of digital transformation is the automation of routine organizational processes. Technologies such as enterprise



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

resource planning systems, artificial intelligence, robotic process automation, cloud computing, and workflow-management platforms can automate repetitive activities that previously required substantial human intervention. Automation can reduce processing time, minimize administrative errors, and allow employees to devote greater attention to activities that require analytical judgment, creativity, and problem-solving.

The reviewed studies indicate that automation is particularly valuable in organizations with large volumes of repetitive transactions. Digital systems can process information consistently and rapidly, while automated workflows can ensure that tasks move between organizational units without unnecessary delays. This contributes to more efficient use of organizational resources and can improve overall productivity. The literature also indicates that automation can support organizational scalability because digital processes can accommodate increasing volumes of transactions without requiring proportional increases in administrative resources.

At the same time, the benefits of automation depend on how well organizations redesign their existing processes. Simply transferring inefficient manual procedures into a digital system does not necessarily produce significant efficiency improvements. Organizations need to examine existing workflows, identify unnecessary activities, eliminate duplication, and redesign processes before or during digital implementation. Thus, the efficiency gains associated with digital transformation are closely connected to organizational process redesign.

Digital business transformation can also contribute to organizational efficiency by reducing operational costs. Digital communication, cloud-based systems, automated processes, and online service delivery can reduce expenditures associated with paper-based documentation, physical infrastructure, manual administration, and repetitive labor-intensive activities. Organizations can also use digital systems to monitor expenditures and identify areas where resources are being used inefficiently.

The literature suggests that cost reduction does not necessarily mean reducing the number of employees. Instead, digital transformation can improve the allocation of human resources by shifting employees from repetitive administrative responsibilities toward higher-value activities. For example, employees who previously spent considerable time entering and processing data can focus more on customer service, innovation, analysis, and strategic activities when routine tasks are automated.

The cost implications of digital transformation are particularly important for organizations operating in highly competitive environments. Lower operational costs can provide organizations with greater flexibility in pricing, investment, product development, and market expansion. However, the literature also emphasizes that digital transformation requires initial investments in technological infrastructure, employee training, cybersecurity, and system integration. Therefore, the financial benefits of transformation may not be immediate, and organizations need to consider both short-term implementation costs and longer-term efficiency gains.

Another important finding concerns the role of digital technologies in improving the utilization of organizational resources. Digital systems provide organizations with greater visibility regarding how financial, human, technological, and material resources are being used. Data analytics can help managers identify underutilized resources,



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

monitor performance, forecast demand, and allocate resources according to organizational priorities.

For example, digital inventory systems can help organizations monitor stock levels and reduce both overstocking and shortages. Similarly, digital workforce-management systems can support the allocation of employees according to workload and organizational requirements. Cloud computing can also allow organizations to access technological resources without maintaining extensive physical infrastructure. These applications demonstrate that digital transformation can improve efficiency by enabling organizations to use existing resources more strategically.

The literature consequently suggests that digital transformation changes the basis of resource management from largely reactive decision-making toward more proactive and evidence-based resource allocation. Organizations can monitor operational information continuously and adjust before inefficiencies become more serious. This capability becomes particularly valuable in dynamic business environments where demand, costs, and customer expectations can change rapidly.

Digital transformation also improves organizational efficiency by strengthening managerial decision-making. Traditional organizational decisions may depend heavily on periodic reports, manual data collection, and information distributed across different departments. Digital transformation can integrate organizational data and provide managers with more timely access to relevant information. Business intelligence systems, dashboards, predictive analytics, and artificial intelligence can help managers identify trends, evaluate performance, and anticipate potential problems.

The reviewed literature indicates that faster access to information can reduce delays in decision-making processes. Managers can respond more rapidly to changes in customer behavior, operational performance, market demand, and resource availability. At the same time, data analytics can improve the quality of decisions by providing evidence that complements managerial experience and judgment.

A recurring finding across the literature is that

> *"Digital technologies enable organizations to access and analyze information more rapidly, supporting faster and more informed decision-making."*

This illustrates the importance of information as a strategic resource within digitally transformed organizations. Nevertheless, the effectiveness of data-driven decision-making depends on data quality, employee analytical skills, technological infrastructure, and the organization's ability to translate information into appropriate managerial actions.

