

CHAPTER

DIGITAL TRANSFORMATION OF ENTERPRISE MANAGEMENT

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Summary

Modern business at all stages of its development is impossible to imagine without the introduction of digital technologies. Online activity, the use of social networks, websites and various applications have become an integral part not only of entrepreneurial activity, but also of the functioning of civil society as a whole. The purpose of this paper is to study the changes that occur as a result of the digital transformation of business management. The research hypothesis focuses on developing the tasks necessary for the successful implementation of digital technologies, taking into account available resources, methods used, and main directions. The study analyses the main stages of the evolution of digital services in the context of digital transformation – from the early era of Web 1.0 to the modern Web 4.0. This demonstrates not only the development of technologies, but also their impact on changing business processes. The VOSviewer online platform was used to conduct a bibliometric analysis, which was used to process and summarise research data on digital transformation strategies for enterprises presented in the Scopus scientometric database. As part of the analysis, a network map of connections between researchers from different countries was created, which showed that the leaders in this field are China, the United States, the Russian Federation, Germany, and the United Kingdom. The survey allowed us to assess the current state and opportunities of digital transformation for the enterprise. We identified areas that require priority implementation and stages of digital transformation development for the enterprise.

Introduction

Digital technologies such as artificial intelligence, virtual or augmented reality, social networks, and cloud solutions have long been key areas of technological transformation. Although their development began much earlier, today they continue to improve and integrate into business processes with new capabilities. More and more companies are moving from traditional local infrastructure to cloud services, actively developing digital solutions in the

form of mobile applications and e-commerce platforms, and implementing smart sensors to reduce operating costs. The process of digital transformation encompasses both the economic sector at the state level and individual enterprises that are integrating digital transformation into their own businesses.

The relevance of the study lies in the development of innovative technologies, digital ecosystems and the transition to Society 5.0. In the study by [20], the digital ecosystem is viewed through the prism of services, where organisational changes in the internal and external environment of the enterprise are analysed. The paper of [8] deserves special attention, as it presents a comprehensive overview of the stages of ecosystem transformation from their formation to organisation and development, and describes the relevant activities. The study by [19] emphasises the importance of developing the digital skills and competencies necessary to maintain cybersecurity and cyber hygiene. The reduction in the cost of technology and the expansion of business opportunities have contributed to the widespread introduction of digital data into the daily activities of enterprises. All modern enterprises, regardless of their stage of development, face increasing competitive pressure in meeting consumer needs. The main goal of the digital business transformation strategy is to improve organisational activities through data automation, faster customer service and logistics processes. Information technology plays a crucial role in driving these changes, although it does not exist in isolation from other business processes. Digital innovations are transforming not only the operational activities of enterprises, but also their business models, corporate culture and development strategies as a whole, shaping a new vision of the future.

1. The evolution of digital transformation in business management

In the context of rapid globalisation, digital economy technologies and products play a key role in successful business development. Current trends show that the effective use of digital technologies is an integral part of the strategy of any product, enterprise, and industry. The concept of the “digital economy” has gained popularity worldwide since the 1990s. Today, the economic environment has entered a new stage of development where digital technologies have become the basis for product creation, and the Internet has become a means for effective enterprise management. In the field of information technology, this has ushered in an era from Web 1.0 to Web 4.0. This gradual development of digital services has led to the fact that today it is no longer necessary to prove the indisputable fact of the discovery of unique digital opportunities for business growth and development, data analysis, and process optimisation. With the transition to the Web 4.0 era, new digital solutions are emerging that require businesses to adapt in the fight for competitiveness [21, p. 493]. This allows us to summarise the stages of change

in business from the development and implementation of information technology:

Stage 1 (before 1965) – when business was not dependent on information technology at all, only basic data calculations were performed.

Stage 2 (1965–2000) – the beginning of the optimisation of individual elements of information technology.

Stage 3 (2000–2010) – the emergence of new opportunities for business, the formation of IT strategies.

Stage 4 (2010–2020) – information technology radically influenced the conduct of business.

