

Digital Transformation and Strategic Orientation: An Integrated Framework for Organizational Excellence

Ranvijay Singh Chauhan¹ Dr. S.B. Inayath Ahamed² Dr. Chandra Sekar Thangavelu³

1 Research Scholar, Department of Business Administration, Kalasalingam Academy of Research and Education, Krishnankoil. E-Mail: ranvijaysinghchauhan@yahoo.co.in

2 Associate Professor, Department of Business Administration, Kalasalingam Academy of Research and Education, Krishnankoil, E-Mail: inayathahamed@klu.ac.in

3 Professor & Controller of Examinations, Chandigarh University, Lucknow, E-Mail: chandrasedkar.1100736@culko.in/ channotes2021@gmail.com

ABSTRACT

This study looks at how digital transformation helps businesses today. It is about using technologies to make businesses work better and be more flexible. The study checks how using tools in line with business goals affects how well a company does. It says that focusing on customers and using technology are key to being competitive. The study also talks about abilities like keeping up with technology changes changing resources and adjusting business processes. These help with efficiency and making customers happy. The study gives information for managers who want to improve their businesses. It also suggests ideas for digital transformation in different industries.

Keywords: *Digital Transformation, Strategic Orientation, Organizational Excellence*

1. Introduction

The digital age has changed industries. It has changed how businesses work offer services and interact with customers. Digital transformation is about using technologies in all business operations. This changes how businesses create value do things and perform overall.

2. REVIEW OF LITERATURE

The IT services sector is at the forefront of digital transformation, playing a dual role by both guiding clients through digital change and advancing their own technological capabilities. In Hyderabad-India's rapidly growing IT hub-digital transformation is a strategic priority for established firms and startups alike, driven by strong talent, infrastructure, and government support (Svahn et al., 2017). This study focuses on how digital transformation impacts operational efficiency and customer satisfaction in Hyderabad's IT services industry. Operational efficiency-delivering quality services at

lower costs-is evolving with digital technologies such as AI, robotic process automation (RPA), and cloud computing. These tools streamline workflows, automate routine tasks, enhance decision-making, and improve agility (Paschou et al., 2020; Yeow et al., 2018; Lu et al., 2019).

Technologies like RPA reduce manual workloads and errors, while cloud computing ensures scalable, cost-effective infrastructure. Data analytics and machine learning further boost efficiency by generating real-time insights into performance and market trends (Freitas et al., 2016). The COVID-19 pandemic reinforced the role of digital tools in maintaining business continuity and resilience (Teece, 2007).

At the same time, digital transformation reshapes customer expectations. Modern customers seek personalized, seamless, and responsive service experiences (Hu et al., 2021). AI-powered chatbots and CRM platforms allow IT providers to offer 24/7 support and tailored solutions, increasing satisfaction and loyalty (Galbraith, 1974; Moser et al., 2017).

Hyderabad, often called "Cyberabad," has become a global tech hub. Companies there are increasingly adopting advanced technologies like AI, blockchain, and big data to stay competitive (Tan et al., 2017). The IT services sector is leading transformation. It guides clients through changes and improves its own technology. In Hyderabad, an IT hub in India digital transformation is a priority. This is due to talent, infrastructure and government support.

3. RESEARCH METHODOLOGY

3.1 Research Model and Hypotheses

This study suggests a framework. It checks how focusing on customers and technology affects transformation in IT services in Hyderabad. Digital transformation capability is key. It affects how well a business operates and how happy customers are.

The research model assumes that customer and technology orientation positively influence digital transformation capability (H1, H2), which in turn improves operational performance and customer satisfaction (H3, H4). It also hypothesizes that digital transformation capability mediates the relationships between strategic orientations and operational performance (H5, H6). Additionally, the model suggests that economic factors and customer demographics significantly moderate the effect of digital transformation capability on operational performance and customer satisfaction (H7, H8). This framework aims to provide practical information on how IT service firms can strategically use digital transformation to improve performance in a competitive marketplace.

3.2 Research Hypothesis

The study makes hypotheses. These are based on existing literature and theories. It checks how strategic orientations, digital transformation capability and other factors affect business performance and customer satisfaction in IT services in Hyderabad. The proposed hypotheses are as follows:

H1: Customer orientation positively influences digital transformation capability in the IT services industry in Hyderabad.