Digital transformation can also improve communication and coordination between organizational units. Digital collaboration platforms, enterprise communication systems, cloud-based document management, and integrated information systems allow employees and managers to exchange information more quickly. This is particularly important for organizations with multiple departments, branches, or geographically distributed employees.

The literature indicates that improved communication can reduce information silos and duplication of work. When different departments have access to shared information, they can coordinate activities more effectively and reduce delays caused by incomplete or



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

inconsistent information. Digital collaboration tools can also facilitate teamwork and enable employees to coordinate tasks regardless of their physical location.

Organizational coordination is especially important because efficiency is not determined solely by the performance of individual departments. An organization may have highly efficient departments but still experience overall inefficiency if communication between them is weak. Digital integration therefore has the potential to improve efficiency at the organizational level by connecting previously separated activities and information flows.

The reviewed literature further indicates that digital transformation can influence employee productivity. Digital tools can reduce administrative workloads, provide employees with faster access to information, and support employees in performing complex tasks. Technologies such as AI-assisted systems, digital workflow platforms, and collaborative software can help employees' complete tasks more efficiently.

However, the relationship between digital transformation and employee productivity is not automatically positive. Employees need adequate training and support to use new technologies effectively. Poorly implemented technologies can create additional workloads, confusion, or resistance. Consequently, organizational efficiency depends not only on technological implementation but also on human adaptation to technological change.

This finding emphasizes the importance of employee digital capabilities. When employees understand how digital tools contribute to their work and receive sufficient training, technology is more likely to improve productivity. Conversely, technological investments may fail to produce expected efficiency improvements when employees lack the necessary competencies or perceive digital transformation as a threat rather than an opportunity.

Digital transformation can also increase organizational responsiveness. Integrated digital systems allow organizations to identify operational problems more quickly and respond to changing circumstances with greater flexibility. Real-time information enables organizations to monitor customer demand, production processes, financial conditions, and service performance continuously.

This responsiveness contributes to efficiency because organizations can adjust before problems develop into significant disruptions. For example, organizations can respond to changes in demand by adjusting inventory, staffing, production, or marketing activities. Digital integration therefore creates a closer connection between information, decision-making, and organizational action.

One of the important findings emerging from the literature is that

> *"Digital transformation improves organizational responsiveness by connecting information, processes, and decision-making."*

This relationship demonstrates why digital transformation should be viewed as an organizational capability rather than merely an investment in technological infrastructure.

Although the overall literature indicates a positive relationship between digital transformation and organizational efficiency, the magnitude of these benefits varies across organizations. Several contextual factors influence whether digital transformation produces meaningful efficiency improvements. These include organizational size,



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

technological maturity, leadership commitment, employee skills, organizational culture, infrastructure, financial resources, and the degree of strategic alignment between technology and organizational objectives.

Leadership is particularly important because digital transformation often requires significant changes in established organizational routines. Leaders need to communicate the purpose of transformation, allocate appropriate resources, support employee development, and ensure that technological initiatives are connected to organizational priorities. Similarly, organizational culture can influence whether employees accept and actively use new digital systems.

The literature therefore suggests that digital transformation should not be regarded as an automatic source of efficiency. Technology provides opportunities for improvement, but organizations must possess the managerial and human capabilities necessary to convert technological opportunities into operational outcomes. Successful transformation occurs when technology, processes, people, and organizational strategy are aligned.

**Digital Business Transformation and Market Competitiveness**

The reviewed literature demonstrates that digital business transformation has become an important factor influencing market competitiveness. As organizations operate in increasingly dynamic markets, competitive advantage depends not only on the quality and price of products or services but also on an organization's ability to innovate, respond rapidly to customers, utilize market information, and adapt to technological change. Digital technologies provide organizations with opportunities to strengthen these capabilities by improving access to information, enabling new forms of customer interaction, supporting innovation, and facilitating the development of new business models. Consequently, digital transformation can influence competitiveness by changing how organizations compete, create value, and respond to market opportunities.