Stage 5 (2020–2026) – the development of digital ecosystems, digital twins, and the rapid development of artificial intelligence technologies.

Literature and other scientific sources offer various definitions and interpretations of the term “digital transformation”. In general, today's digital transformation and its implementation strategy encompass science, business, government, and society as a whole. From a scientific point of view, digital transformation can be viewed as a process of developing economic business management systems as a result of developing a digital technology strategy. Figure 1 shows a generalised diagram of the stages of a digital transformation strategy in enterprise management.

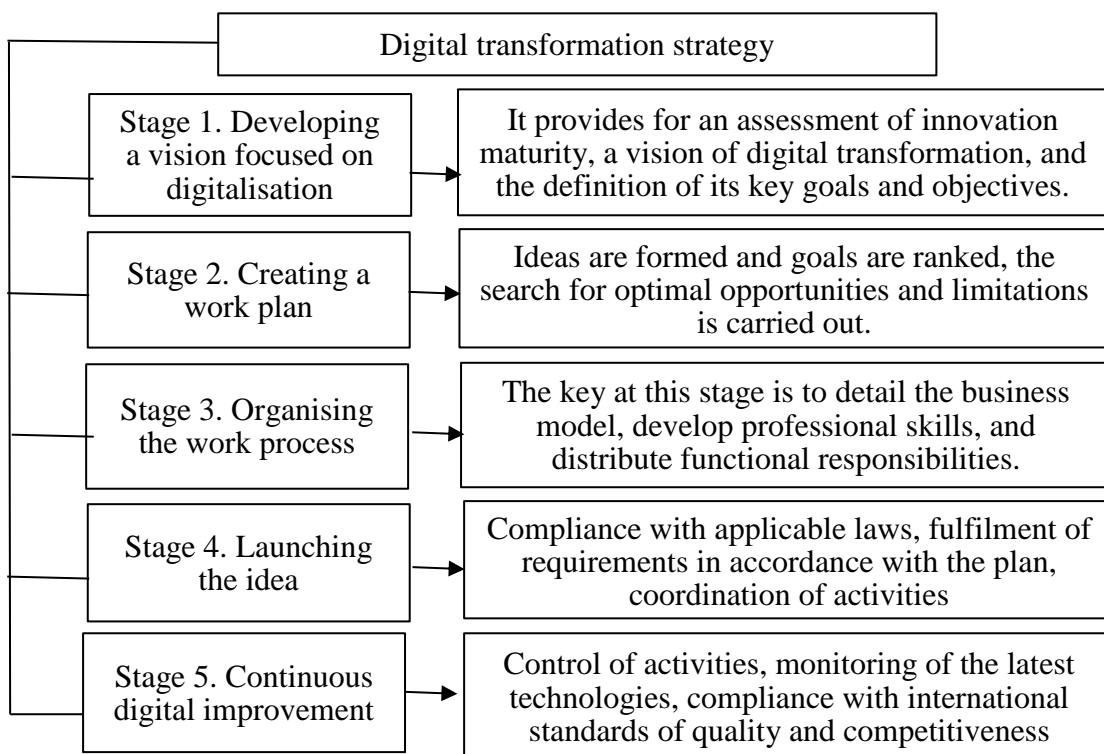


Figure 1. Stages of the digital transformation strategy in enterprise management

Source: compiled by the author

Considering the stages outlined above, it becomes clear that an important trend today is the digitisation and robotisation of business processes in the management of any enterprise. Artificial intelligence helps to personalise products, increase the relevance of personalised offers, and ensure sales growth. Business representatives launch mobile applications and constantly improve their functionality in order to provide comprehensive information to consumers. Enterprises continue their digital transformation throughout the entire supply chain, starting with an electronic platform for working with suppliers and ending with a system of digital communications with buyers (chatbots, ChatGPT, voice bots, messengers). Today, AR solutions are becoming more accessible, and retailers can more actively implement them in their activities, while consumers can improve their use of e-commerce and make the right choice of goods. Business management is a field of work with flexible, remote or mixed schedules for staff: online sales managers, online store salespeople, content managers, copywriters, PPC specialists, SEO specialists, business analysts, etc.