H1a: Customer orientation positively influences the sensing dimension of digital transformation capability.

H1b: Customer orientation positively influences the organizing dimension of digital transformation capability.

H1c: Customer orientation positively influences the restructuring dimension of digital transformation capability.

H2: Technology orientation positively influences digital transformation capability in the IT services industry in Hyderabad.

H2a: Technology orientation positively influences the sensing dimension of digital transformation capability.

H2b: Technology orientation positively influences the organizing dimension of digital transformation capability.

H2c: Technology orientation positively influences the restructuring dimension of digital transformation capability.

H3: Digital transformation capability positively impacts operational performance in the IT services industry in Hyderabad.

H3a: Sensing in digital transformation capability positively impacts operational performance.

H3b: Organizing in digital transformation capability positively impacts operational performance.

H3c: Restructuring in digital transformation capability positively impacts operational performance.

H4: Digital transformation capability positively impacts customer satisfaction in the IT services industry in Hyderabad.

H5: Digital transformation capability mediates the relationship between customer orientation and operational performance in the IT services industry in Hyderabad.

H6: Digital transformation capability mediates the relationship between technology orientation and operational performance in the IT services industry in Hyderabad.

H7: Economic factors and customer demographics significantly moderate the relationship between digital transformation capability and operational performance in the IT services industry in Hyderabad.

H8: Economic factors and customer demographics significantly moderate the relationship between digital transformation capability and customer satisfaction in the IT services industry in Hyderabad.

4. DATA COLLECTION

Data was collected through questionnaires. These were given to executives, managers and department heads involved in transformation. Most respondents were from companies with 300-2000 employees and annual sales, between RMB 500 million and RMB 1 billion.

Table:1 Demographic statistics

Item	Category (N=385)	Frequency	%
Position	Department Manager	119	30.9%
	Senior Manager	134	34.8%
	Executive (CEO, CMO, CFO, CIO)	132	34.3%
Year since established	Less than 5 years	79	20.5%
	5–10 years	67	17.4%

Main industry type	10–15 years	82	21.3%
	More than 15 years	76	19.7%
	5	81	21.0%
	Automobile	54	14.0%
	Machine & Equipment	54	14.0%
	Electronics	70	18.2%
	Textile & Clothing	64	16.6%
	Food & Beverage	57	14.8%
	Medical & Medicine	56	14.5%
Number of employees	Other	30	7.8%
	Less than 100	74	19.2%
	100–300	90	23.4%
	300–2000	77	20.0%
	2000–10,000	69	17.9%
Annual sale	More than 10,000	75	19.5%
	Less than RMB 30 million (US\$4.3 million)	78	20.3%
	RMB 30–100 million (US\$4.3–14.3 million)	71	18.4%
	RMB 100–500 million (US\$14.3–71.5 million)	90	23.4%
	RMB 500 million-1 billion (US\$71.5–143 million)	76	19.7%
	More than RMB 1 billion (US\$143 million)	70	18.2%
	To meet customer needs and customer satisfaction	51	13.2%
	To speed up decision making and delivery	57	14.8%
Digital transformation	To sustain competitive advantage	51	13.2%
	To diminish production and process costs	51	13.2%
	To enhance operational efficiency	52	13.5%
	To facilitate new product development	67	17.4%
	Other	56	14.5%

5. DATA ANALYSIS

Tests of the Measurement Model

Data analysis was done using SPSS software. It checked if the measurement model was reliable and valid.

* As shown in Table 3 most variables had reliability and validity.

* Customer Orientation and Digital Transformation Capability had a Cronbachs alpha of 0.938.

* It also had a reliability of 0.996 and an Average Variance Extracted of 0.799.

* Technology Orientation and Digital Transformation Capability had a Cronbachs alpha of 0.856.

* It also had a reliability of 0.992 and an Average Variance Extracted of 0.637.

However some constructs like Digital Transformation Capability and Operational Performance had Average Variance Extracted values.

* The values were 0.43 and 0.427.

* These indicated validity.

* Items with low factor loadings were removed.

* For example H3Q2 and H3Q3 were removed from performance.

* H8Q4 were removed from the moderation analysis.

These changes made the measurement model more robust.