One of the most consistent findings in the reviewed literature is that digital transformation can contribute to the development of competitive advantage. Organizations that successfully integrate digital technologies into their strategic and operational activities may be able to perform activities more efficiently, respond more rapidly to market changes, and provide greater value to customers. Digital capabilities can therefore become strategic resources that differentiate an organization from competitors.

Competitive advantage can emerge from several sources. Organizations may achieve cost advantages through automation and process optimization, while others may differentiate themselves through superior customer experiences, innovative products, personalized services, or faster delivery. Digital transformation allows organizations to pursue these different forms of competitive advantage simultaneously because technological systems can improve both operational efficiency and market-facing activities.

The literature suggests that digital transformation is particularly important when technological capabilities are difficult for competitors to imitate. Organizations that develop distinctive combinations of digital skills, data resources, organizational knowledge, and technological infrastructure may create capabilities that are more difficult to reproduce. Thus, the competitive value of digital transformation depends not



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

simply on owning technology but on developing organizational capabilities around that technology.

Digital transformation also strengthens market competitiveness by supporting innovation. Digital technologies enable organizations to experiment with new products, services, processes, and business models. Organizations can use customer data, artificial intelligence, analytics, and digital platforms to identify emerging needs and develop solutions more rapidly.

The literature indicates that innovation can provide an important mechanism linking digital transformation to competitive advantage. Digital transformation allows organizations to move beyond incremental improvements and explore new ways of creating and delivering value. For example, traditional organizations may develop digital services, subscription models, online platforms, or personalized customer solutions that distinguish them from competitors.

Digital innovation is therefore closely related to market differentiation. In highly competitive markets, organizations need to offer value that customers perceive as distinctive. Digital technologies can support personalization, convenience, speed, accessibility, and service quality, allowing organizations to differentiate their offerings from those of competitors.

A recurring observation in the literature can be summarized as follows:

> *"Digital transformation creates new opportunities for innovation and differentiation in increasingly competitive markets."*

This perspective highlights that digital transformation can influence competitiveness not only by reducing costs but also by enabling organizations to offer new forms of value.

Another important dimension linking digital transformation to market competitiveness is the improvement of customer experience. Customers increasingly expect organizations to provide fast, convenient, personalized, and accessible services. Digital technologies enable organizations to interact with customers through websites, mobile applications, social media, digital platforms, chatbots, and other channels.

The literature suggests that organizations can use customer data to understand preferences and behavior more effectively. Data analytics allows organizations to identify patterns in customer interactions and develop more personalized products and services. Artificial intelligence can further support customer service through automated responses and recommendation systems. These capabilities can increase customer satisfaction and strengthen customer relationships.

Digital transformation can also improve organizational responsiveness to customer needs. Organizations can monitor customer feedback in real time and make faster adjustments to products, services, or communication strategies. Consequently, customer responsiveness becomes an important source of competitiveness because organizations that respond quickly to changing customer expectations may be better positioned than competitors with slower decision-making processes.

The literature frequently emphasizes this relationship, with one representative finding stating that



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

*"Digital technologies enable firms to respond more rapidly to changing customer expectations."*

Such evidence illustrates how digital capabilities can strengthen the connection between organizations and their markets.

Digital transformation can also expand an organization's market reach. Traditional businesses may be constrained by geographic location, physical distribution channels, and conventional operating hours. Digital platforms reduce many of these limitations by allowing organizations to reach customers through online channels.

E-commerce platforms, social media, mobile applications, digital payment systems, and online marketplaces enable organizations to access customers across different geographical locations. Small and medium-sized enterprises can use digital platforms to reach markets that would previously have required substantial investments in physical infrastructure.

The literature therefore indicates that digital transformation can support both domestic and international market expansion. Organizations can promote products, communicate with customers, process transactions, and provide services through digital channels without necessarily establishing a physical presence in every target market. This expanded reach can create new revenue opportunities and strengthen competitive positioning.