Taking into account current trends and analysing digital transformation processes within the framework of this study, it is advisable to focus on the development of digital business transformation from a scientific and practical point of view. Digital transformation of an enterprise is impossible without key resources such as technology, personnel, consumers, financial resources, and business processes. Let us consider these components in more detail to determine the benefits of using digital technologies in the enterprise's operations.

Technology is the foundation of digital transformation, which directly depends on the implementation of technological innovations. Before making management decisions regarding the selection and use of technologies, it is necessary to conduct an in-depth analysis and diagnosis. The selected tools must correspond to the enterprise's goals, its stage of development, existing infrastructure and readiness for change, as well as take into account cooperation with stakeholders. It has been established that the process of integrating new technologies can be accompanied by cyber risks, including malfunction or loss of confidential information. Therefore, it is important to carefully develop and adhere to a clear digital transformation model.

Personnel remain a critical component even in the era of digitalisation. An effective digital strategy depends on the support of the organisational culture, the progressive position of top management towards digitalisation, and the appropriate level of digital competencies of employees. This refers not only to technical skills, but also to so-called “soft” skills. In the early stages of digital project implementation, Agile methodologies and focus group work are becoming increasingly relevant.

As for consumers, gamification is gaining popularity as an effective means of influencing customer behaviour within the framework of digital transformation. The use of big data technologies also helps to predict demand and analyse consumer behaviour patterns. This makes it possible to identify individual customer needs and move from working with mass segments to a personalised approach.

Internal processes and stakeholder relations have a significant impact on competitive position in the market. Automation of internal processes, use of software, robotics, development of digital ecosystems and platforms help make work more convenient, efficient and seamless [21, p. 495].

The financial aspect plays a key role, as digital transformation requires long-term investment. Such a project must be accompanied by an assessment of economic feasibility and potential effectiveness. The result can be either the emergence of new sources of income and increased profitability, or the risk of financial losses or even possible bankruptcy in case of mistakes.

Therefore, based on the results of the analysis, it can be concluded that effective digital transformation of an enterprise can not only optimise operations and facilitate the performance of tasks by staff, but also strengthen competitive positions in the market. However, the lack of coordination in the management of technologies, personnel, consumers, processes and finances reinforces the need to create comprehensive strategies tailored to the business. Based on the analysis, specific hypotheses can be formulated for the successful implementation of these areas.

Hypothesis 1. Digital transformation should be considered as a separate functional area within the overall corporate strategy of the enterprise. Its importance for each company increases when integrated into the overall business strategy.

Hypothesis 2. Digital transformation cannot exist as an isolated strategic plan. Digitisation processes exert their influence through specific functional strategies. The effective implementation of digital technologies requires a combination of an innovative development strategy and an IT strategy.

Hypothesis 3. The company's strategy does not include a detailed strategic development plan with specific measures. Instead, it provides for the determination of indicative financial resources and projected performance indicators.

Therefore, based on the formulated hypotheses, it can be concluded that during the digital transformation of an enterprise, it is important to avoid focusing the business exclusively on technology. Separating digitalisation processes from the company's core mission can lead to the loss of valuable resources such as time, money and personnel. Digital innovations transform business in three key areas: changing business models, improving customer service and optimising business processes. Digital transformation opens up

opportunities for companies to rethink the way they do business using modern digital processes and tools. However, like all changes, this process is accompanied by a number of challenges: from issues related to personnel and organisational structures to technical barriers and related operational processes. Therefore, when implementing digital transformation initiatives, companies must pay attention not only to technological aspects, but also consider employee reactions to change, their impact on customer interactions, and alignment with planned business goals. Digital transformation is a key factor for the future development of a company, allowing it to remain competitive and enter new markets. In addition to ensuring innovative development and growth, such transformations contribute to the formation of critical thinking and a rethinking of basic business approaches.