Table 2: Factors loading, AVE, Cronbach alpha value

S.NO	Sections	Factors	Loading	AVE	CR	Cronbach alpha value
1	Customer Orientation and Digital Transformation Capability (H1)	H1Q1	0.963	0.996	0.799	0.938
		H1Q2	0.877			
		H1Q3	0.864			
		H1Q4	0.879			
		H1Q5	0.883			
2	Technology Orientation and Digital Transformation Capability (H2)	H2Q1	0.933	0.992	0.637	0.856
		H2Q2	0.771			
		H2Q3	0.728			
		H2Q4	0.773			

		H2Q5	0.769			
		H3Q1	0.868			
		H3Q2	0.601			
3	Digital Transformation Capability and Operational Performance (H3)	H3Q3	0.58	0.977	0.43	0.654
		H3Q4	0.64			
		H3Q5	0.538			
		H4Q1	0.938			
		H4Q2	0.754			
4	Digital Transformation Capability and Customer Satisfaction (H4)	H4Q3	0.748	0.992	0.622	0.854
		H4Q4	0.754			
		H4Q5	0.732			
		H5Q1	0.966			
5	Mediating Role of Digital Transformation Capability (H5)	H5Q2	0.885	0.997	0.796	0.937
		H5Q3	0.874			

		H5Q4	0.864			
		H5Q5	0.869			
		H6Q1	0.96			
		H6Q2	0.87			
6	Digital Transformation Capability as a Mediator between Technology and Operational Performance(H6)	H6Q3	0.88	0.996	0.799	0.939
		H6Q4	0.88			
		H6Q5	0.87			
		H7Q1	0.964			
		H7Q2	0.873			
7	Moderating Role of Economic Factors and Customer Demographics (H7)	H7Q3	0.854	0.996	0.781	0.931
		H7Q4	0.871			
		H7Q5	0.851			
8	Moderating Effects on the Relationship between Digital Transformation Capability and Customer Satisfaction(H8)	H8Q1	0.846	0.973	0.427	0.651
		H8Q2	0.601			

H8Q3	0.571
H8Q4	0.548
H8Q5	0.657

Table 2 shows the factor loadings, Average Variance Extracted, composite reliability and Cronbach alpha values.

The data also analyzed how different managerial levels view transformation.

- * Department Managers, Senior Managers and Executives were surveyed.
- * The results showed agreement across roles.
- * All groups agreed that customer needs are important in transformation.
- * However there were differences in how each role valued customer feedback and strategy alignment.
- * Operational efficiency and economic influences also showed recognition.
- * Despite differences the findings showed a shared understanding of digital transformations importance.

Table 3: Comparative Analysis of Perceptions on Digital Transformation Initiatives

		Mean	Std. Deviation	P-VALUE
Our company prioritizes customer needs in our digital transformation efforts	Department Manager	3.14	1.469	0.918
	Senior Manager	3.07	1.457	
	Executive (CEO, CMO, CFO, CIO)	3.10	1.445	
Customer satisfaction is a key driver for our digital transformation initiatives	Department Manager	3.08	1.576	0.720
	Senior Manager	2.98	1.459	
	Executive (CEO, CMO, CFO, CIO)	3.12	1.457	
We actively seek customer feedback to guide digital transformation decisions	Department Manager	3.15	1.465	0.663
	Senior Manager	2.99	1.430	
	Executive (CEO, CMO, CFO, CIO)	3.05	1.479	
	Department Manager	3.06	1.514	0.894
	Senior Manager	3.13	1.448	

