A Proposed Model of Causal Factors Affecting Digital Transformation and Business Performance of Parcel Delivery Services in Thailand

[1] Phurith Mitrsomwang, [2] Praphan Chaikidurajai

[1] [2] Graduate College of Management, Sripatum University, Bangkok, Thailand
Corresponding Author Email: [1] phurith.m@gmail.com, [2] praphan.ch@spu.ac.th

Abstract— This article aims for presents the literature review of the Digital Transformation study to explain the meanings, variables, and relationships related to Digital Transformation. The conclusion from the review shows that variables used in various studies are Digital Transformation, Technology Infrastructure, Organizational Culture, Leadership, and Business Performance in Thailand's Parcel Delivery Service.

Index Terms— Literature Review, Parcel Delivery Service, Digital Transformation, Technology Infrastructure, Organizational Culture, Leadership, and Business Performance.

I. INTRODUCTION

The parcel delivery industry has undergone significant changes in recent years with the advent of e-commerce and changing customer expectations. To stay competitive, parcel delivery companies have focused on digital transformation to improve operational efficiency, enhance customer experiences, and optimize delivery routes. However, digital transformation cannot be achieved in isolation, and it requires an enabling environment that includes technology infrastructure, organizational culture, and leadership. These factors directly impact digital transformation and business performance in the parcel delivery industry.

Over the last decade, the growth of e-commerce has been exponential, with online sales expected to reach $4.9 trillion by 2021. As a result, the parcel delivery industry has grown steadily at 3.6% per year, and the market size is expected to reach $665.6 billion by 2025. However, the growth of e-commerce has led to an increase in parcel volumes, which has created significant operational challenges for parcel delivery companies. To meet these challenges, parcel delivery companies have turned to digital transformation and the enabling factors that drive it. [1,2]

Thai e-Commerce Association forecast that, in 2021 e-Commerce market in Thailand might have a total value of 693 billion baht, an increase of 75 percent from 396 billion baht in 2020. Also, it was expected that in 2022 the overall e-Commerce market would grow at least 30 percent from 2021, accounting for at least 900 billion baht, as a result of the COVID-19 pandemic fostering the rapid growth of online purchasing. Regarding purchasing behaviors in Thailand, it was found that most consumers tend to buy good goods/services through easy-to-access platforms that offer low-priced goods, worthiness, and, a variety of products. According to Frost & Sullivan, Krungsri Securities, the compound annual growth rate)CAGR(of shipping volume of express parcels in 2021 - 2025 is expected to be 22.3 percent per year, accounting for 1,159 - 2,201 million pieces per year. If considering the volume of shipped parcels per population, it is found that Thai people ship 11.5 pieces per year, which was relatively small in comparison with those in developed countries which ship approximately 47 pieces per year. [5]

Technology infrastructure plays a critical role in digital transformation, as it provides the backbone for the development and deployment of new digital solutions. According to a report by the World Economic Forum, the digitalization of logistics infrastructure could result in a 30% reduction in delivery costs and a 75% reduction in emissions. [3]

Organizational culture is also an essential factor in digital transformation, as it affects the adoption and diffusion of new digital technologies. A positive organizational culture that encourages innovation and risk-taking can accelerate digital transformation in the parcel delivery industry. [3]

Moreover, leadership is a critical driver of digital transformation, as it sets the tone for the organization's strategic direction and commitment to innovation. According to a study by Deloitte, effective leadership is a key factor in driving digital transformation, and companies with strong leaders are more likely to succeed in digital transformation initiatives. [4]

In conclusion, digital transformation, technology infrastructure, organizational culture, leadership, and business performance are interrelated, and they play a significant role in the success of parcel delivery companies. By leveraging new technologies, optimizing operations, and enhancing the customer experience, parcel delivery companies can remain competitive and meet the needs of their customers.