2. Managing digital business transformation: a bibliometric review

The challenges of digital transformation are relevant to all industries: banking, retail, logistics, telecoms, manufacturing, etc. The importance of digital transformation for business cannot be overstated. Investments in digital transformation across industries are enormous. Research in the field of digital transformation is undergoing changes under the influence of new technologies and opportunities. Such changes are of interest to both practitioners and researchers.

The analysis used a bibliometric method to review the literature in the Scopus scientometric database. No filters or restrictions were set for the analysis in terms of publication language, country, research topic, or affiliation. A significant number of publications on nanotechnology were filtered using the key indicator “digital transformation”, which made it possible to identify papers directly focused on digital transformation in business.

In addition, the VOSviewer tool (version 1.6.20) was used to construct and visualise bibliometric networks. The use of the software made it possible to reveal the main connections between existing data visualisation concepts and to identify new and under-researched aspects of digital transformation in business.

Digital transformation and its impact on business are becoming the subject of increasing attention from researchers. According to the Scopus scientific database, as of January 2026, without using filters, there were 103,400 publications on the keyword ‘digital transformation’, which indicates the significant relevance of this topic. During the study, filters were applied to select materials in the subject area “Business, Management and Accounting” in order to narrow the topic down to business management issues. As a result, 17,605 papers devoted to digital transformation in business were identified. Bibliometric analysis of these publications made it possible to create a

of industry, ownership, or scale. Strategic analysis of a company's activities involves the use of various structural tools. These include primary and secondary activities in value creation [17] and business model canvas blocks [15]. However, despite the basic principles defined by [23], there is still no universal approach to formulating a digital transformation strategy. This is largely due to the human factor, the individual role of participants, and the influence of corporate culture on organisational processes. This issue is particularly relevant for enterprises and economies with an underdeveloped culture of strategic management, where digitalisation and digital transformation processes are often reduced solely to the implementation of technologies. Among foreign studies in this area, the papers of authors such as [22; 3; 13] are noteworthy.

The development of digital transformation has led to the rapid introduction of ecosystems in business. One of the first to introduce the concept of a business ecosystem was [12], who describes it as a structure that includes people and firms that interact with each other to create and exchange value. Ecosystems include both market (goods - money - goods) and non-market (exchange of information and knowledge, use of reputation, connections, competencies and other non-monetary values) relationships. A bibliometric review has established that value is created not in a single enterprise, but in its interconnected ecosystem [4]. Subsequently, the concept of an ecosystem was expanded to include categories of innovative ecosystems formed by platform companies. The main studies in the field of dominant business models of the digital economy devoted to digital platforms and ecosystems are described in papers by authors from different countries and at different times [6, p. 2258; 14, p. 179]. Thus, an analysis of the literature has established that digital transformation affects not only the activities of an enterprise, but also its relationships with stakeholders, making the process of forming ecosystems with consumers, suppliers, and partners one of its most important goals.

At the same time, the outcome of digital transformation will directly depend on the existence of a business development strategy and the quality of its implementation. In the field of research on customer experience management using digital technologies, we can highlight papers that emphasise the importance of a comprehensive approach [9, p. 442; 1, p. 800].

In the paper of [2] provides an overview of strategy, execution, and technology for organisations seeking digital transformation. The author offers ideas on how to become more successful in the digital age, explaining the importance and relevance of the components that form the basis of a digital organisation.

To use these technologies effectively, a clearly defined management strategy and implementation roadmap are required. These elements ensure the effective