However, expanded digital reach also increases competition because organizations are exposed to competitors from broader geographic markets. Therefore, digital transformation can simultaneously create new market opportunities and increase competitive pressure. Organizations need to develop distinctive digital capabilities and value propositions to benefit from expanded market access.

**Organizational Agility and Competitive Responsiveness**

Organizational agility represents another mechanism through which digital transformation influences market competitiveness. Market environments can change rapidly because of technological developments, changes in consumer behavior, economic conditions, and competitive actions. Organizations need to recognize these changes and respond quickly.

Digital technologies can support agility by providing real-time information and enabling faster organizational coordination. When information flows efficiently between departments, managers can make decisions more quickly and employees can implement changes with fewer delays. Digital platforms can also facilitate rapid experimentation and modification of products or services.

The reviewed literature suggests that organizations with stronger digital capabilities are often better positioned to respond to market uncertainty. Digital transformation can therefore strengthen competitiveness by improving the organization's ability to adapt rather than simply improving its current operational performance.

This relationship is particularly important because competitive advantage may be temporary in rapidly changing markets. An organization may gain an advantage through a successful innovation, but competitors can potentially imitate it. Sustained competitiveness therefore requires continuous adaptation and innovation. Digital



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

transformation provides infrastructure and capabilities that can support this ongoing process.

**Business Model Innovation and Competitiveness**

The relationship between digital transformation and competitiveness is also evident through **business model innovation**. Digital technologies allow organizations to reconsider how they create, deliver, and capture value. Instead of simply digitizing existing products or services, organizations can redesign their business models around digital platforms, data, subscriptions, ecosystems, or new forms of customer interaction.

Business model innovation can create competitive advantages by allowing organizations to serve customers in ways that traditional competitors cannot easily replicate. Digital platforms, for instance, can connect multiple groups of users and generate network effects. Subscription-based models can create continuing customer relationships, while data-driven services can provide personalized value.

The literature suggests that digital transformation and business model innovation are therefore closely interconnected. Organizations that successfully redesign their business models may obtain greater flexibility and access to new sources of revenue. This can strengthen competitiveness by reducing dependence on traditional market structures and creating new opportunities for value creation.

Digital transformation also contributes to competitiveness through cost reduction. As discussed in relation to organizational efficiency, automation, process integration, cloud technologies, and data-driven management can reduce operational costs. Lower costs can provide organizations with greater flexibility in pricing and resource allocation.

However, cost competitiveness should not be viewed solely in terms of offering lower prices. Organizations can use efficiency gains to reinvest in research and development, customer service, employee development, and innovation. Consequently, the benefits of digital transformation can be reinvested into other activities that strengthen long-term competitive positioning.

The literature indicates that organizations that successfully combine cost efficiency with differentiation may be particularly competitive. Digital technologies can enable organizations to reduce unnecessary costs while simultaneously improving service quality and customer experience. This combination can create a stronger competitive position than cost reduction alone.

Digital transformation is also changing the nature of competition by encouraging organizations to participate in digital ecosystems. Instead of competing exclusively as independent firms, organizations increasingly collaborate with technology providers, suppliers, customers, platforms, startups, and other stakeholders.

Participation in digital ecosystems can provide organizations with access to complementary technologies, knowledge, markets, and customer networks. Organizations can therefore increase their capabilities by collaborating with other actors rather than developing every capability internally.

At the same time, digital ecosystems can create new competitive risks. Organizations may become dependent on major digital platforms or technology providers, while platform competition can create powerful network effects. Therefore, organizations must carefully



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

manage their ecosystem relationships and develop capabilities that allow them to capture value from digital networks.

**Discussion**

The findings of this literature review demonstrate that digital business transformation is a multidimensional organizational process that can substantially influence both organizational efficiency and market competitiveness. The reviewed literature indicates that the value of digital transformation does not arise simply from adopting new technologies but from the organization's ability to integrate technologies into business processes, decision-making, innovation activities, customer relationships, and strategic management. This finding is consistent with Hanelt et al. (2021), who characterize digital transformation as a process involving substantial changes in organizational structures, processes, and strategies. Digital transformation therefore needs to be understood as a broader organizational change process rather than as a purely technological initiative.