This article aims to present the literature review of the Digital Transformation study to explain the meanings,

variables, and relationships related to digital transformation, technology infrastructure, organizational culture, leadership, and business performance that results have emerged in past studies and can be used as conceptual frameworks in this article which can be displayed as shown in Figure 1.
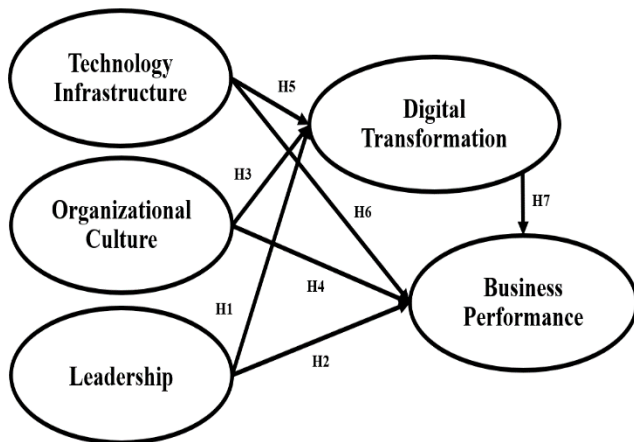

Figure 1. shows the conceptual framework for studying variable relationships

II. REVIEW OF VARIABLES IN THE FIELD DEFINITION AND COMPOSITION OF VARIABLES

A. Digital Transformation Variables

Digital transformation is the process of integrating digital technologies into various aspects of a business, resulting in fundamental changes in the way it operates and delivers value to customers. Digital transformation involves the adoption and integration of digital technologies to transform business processes, customer experiences, and business models. It is characterized by the use of technology to enable new business models and create new value for customers. Digital transformation is a comprehensive change that organizations undertake to adopt new digital technologies and embrace new ways of doing business. It is an ongoing process of innovation and evolution, requiring continuous adaptation and improvement to remain competitive in a rapidly changing digital landscape. [6-10]

According to the review of the researchers [11-15], There are 4 components of digital transformation which are

1. Customer Experience: Digital transformation can help organizations enhance the customer experience by providing personalized and convenient interactions across digital channels. Improved customer experience can lead to increased customer loyalty, retention, and revenue.
2. Operational efficiency: Digital transformation can streamline business processes and improve operational efficiency, reducing costs and increasing productivity. For example, automation and digitization of manual processes can improve accuracy and speed while reducing errors and costs.
3. Innovation: Digital transformation can enable

organizations to develop new products and services, enter new markets, and create new business models. Digital innovation can help organizations stay competitive and drive revenue growth.
4. Data-driven decision-making: Digital transformation can enable organizations to collect and analyze large amounts of data to improve decision-making. By leveraging advanced analytics techniques, organizations can gain insights into customer behavior, market trends, and operational performance, enabling them to make data-driven decisions.

B. Leadership Variables

Leadership is the process of influencing and inspiring others towards a common goal, through the ability to adapt to changing circumstances, innovate, build and maintain relationships, facilitate communication, make strategic decisions, and create a vision that aligns with the values and goals of the organization [16-25]

According to the review of the researchers [25-31], There are 6 components of leadership which are

1. Vision: Effective leadership provides a clear and compelling vision for digital transformation that aligns with the organization's strategic objective. A clear vision can help employees understand the importance of digital transformation and their role in achieving it.
2. Change management: Digital transformation often involves significant changes in processes, technologies, and culture. Effective leadership is skilled in change management, including identifying and managing resistance to change, communicating the need for change, and building support for the change initiative.
3. Talent management: Digital transformation requires new skills and capabilities, and effective leadership is skilled in talent management, including identifying skills gaps, recruiting and retaining digital talent, and providing training and development opportunities.
4. Risk-taking: Digital transformation often involves taking risks and experimenting with new technologies and business models. Effective leadership is willing to take calculated risks and learn from failures.
5. Resource allocation: Digital transformation requires investment in new technologies, skills, and capabilities. Effective leadership is skilled in resource allocation, including identifying and prioritizing digital transformation initiatives and allocating resources accordingly.
6. Digital mindset: Effective leadership fosters a digital mindset among employees, encouraging them to experiment, learn, and innovate with digital technologies. A digital mindset can help employees embrace digital transformation and drive innovation