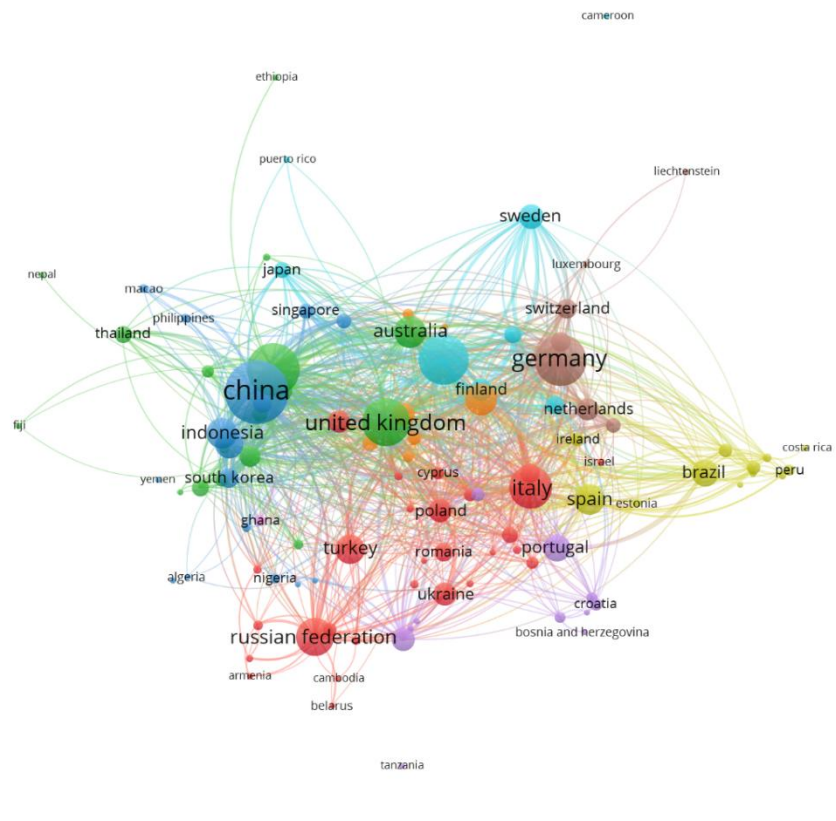


Figure 4. Network map of connections between scientists by country, taking into account the keywords “digital AND transformation”

Source: created by the author based on the Scopus database using the VOSviewer programme

The data visualisation presented in Figure 3 shows that the world leaders in terms of the number of publications on digital transformation and its business strategies are scientists from the following countries: China (16.78%), the United States (12.28%), the Russian Federation (8.50%), Germany (8.25%) and the United Kingdom (6.81%). The analysis shows that researchers from China focus on a wide range of industries and areas of digital transformation in business [7; 16; 25].

Thus, in the paper of [10], in their bibliometric analysis, focused on specific aspects of digital transformation related to small and medium-sized business management.

Despite the growing attention to this area of research, it is still unclear how exactly the relationship between business strategy contributes to the successful implementation of digital transformation. Although there is obvious significant interest in researching digital strategies in a general context, issues related to the creation of these strategies remain understudied. To address this gap [11] developed a theoretical framework that analyses how companies with different

types of business strategies form and successfully implement their digital transformation strategies.

Thus, based on an analysis of the literature, it has been determined that digital business transformation is one of the key tasks that needs to be quickly implemented in the practical work of enterprises.

3. The practical aspect of digital business transformation

Digital business transformation is usually understood as the introduction of new technologies that will significantly improve a company's business processes. At the same time, IT managers believe that business representatives will be responsible for re-engineering business processes. Business management believes that IT employees have more knowledge and opportunities to implement the latest technologies that will increase revenue, reduce costs and mitigate risks. The main task of digital transformation is to ensure the viability and growth of the business over the long term. In addition, without digital transformation, it is impossible to create a digital asset, let alone a product. For example, a system for managing a large number of objects – smart cities, self-service customer services – taxis, delivery, rental, banking, marketplaces, medical institutions and pharmacies.