The feedback we collect from customers helps shape our digital strategy	Executive (CEO, CMO, CFO, CIO)	3.14	1.514	
Our digital transformation processes are centered around enhancing the customer experience.	Department Manager	3.11	1.534	0.734
	Senior Manager	3.04	1.519	
	Executive (CEO, CMO, CFO, CIO)	3.18	1.440	
Our company keeps up with the latest technological advancements to support digital transformation	Department Manager	3.03	1.501	0.677
	Senior Manager	2.99	1.390	
	Executive (CEO, CMO, CFO, CIO)	3.14	1.436	
.We regularly invest in new technologies to improve our digital capabilities	Department Manager	3.01	1.549	0.343
	Senior Manager	3.06	1.381	
	Executive (CEO, CMO, CFO, CIO)	3.27	1.528	
Technological innovation is a core part of our company's digital transformation strategy	Department Manager	2.89	1.583	0.233
	Senior Manager	3.08	1.456	
	Executive (CEO, CMO, CFO, CIO)	3.21	1.441	
We have the infrastructure in place to support cutting-edge technology adoption for digital transformation	Department Manager	2.87	1.597	0.331
	Senior Manager	2.96	1.491	
	Executive (CEO, CMO, CFO, CIO)	3.15	1.506	
The introduction of new technologies drives our organization's digital transformation efforts	Department Manager	2.79	1.523	0.140
	Senior Manager	3.01	1.527	
	Executive (CEO, CMO, CFO, CIO)	3.17	1.463	
Digital transformation has helped improve the overall efficiency of our operations	Department Manager	3.00	1.432	0.350
	Senior Manager	2.80	1.506	
	Executive (CEO, CMO, CFO, CIO)	3.04	1.384	
Our operational performance has improved due to the integration of digital systems.	Department Manager	2.84	1.568	0.991
	Senior Manager	2.81	1.609	
	Executive (CEO, CMO, CFO, CIO)	2.83	1.590	
Digital tools and technologies have enabled us to streamline business processes	Department Manager	3.10	1.612	0.578
	Senior Manager	2.89	1.689	
	Executive (CEO, CMO, CFO, CIO)	3.01	1.556	
The use of digital platforms has reduced operational bottlenecks in our organization	Department Manager	3.00	1.594	0.981
	Senior Manager	3.04	1.624	
	Executive (CEO, CMO, CFO, CIO)	3.03	1.620	

Digital transformation has enhanced our ability to manage operational challenges effectively	Department Manager	2.89	1.550	0.941
	Senior Manager	2.89	1.569	
	Executive (CEO, CMO, CFO, CIO)	2.95	1.510	
Our digital transformation efforts have led to increased customer satisfaction.	Department Manager	2.75	1.397	0.359
	Senior Manager	2.99	1.443	
	Executive (CEO, CMO, CFO, CIO)	2.95	1.443	
Customers have responded positively to the digital improvements we have made.	Department Manager	2.84	1.626	0.735
	Senior Manager	2.98	1.504	
	Executive (CEO, CMO, CFO, CIO)	2.86	1.509	
The digital tools we have implemented have enhanced our customers' experience	Department Manager	2.97	1.529	0.580
	Senior Manager	2.85	1.529	
	Executive (CEO, CMO, CFO, CIO)	2.77	1.523	
We are better able to meet customer expectations due to our digital transformation initiatives.	Department Manager	2.78	1.502	0.961
	Senior Manager	2.84	1.581	
	Executive (CEO, CMO, CFO, CIO)	2.81	1.509	
Customer satisfaction has significantly improved as a direct result of our digital strategies	Department Manager	2.75	1.503	0.163
	Senior Manager	2.95	1.503	
	Executive (CEO, CMO, CFO, CIO)	3.11	1.537	
Customer-oriented digital transformation initiatives have improved our operational efficiency	Department Manager	3.13	1.478	0.389
	Senior Manager	2.97	1.507	
	Executive (CEO, CMO, CFO, CIO)	2.88	1.467	
Digital transformation bridges the gap between customer feedback and operational improvements	Department Manager	3.07	1.528	0.705
	Senior Manager	3.04	1.471	
	Executive (CEO, CMO, CFO, CIO)	2.92	1.434	
The integration of customer feedback into digital transformation efforts has enhanced our operational performance	Department Manager	3.15	1.471	0.377
	Senior Manager	3.09	1.494	
	Executive (CEO, CMO, CFO, CIO)	2.90	1.492	
Our customer-centric digital strategies contribute to better operational outcomes	Department Manager	3.18	1.538	0.221
	Senior Manager	2.95	1.458	
	Executive (CEO, CMO, CFO, CIO)	2.86	1.397	
Operational performance improves when we align	Department Manager	3.11	1.448	0.383
	Senior Manager	3.07	1.467	