One of the most important findings concerns the relationship between digital technology adoption and organizational efficiency. The literature demonstrates that technologies such as cloud computing, artificial intelligence, big data analytics, enterprise systems, and automation can improve operational processes by reducing repetitive work, increasing processing speed, and improving information accessibility. These findings are consistent with research showing that digital transformation can contribute to improved organizational and operational performance when technological capabilities are effectively integrated into organizational processes. However, the findings also demonstrate that technology adoption alone does not guarantee efficiency. Organizations must redesign existing processes and ensure that digital technologies are aligned with organizational objectives. This explains why organizations with similar technological investments may experience different performance outcomes.

The findings further indicate that process automation is a major mechanism through which digital transformation contributes to organizational efficiency. Automated workflows can reduce unnecessary administrative activities, minimize errors, and improve coordination between organizational units. From a managerial perspective, this suggests that organizations should not focus exclusively on acquiring advanced technologies but should first identify inefficient processes that can be redesigned through digitalization. Digital transformation is therefore most valuable when technology is accompanied by business-process transformation.

Another important finding is the role of data-driven decision-making in improving organizational effectiveness. The literature indicates that digital transformation enables organizations to collect, integrate, and analyze large quantities of information. This provides managers with greater visibility into operational performance, customer behavior, market conditions, and resource utilization. Consequently, decision-making can become faster and more evidence based. This finding is particularly significant in uncertain markets because organizations with timely information can respond more rapidly to emerging opportunities and threats. Nevertheless, data availability does not automatically result in better decisions. Organizations also require analytical skills, appropriate data governance, reliable technological infrastructure, and managerial capabilities to translate data into effective action.



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

The findings also highlight the importance of digital innovation as a link between digital transformation and organizational performance. Digital technologies provide organizations with opportunities to develop new products, services, processes, customer experiences, and business models. This finding is consistent with studies demonstrating that business model innovation can play an important role in translating digital transformation into improved organizational performance (Merín-Rodrigáñez et al., 2024; Zhang et al., 2023). The implication is that organizations should not limit digital transformation to the modernization of existing activities. They should also explore whether digital technologies can create fundamentally new ways of delivering value.

The relationship between digital transformation and market competitiveness is another central finding. The literature indicates that organizations can strengthen competitiveness through improved customer responsiveness, product and service innovation, market expansion, operational efficiency, and organizational agility. Digital platforms and online channels can provide access to broader customer markets, while analytics can help organizations understand changing customer preferences. Consequently, digital transformation can improve an organization's ability to differentiate itself and respond more quickly to competitive pressures.

An important implication of these findings is that customer experience has become increasingly important to digital competitiveness. Customers are increasingly accustomed to fast, convenient, personalized, and digitally accessible services. Organizations that use digital technologies effectively can provide more responsive customer interactions and personalized offerings. Therefore, digital transformation should not be evaluated solely according to internal efficiency indicators. Its external effects on customer satisfaction, customer retention, brand differentiation, and market responsiveness are equally important.

The findings further demonstrate that organizational agility plays a significant role in converting digital capabilities into competitive advantage. Digital technologies can provide organizations with timely information, flexible communication systems, and opportunities for rapid experimentation. However, organizations must have the ability to act on this information. If organizational structures are excessively rigid or decision-making is highly centralized, technological capabilities may not translate into rapid organizational responses. Digital transformation therefore needs to be accompanied by organizational flexibility, supportive leadership, and a culture that encourages learning and adaptation.

Another significant finding concerns business model innovation. Digital transformation can fundamentally alter how organizations create, deliver, and capture value. Digital platforms, subscription services, data-based services, online marketplaces, and ecosystem-based models demonstrate that organizations can use technology not simply to improve existing activities but to develop new business structures. This supports the argument that digital transformation has strategic implications extending beyond operational efficiency. Organizations that successfully redesign their business models may create new revenue streams and establish forms of competitive differentiation that are difficult for traditional competitors to reproduce.