In order to study the practical aspects of managing digital transformation in enterprises in Ukraine, a survey of 219 respondents from 15 enterprises was conducted. Respondents who expressed a desire to participate in the survey were individuals aged 20 to 60, representatives of top management, IT specialists, and ordinary managers of structural divisions. The enterprises selected for the study can be divided into certain categories: retail – NEW CONSULT LLC, SILPO-FOOD LLC, FOODCOM LLC, EPICENTR K LLC; logistics – ZAMMLER UKRAINE LLC, UKRPOSHTA JSC, NOVA POSHTA LLC; industry – SYROROB LLC; VYROBNICHYYA KOMPANIYA AYRON-TREYD LLC, MKP PJSC, Rykhalsky Dry Milk Plant LLC; financial activities – Oschadbank JSC, Raiffeisen Bank Aval PJSC; pharmacy business – APTEKA DOBROGO DNYA LLC, APTEKA ANTS LLC. The summary results of the survey are presented in Table 1.

The survey found that a significant number of enterprises have long since developed an action plan for managing digital transformation (46.12%). The key focus is on automating warehouse operations, controlling the integrity of goods, and reducing theft, as noted by 26.48% of respondents. The priority areas of digital transformation are equally important in the activities of enterprises in any field of operation. This was confirmed by the survey: data-driven management (16.44%); product or service value management (16.44%); digital infrastructure (17.35%); digital partnership (12.33%). The development of digital infrastructure is presented as the most relevant factor for the success

of digital transformation in an enterprise (23.29%), while the lack of necessary knowledge, skills and digital competencies is the biggest obstacle to the digital transformation of business (20.55%). Respondents also assessed the benefits of digital business transformation: the use of cloud technologies (21.46%); the possibility of remote work (20.55%); sales and promotion via the Internet (18.72%).

Table 1

Analysis of the survey results “Management of digital transformation of the enterprise”

Question	Answers	Number of respondents surveyed	% of responses
1	2	3	4
Did your company have an action plan for managing digital business transformation?	Yes	101	46,12
	No	22	10,05
	Unknown	11	5,02
	Formed promptly	85	38,81
What digital technologies are already being used at the company?	Modernisation of network infrastructure	26	11,87
	Automation of warehouse operations, control over product integrity, reduction of theft	58	26,48
	Technologies that promote the development of e-commerce	49	22,37
	Use of wireless and mobile technologies as sources of information	23	10,50
	Use of smart contact technology (online algorithm for interaction with suppliers)	16	7,31
	Virtual and augmented reality technologies	18	8,22
	Big Data technologies in the context of analytics and consumer demand research	11	5,02
	Artificial intelligence technologies	18	8,22
What are the key priority areas for digital transformation in business?	Digitalisation of business processes	28	12,79
	Data-driven management	36	16,44
	Customer experience management	18	8,22
	Product or service value management	36	16,44
	Digital infrastructure	38	17,35
	Digital partnership	27	12,33
	Image and reputation development	21	9,59
	Innovation development, participation in innovative projects	15	6,85

1	2	3	4
What are the factors for successful digital transformation in a company?	Improving knowledge and developing digital skills	51	23,29
	Developing organisational culture	34	15,53
	Digital partnership and international cooperation	48	21,92
	Infrastructure development	51	23,29
	Innovative approaches to management	35	15,98
What obstacles arise most often when managing the digital transformation of an enterprise?	Lack of necessary knowledge, skills and digital competencies	45	20,55
	Internal resistance from staff, resistance to change	42	19,18
	Lack of strategy	25	11,42
	Lack of qualified specialists	43	19,63
	Low level of funding	37	16,89
	Lack of necessary infrastructure	27	12,33
What do you think are the advantages of digital business transformation technologies?	Use of cloud technologies	47	21,46
	Remote working capabilities	45	20,55
	Acceleration of processes using artificial intelligence	31	14,16
	Internet of Things, 3D printing, digital twins	18	8,22
	Sales and promotion via the Internet	37	16,89
	Robotics and robotics, changing professions	41	18,72

Source: calculated based on a questionnaire survey of 219 respondents from 15 Ukrainian companies in February 2026

Summarising the respondents' opinions, three directions for the development of digital business transformation have been identified, namely what needs to be implemented quickly, what needs to be implemented gradually, and what can be postponed.