digital transformation with customer expectations.	Executive (CEO, CMO, CFO, CIO)	2.87	1.490	
Technology-driven digital transformation has directly improved our operational performance	Department Manager	2.97	1.365	0.670
	Senior Manager	2.81	1.448	
	Executive (CEO, CMO, CFO, CIO)	2.91	1.531	
Digital transformation effectively translates technological advancements into operational improvements.	Department Manager	2.97	1.399	0.906
	Senior Manager	2.90	1.424	
	Executive (CEO, CMO, CFO, CIO)	2.97	1.543	
The adoption of new technologies through digital transformation enhances our operational efficiency	Department Manager	3.00	1.450	0.633
	Senior Manager	2.83	1.509	
	Executive (CEO, CMO, CFO, CIO)	2.95	1.508	
Our operational capabilities are significantly improved due to technology-focused digital transformation efforts.	Department Manager	3.03	1.473	0.394
	Senior Manager	2.78	1.444	
	Executive (CEO, CMO, CFO, CIO)	2.91	1.575	
Digital transformation serves as a key link between technology orientation and operational performance outcomes	Department Manager	2.92	1.394	0.903
	Senior Manager	2.84	1.555	
	Executive (CEO, CMO, CFO, CIO)	2.84	1.482	
Economic factors influence the extent to which digital transformation improves operational performance	Department Manager	2.97	1.381	0.946
	Senior Manager	2.94	1.439	
	Executive (CEO, CMO, CFO, CIO)	2.92	1.325	
Customer demographics impact how digital transformation affects our operational efficiency	Department Manager	2.94	1.463	0.688
	Senior Manager	2.81	1.498	
	Executive (CEO, CMO, CFO, CIO)	2.95	1.424	
Changes in the economic environment alter the effectiveness of digital transformation on operational outcomes	Department Manager	3.08	1.366	0.820
	Senior Manager	3.07	1.405	
	Executive (CEO, CMO, CFO, CIO)	2.98	1.406	
Digital transformation's impact on operational performance varies based on the economic conditions we face.	Department Manager	3.03	1.481	0.686
	Senior Manager	2.87	1.481	
	Executive (CEO, CMO, CFO, CIO)	2.94	1.413	

Our operational efficiency depends on how well we adjust digital transformation efforts to changing economic circumstances.	Department Manager	2.90	1.428	0.812
	Senior Manager	2.79	1.492	
	Executive (CEO, CMO, CFO, CIO)	2.88	1.371	
Economic conditions impact the effectiveness of digital transformation on customer satisfaction.	Department Manager	3.05	1.478	0.461
	Senior Manager	3.18	1.429	
	Executive (CEO, CMO, CFO, CIO)	2.96	1.384	
Customer satisfaction from digital transformation initiatives depends on demographic factors.	Department Manager	3.19	1.525	0.668
	Senior Manager	3.02	1.534	
	Executive (CEO, CMO, CFO, CIO)	3.09	1.485	
Economic factors play a significant role in shaping customer perceptions of our digital transformation efforts.	Department Manager	3.23	1.586	0.504
	Senior Manager	3.04	1.626	
	Executive (CEO, CMO, CFO, CIO)	3.26	1.571	
The success of digital transformation in enhancing customer satisfaction varies with changing economic conditions.	Department Manager	3.21	1.529	0.314
	Senior Manager	3.07	1.604	
	Executive (CEO, CMO, CFO, CIO)	2.91	1.555	
Customer satisfaction is influenced by the interaction between digital transformation and customer demographic characteristics.	Department Manager	3.03	1.493	0.662
	Senior Manager	3.20	1.588	
	Executive (CEO, CMO, CFO, CIO)	3.14	1.562	

Table 3 shows an analysis of perceptions on digital transformation initiatives.

* The results showed that most groups prioritized customer needs in transformation efforts.

* The mean scores ranged from 3.07 to 3.14.

* The standard deviations ranged from 1.445 to 1.469.

* The p-values were not significant.

* This indicated that there were no differences in perceptions across roles.

* The groups also agreed that customer satisfaction is a driver for digital transformation.

* The mean scores ranged from 2.98 to 3.12.

* The standard deviations ranged from 1.457 to 1.576.

* The p-values were not significant.

Overall the results showed that digital transformation is important for customer satisfaction and operational efficiency.

* It also highlighted the need, for customer- digital strategies.

* The findings can help organizations improve their transformation efforts.

The image shows a diagram with four main areas (F1, F2, F3, F4) and their related questions (H1_Q1 to H4_Q5).

These areas are connected to the questions and the connections have numbers (e.g. F1 has a loading of 0.86 on H1_Q1).

There are also circles with labels like e1 to e20 that show the leftover parts.

The lines between the areas show how they relate to each other.

The numbers near the questions show their values (e.g. 3.06 for H1_Q1).