At the same time, the literature reveals that the relationship between digital transformation and competitiveness is not automatically positive. Several organizational and contextual factors can limit the benefits of transformation. These include inadequate



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

digital skills, resistance to organizational change, cybersecurity concerns, limited financial resources, weak infrastructure, and difficulties integrating new technologies with legacy systems. This finding is important because it challenges the assumption that technological investment inevitably produces competitive advantage. Technology creates opportunities, but organizational capabilities determine whether those opportunities can be converted into sustainable outcomes.

The role of human resources and digital capabilities is particularly important. Employees need the knowledge and skills necessary to use digital technologies effectively, while managers need the ability to coordinate technological and organizational change. Digital transformation may fail when employees do not understand the purpose of new systems or when organizations provide insufficient training. Consequently, investment in employee development should be considered an integral component of digital transformation rather than an additional activity. Organizations need continuous learning mechanisms because digital technologies and market requirements continue to evolve.

The findings also emphasize the importance of digital leadership and strategic alignment. Leaders play an important role in establishing a clear transformation direction, allocating resources, communicating organizational priorities, and managing resistance to change. Digital initiatives are more likely to generate meaningful outcomes when they are connected to broader organizational strategies. Conversely, organizations may waste resources when digital projects are implemented independently without a clear relationship to organizational goals. Strategic leadership therefore serves as an important mechanism for integrating technology, people, processes, and competitive objectives.

An additional insight from the literature is that digital transformation can simultaneously create opportunities and new forms of competitive pressure. Digital platforms can expand market access, but they can also expose organizations to competitors from geographically distant markets. Similarly, technologies such as artificial intelligence and cloud computing may provide temporary advantages because competitors can increasingly access similar technologies. This means that sustainable competitiveness cannot depend exclusively on technology ownership. Instead, organizations need distinctive capabilities, continuous innovation, organizational learning, and the ability to adapt technological resources to their specific strategic contexts.

Taken together, the findings suggest an interconnected relationship among the major dimensions identified in this review. Digital technology adoption provides the foundation for transformation, process digitalization improves efficiency, data-driven capabilities support decision-making, digital innovation generates new value, and organizational agility enables rapid responses to market changes. These dimensions collectively influence organizational efficiency and market competitiveness. The relationship can therefore be understood as an interconnected process rather than as a simple direct effect of technology on performance.

The discussion also reveals an important distinction between short-term efficiency and long-term competitiveness. Digital transformation may produce immediate efficiency improvements through automation and process optimization. However, long-term competitiveness requires continuous innovation, customer adaptation, organizational learning, and business model development. Organizations that focus only on short-term



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

cost reduction may fail to exploit the broader strategic opportunities created by digital technologies. In contrast, organizations that combine operational efficiency with innovation and market responsiveness are more likely to achieve sustainable competitive positioning.

Overall, the literature supports the conclusion that digital business transformation represents a strategic organizational capability rather than merely a technological investment. Its contribution to organizational efficiency emerges through automation, process integration, resource optimization, and improved decision-making, while its contribution to market competitiveness emerges through innovation, customer responsiveness, agility, market expansion, and business model transformation. However, these benefits depend strongly on organizational capabilities, leadership, employee competencies, strategic alignment, and contextual conditions. Therefore, successful digital transformation requires organizations to integrate technology with people, processes, strategy, and continuous innovation. This integrated perspective provides a stronger explanation of why some organizations can transform digital investments into sustained organizational and competitive benefits while others experience limited results.

## Conclusion

This literature review concludes that digital business transformation has become a strategic organizational process that can significantly contribute to both organizational efficiency and market competitiveness. The reviewed literature demonstrates that the benefits of digital transformation extend beyond the adoption of digital technologies, encompassing process automation, data-driven decision-making, resource optimization, digital innovation, customer responsiveness, organizational agility, and business model transformation. Digital technologies can improve organizational efficiency by reducing operational costs, accelerating processes, strengthening coordination, and improving the utilization of organizational resources, while they can enhance market competitiveness by supporting innovation, improving customer experiences, expanding market reach, and enabling organizations to respond more rapidly to changing market conditions. However, the effectiveness of digital transformation depends on organizational capabilities, including digital skills, leadership, organizational culture, technological infrastructure, strategic alignment, and the ability to manage organizational change. Therefore, organizations seeking sustainable benefits from digital transformation should adopt an integrated approach that connects technology investment with business strategy, employee development, process redesign, innovation, and continuous organizational learning. Overall, digital business transformation should be viewed not as a one-time technological initiative but as a continuous strategic process through which organizations enhance operational efficiency, develop new sources of value, adapt to changing competitive environments, and strengthen their long-term market position.