Therefore, the following should be implemented first: chatbots; 3D printing; cloud technologies; remote working. It should be noted that a significant number of domestic companies already use chatbots and cloud technologies.

Technologies such as virtual reality, artificial intelligence, the Internet of Things, digital twins, and robotics require gradual implementation and development in business.

Promising areas for the future include blockchain, unmanned transport, and automated processes without employee involvement.

The survey revealed differences in the opinions of executives and managers regarding digital transformation. For example, business managers often overestimate the benefits of digital transformation technologies but underestimate the risks and costs. On the other hand, executives (IT directors) assess the costs and risks of digital business transformation, but do not always understand the expected results and benefits.

Business managers and IT staff in small and medium-sized enterprises (by size: NEW CONSULT LLC, Rykhalsky Dry Milk Plant LLC) often underestimate the time required to implement digital transformation technologies, expecting them to be up and running in a few days and integrated with the company's existing information systems and data. Large enterprises (EPICENTR K LLC, ZAMMLER UKRAINE LLC) usually understand that new technologies must be immediately integrated with existing information technologies and be able to be embedded into business processes. Thus, practitioners of digital business transformation generally understand the application of digital transformation technologies to radically change business processes, often by minimising the personnel required to perform business processes.

The survey and the respondents' generalised recommendations developed the idea that digital business transformation is a process that involves certain stages, as well as changes in enterprise management with the redistribution of functional responsibilities. Therefore, planning for digital business transformation involves the following stages:

- selecting appropriate IT technologies, analysing the capabilities of new technologies to assess the effectiveness of their implementation;
- analysing the current state of information technologies such as information systems, infrastructure and information technology management;
- assessment of the size of the enterprise, its place in the industry, internal and external environmental factors;
- identification of those responsible for digital transformation and review of the distribution of responsibilities;
- setting project boundaries: regarding digital transformation: time, finances, methodology, information technology elements;
- developing a strategy for digital business transformation.

However, it should be noted that traditional IT technologies also usually involve changes in business processes, although not necessarily radical ones. According to IT directors, digital transformation technologies are the same information technologies as the implementation of ERP, CRM, and the creation of digital data. The results of the respondent survey showed that, in general, digital transformation is expected to bring greater potential benefits (greater than traditional IT), but also greater costs and risks for their development (Fig. 5).

Thus, when planning digital business transformation, it is necessary to determine whether the company is truly ready not only for the greater potential benefits of digital business transformation, but also for the greater costs and risks. That is why it is better to start by conducting an audit of readiness for digital business transformation and/or developing an IT strategy or a strategy

for creating digital business transformation. This will help assess the situation and avoid irrational costs.