The leftover parts are shown near the circles.

This diagram helps understand the data structure.

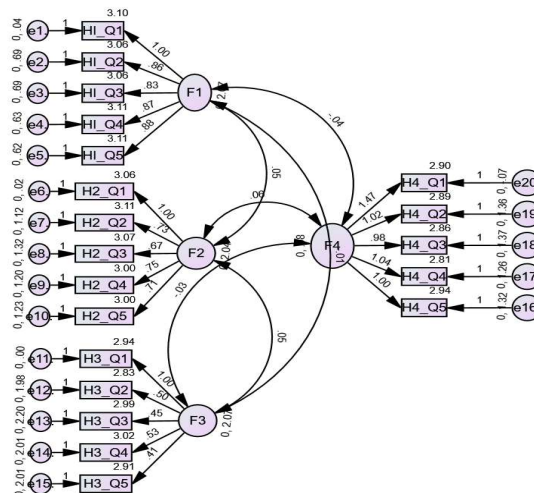


Fig: 1

Structural Equation Model (SEM) Path Diagram Depicting Relationships Among Latent Variables, Observed Variables, and Error Terms

6. DISCUSSION

This study looks at how strategic orientation and digital transformation capabilities affect performance and customer satisfaction.

It focuses on customer orientation (CUO) and technology orientation (TO).

Digital transformation capability is analyzed through sensing organizing and restructuring.

Data was collected from 162 respondents, including managers and executives.

Most participants recognized transformation as crucial for efficiency and customer experience.

Key findings show companies focus on improving efficiency and customer satisfaction.

Technologies like CRM, automation and data analytics are widely used.

Statistical analysis confirmed the reliability and validity of the measurement model.

The refined model strengthens the study's insights into how strategic orientation influences transformation outcomes.

The results underline the importance of aligning strategies with business goals.

7. CONCLUSION

This study emphasizes the link between strategic orientation, digital transformation capabilities and their influence on performance and customer satisfaction.

Aligning customer and technology orientation with business goals is key to achieving digital transformation.

Capabilities like sensing change reorganizing efforts and resource restructuring are crucial for boosting efficiency and enhancing customer experience.

The study also confirms that improved operations contribute to customer satisfaction.

By using a measurement model the research offers practical insights and lays a foundation for future studies on digital transformation.

8. REFERENCES

1. Day, M., Lichtenstein, S., & Samouel, P. (2015). Supply management capabilities, routine bundles and their impact on firm performance. *International Journal of Production Economics*, 164, 1–13.
2. Dubey, R., Gunasekaran, A., Childe, S. J., Bryde, D. J., Giannakis, M., Foropon, C., Roubaud, D., & Hazen, B. T. (2020). Big data analytics and artificial intelligence pathway to operational performance