## References

Mann, G., Karanasios, S., & Breidbach, C. F. (2022). Orchestrating the digital transformation of a business ecosystem. *The Journal of Strategic Information Systems*, *31*(3), 101733.

Capurro, R., Fiorentino, R., Garzella, S., & Giudici, A. (2022). Big data analytics in innovation processes: which forms of dynamic capabilities sho



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*

Favoretto, C., Mendes, G. H. D. S., Filho, M. G., Gouvea de Oliveira, M., & Ganga, G. M. D. (2022). Digital transformation of business model in manufacturing companies: challenges and research agenda. *Journal of Business & Industrial Marketing*, *37*(4), 748-767.

Wujarso, R. (2023). *Effect of digital transformation on company operational efficiency*. Asadel Publisher.

Zhang, B., Jamaludin, N. A., Yue, S., Lei, X., & Wang, M. (2026). Business model innovation in SMEs for sustainable and digital transformation: A systematic review and integrative framework. *Future Business Journal*, *12*(1), 261.

Gao, J., Zhang, W., Guan, T., Feng, Q., & Mardani, A. (2023). The effect of manufacturing agent heterogeneity on enterprise innovation performance and competitive advantage in the era of digital transformation. *Journal of Business Research*, *155*, 113387.

Chen, A., Li, L., & Shahid, W. (2024). Digital transformation as the driving force for sustainable business performance: A moderated mediation model of market-driven business model innovation and digital leadership capabilities. *Heliyon*, *10*(8).

Ning, L., & Yao, D. (2023). The impact of digital transformation on supply chain capabilities and supply chain competitive performance. *Sustainability*, *15*(13), 10107.

Bejjani-Cazaré, M., Göcke, L., & Menter, M. (2025). Resource dynamics in entrepreneurial ecosystems: how digitalization reshapes inter-and intra-ecosystem knowledge flows. *Journal of Intellectual Capital*, 1-21.

Weber, E., Krehl, E. H., & Büttgen, M. (2022). The digital transformation leadership framework: Conceptual and empirical insights into leadership roles in technology-driven business environments. *Journal of Leadership Studies*, *16*(1), 6-22.

Huynh, D. C., Van Nguyen, P., & Vo, N. N. Y. (2026). Understanding the path from digital transformation to organizational performance through knowledge digitization, dynamic capabilities, and business model innovation. *Discover Sustainability*.

Van Hoang, D., Thi Hien, N., Van Thang, H., Nguyen Truc Phuong, P., & Thi-Thuy Duong, T. (2025). Digital capabilities and sustainable competitive advantages: The case of emerging market manufacturing SMEs. *Sage Open*, *15*(2), 21582440251329967.

Du, X., Wang, N., Lu, S., Zhang, A., & Tsai, S. B. (2025). Sustainable competitive advantage under digital transformation: an eco-strategy perspective. *Chinese Management Studies*, *19*(3), 758-782.

Ramadan, M., Bou Zakhem, N., Baydoun, H., Daouk, A., Youssef, S., El Fawal, A., ... & Ashaal, A. (2023). Toward digital transformation and business model innovation: the nexus between leadership, organizational agility, and knowledge transfer. *Administrative Sciences*, *13*(8), 185.

Vărzaru, A. A., & Bocean, C. G. (2024). Digital transformation and innovation: The influence of digital technologies on turnover from innovation activities and types of innovation. *Systems*, *12*(9), 359.



*Copyright © 2026, Journal of Business Administration and Management Aspects Under the license CC BY-SA 4.0*