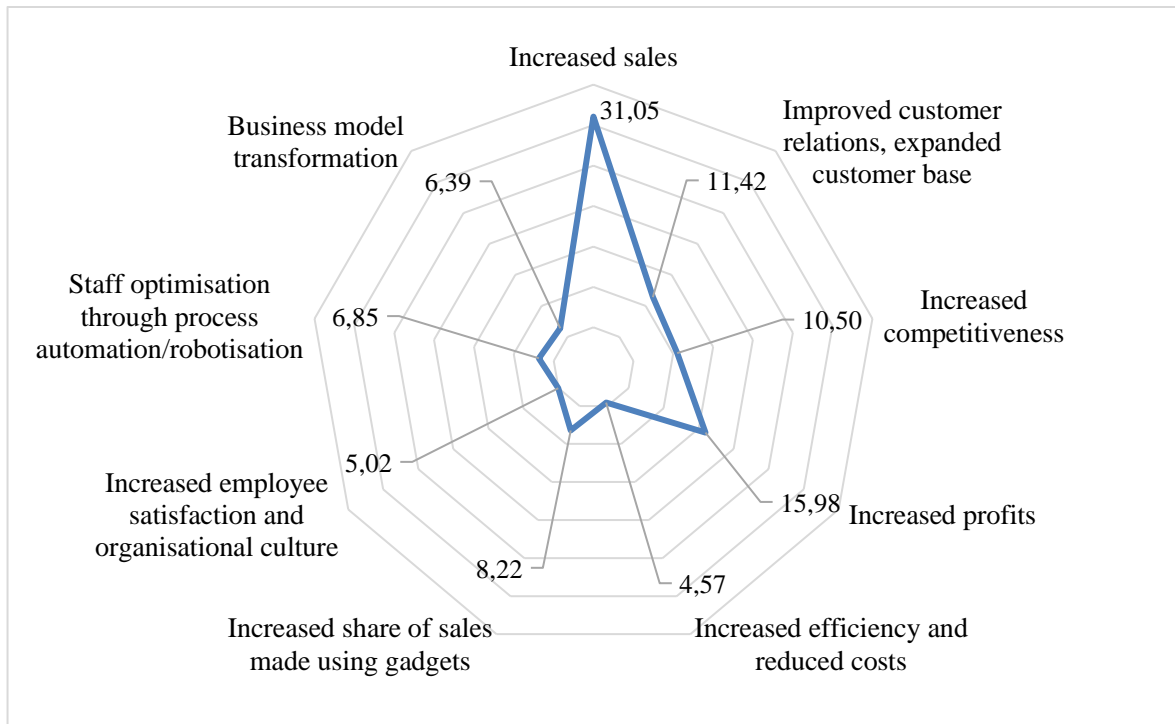


Figure 5. Assessment of priorities for digital business transformation and traditional information technologies

Conclusions

The digital environment creates new markets and shapes modern products, radically changing approaches to creating consumer value. To maintain business competitiveness, it is important to strategically assess the opportunities offered by digitalisation, take into account the key aspects of the internal and external environment that influence the success of digital transformation, and transform accumulated knowledge into new sources of income. It was the relevance of these issues that formed the basis for choosing the research topic, defining its purpose and key objectives. Particularly noteworthy is the analysis of the relationship between the results of digital transformation and factors of the internal environment (e.g., the level of digital maturity of the company) and the external environment (the processes of digitalisation of the country, industry, or individual city). Further development of this research requires determining the impact of the company's digital processes on the overall business ecosystem. It is equally important to assess the interdependence between the company's operating model and the choice of digital transformation model. In addition, the integration of technologies and

the approach to choosing technological solutions within the processes of digital business transformation deserve separate analysis.

The priorities of digital transformation are focused on key participants, namely the business processes of the enterprise, consumers/customers and stakeholders. The tasks set and the directions of digital change identified will accelerate and optimise interaction with these participants, while methodologies and resources will provide support during the implementation of the digital strategy. Organisations with a carefully designed change management strategy are more likely not only to achieve their digital transformation goals, but also to exceed them. Effective change management includes detailed planning, root cause analysis, and building mutual understanding with all stakeholders and employees. At the same time, digital transformation requires significant investment. Additional tasks, implementation delays, the need for consulting services, changes in customer requirements, or IT errors all directly affect the final cost of the project. To control budget expenditures, long-term goals are set and the return on investment is assessed, which the business focuses on during the transformation. Organisations with outdated systems and manual processes often face significant challenges when implementing digital strategies. Without the right corporate culture, digitalisation is slow: new technologies are difficult to implement, and automation can be met with resistance from employees. To succeed in this area, organisations need a highly skilled IT team. Institutions that do not have sufficient IT staff can rely on outsourcing and bringing in third-party consultants and digital transformation experts to bridge gaps in implementation or migration. Companies that work with large amounts of data also face privacy and cybersecurity challenges. Most digital transformation initiatives require a transition from on-premises solutions to cloud infrastructure and the integration of all data into a single centralised system. Therefore, the implementation of digital transformation projects is a complex process that requires a comprehensive approach, careful planning, and coordinated actions. The main obstacles along the way are often internal in nature. The proposed approaches and recommendations can be a useful tool for business leaders in building an effective business digitalisation strategy. This will enable management to ensure productive interaction with stakeholders and strengthen consumer and customer confidence, thereby enhancing the company's competitiveness.

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