- under the effects of entrepreneurial orientation and environmental dynamism: A study of manufacturing organizations. *International Journal of Production Economics*, 226, 107599.
3. Freitas, J. C., Macada, A. C. G., Brinkhues, R. A., & Zimmermann Montesdioca, G. (2016). Digital capabilities as driver to digital business performance. In *Proceedings of the 22nd Americas Conference on Information Systems (AMCIS)*, San Diego, CA, USA, 11–14 August 2016.
4. Galbraith, J. R. (1974). Organization design: An information processing view. *Interfaces*, 4(3), 28–36.
5. Hair, J. F., Jr., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage Publications.
6. Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management and Data Systems*, 117(3), 442–458.
7. Helfat, C. E., & Raubitschek, R. S. (2018). Dynamic and integrative capabilities for profiting from innovation in digital platform-based ecosystems. *Research Policy*, 47(8), 1391–1399.
8. Hong, J., Liao, Y., Zhang, Y., & Yu, Z. (2019). The effect of supply chain quality management practices and capabilities on operational and innovation performance: Evidence from Chinese manufacturers. *International Journal of Production Economics*, 212, 227–235.
9. Hu, Q., Zhu, T., Lin, C.-L., Chen, T., & Chin, T. (2021). Corporate social responsibility and firm performance in China's manufacturing: A global perspective of business models. *Sustainability*, 13(5), 2388.
10. Karimi, J., & Walter, Z. (2015). The role of dynamic capabilities in responding to digital disruption: A factor-based study of the newspaper industry. *Journal of Management Information Systems*, 32(2), 39–81.
11. Leitch, C., Hill, F., & Neergaard, H. (2010). Entrepreneurial and business growth and the quest for a “comprehensive theory”: Tilting at windmills. *Entrepreneurship Theory and Practice*, 34(2), 249–260.
12. Levallet, N., & Chan, Y. E. (2018). Role of digital capabilities in unleashing the power of managerial improvisation. *MIS Quarterly*, 42(3), 1–21.
13. Li, D., & Liu, J. (2014). Dynamic capabilities, environmental dynamism, and competitive advantage: Evidence from China. *Journal of Business Research*, 67(12), 2793–2799.
14. Lin, C., & Kunnathur, A. (2019). Strategic orientations, developmental culture, and big data capability. *Journal of Business Research*, 105, 49–60.
15. Lu, Y., Wang, H., & Xu, X. (2019). Manu service ontology: A product data model for service-oriented business interactions in a cloud manufacturing environment. *Journal of Intelligent Manufacturing*, 30(2), 317–334.
16. Moser, R., Kuklinski, J. W., & Srivastava, M. (2017). Information processing fit in the context of emerging markets: An analysis of foreign SBUs in China. *Journal of Business Research*, 70, 234–247.
17. Pan, X., Oh, K.-S., & Wang, M. (2021). Strategic orientation, digital capabilities, and new product development in emerging market firms: The moderating role of corporate social responsibility. *Sustainability*, 13(23), 12703.
18. Paschou, T., Rapaccini, M., Adrodegari, F., & Saccani, N. (2020). Digital servitization in manufacturing: A systematic literature review and research agenda. *Industrial Marketing Management*, 89, 278–292.
19. Penrose, E. T. (1959). *The theory of the growth of the firm*. Wiley.
20. Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 68(3), 79–91.
21. Racela, O. C., & Thourmrunroje, A. (2020). When do customer orientation and innovation capabilities matter? An investigation of contextual impacts. *Asia Pacific Journal of Marketing and Logistics*, 32(3), 445–472.
22. Samad, S., Asadi, S., Nilashi, M., Ibrahim, O., Abumalloh, R. A., & Abdullah, R. (2020). Organizational performance and adoption of green IT from the lens of resource-based view. *Journal of Soft Computing and Decision Support Systems*, 7(1), 1–6.

23. Sarstedt, M., Hair, J. F., Jr., Cheah, J. H., Becker, J. M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal*, 27(3), 197–211.
24. Tanriverdi, H., & Lim, S. Y. (2017). How to survive and thrive in complex, hypercompetitive, and disruptive ecosystems? The roles of IS-enabled capabilities. In *Proceedings of the International Conference of Information Systems, Singapore, 27–29 December 2017*.
25. Teece, D. J. (2007). Explicating dynamic capabilities: The nature and micro-foundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319–1350.
26. Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533.
27. Teece, D., Peteraf, M., & Leih, S. (2016). Dynamic capabilities and organizational agility: Risk, uncertainty, and strategy in the innovation economy. *California Management Review*, 58(4), 13–35.
28. Tseng, S., & Lee, P. (2014). The effect of knowledge management capability and dynamic capability on organizational performance. *Journal of Enterprise Information Management*, 27(2), 158–179.
29. Warnera, K. S. R., & Wägerb, M. (2019). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. *Long Range Planning*, 52(3), 326–349.
30. Wessel, L., Baiyere, A., Ologeanu-Taddei, R., Cha, J., & Blegind, J. T. (2021). Unpacking the difference between digital transformation and IT-enabled organizational transformation. *Journal of the Association for Information Systems*, 22(3), 102–129.
31. Yeow, A., Soh, C., & Hansen, R. (2018). Aligning with new digital strategy: A dynamic capabilities approach. *Journal of Strategic Information Systems*, 27(1), 43–58.
32. Yu, J., & Moon, T. (2021). Impact of digital strategic orientation on organizational performance through digital competence. *Sustainability*, 13(18), 9766.
33. Zhou, J., Li, P., Zhou, Y., Wang, B., Zang, J., & Meng, L. (2018). Toward new-generation intelligent manufacturing. *Engineering*, 4(1), 11–20.
34. Zhou, K. Z., & Li, C. B. (2010). How strategic orientations influence the building of dynamic capability in emerging economies. *Journal of Business Research*, 63(3), 224–231.