C. Organizational Culture Variables

Organizational culture refers to the shared values, beliefs, behaviors, and artifacts that shape the attitudes and actions of

employees in an organization, influencing their perceptions of the work environment, their interactions with others, and their response to change [32-41]

According to the review of the researchers [41-48], There are 8 components of Organizational Culture which are

1. Shared values and beliefs: that guide behavior and decision-making.
2. Leadership and Management practices: that shape culture and influence behavior.
3. Communication: Patterns and Information Flow that enable coordination and collaboration.
4. Reward Systems: that reinforce desired behaviors and outcomes
5. Collaboration: Digital transformation requires cross-functional collaboration between departments, teams, and stakeholders. A culture that values collaboration and teamwork can help organizations break down silos and work together to achieve digital transformation goals
6. Learning and development: Digital transformation often requires new skills and capabilities, and a culture that values continuous learning and development can help organizations build the necessary digital skills and knowledge. Organizations can offer training programs, provide opportunities for employees to experiment with new technologies, and foster a culture of learning.
7. Agility: Digital transformation requires organizations to be agile and responsive to changing market conditions and customer needs. A culture that values agility, flexibility, and adaptability can help organizations respond quickly to digital disruptions and opportunities.
8. Customer-centricity: Digital transformation is often driven by a focus on customer needs and experiences. A culture that values customer-centricity can help organizations develop and deliver digital products and services that meet customer needs and expectations.

D. Technology Infrastructure Variables

Technology Infrastructure refers to the hardware, software, networks, and data management systems that enable organizations to process, store, and communicate information and support digital transformation initiatives. [49-59]

According to the review of the researchers [60-64], There are 5 components of Technology Infrastructure which are

1. Cloud computing: Cloud computing is a critical component of digital transformation, providing organizations with the ability to store, process, and access data and applications over the internet. Cloud computing can help organizations reduce costs, improve scalability, and enhance collaboration.
2. Data analytics: Data analytics plays a critical role in digital transformation, allowing organizations to derive insights from data to improve decision-making, customer experiences, and operational efficiency. Advanced analytics techniques such as machine learning and artificial intelligence are becoming

increasingly important in digital transformation.
3. Security: As organizations increasingly rely on digital technologies, ensuring the security of their technology infrastructure is critical. Organizations must implement robust security measures to protect against cyber threats and data breaches.
4. Mobility: Mobile technologies such as smartphones and tablets are transforming the way people work and interact with organizations. Digital transformation requires organizations to develop mobile capabilities to support their employees and customers.
5. Internet of Things (IoT): IoT technologies, which involve connecting physical objects to the internet, are becoming increasingly important in digital transformation. IoT technologies can enable organizations to collect data, monitor performance, and optimize operations in real time.

E. Business Performance Variables

Business performance refers to an organization's ability to achieve its strategic objectives and deliver financial, customer, operational, and innovation outcomes, often measured through a combination of financial and non-financial performance indicators. [65-73]

According to the review of the researchers [74-78], There are 5 components of Technology Infrastructure which are

1. Revenue growth: Digital transformation can help organizations increase revenue by improving the customer experience, developing new products and services, and entering new markets. Organizations can measure the effectiveness of digital transformation by tracking changes in revenue growth.
2. Cost reduction: Digital transformation can streamline business processes and reduce costs, improving operational efficiency and profitability. Organizations can measure the effectiveness of digital transformation by tracking changes in cost reduction.
3. Customer satisfaction: Digital transformation can improve the customer experience, leading to increased customer satisfaction and loyalty. Organizations can measure the effectiveness of digital transformation by tracking changes in customer satisfaction metrics, such as Net Promoter Score (NPS) or Customer Satisfaction Score (CSAT).
4. Employee engagement: Digital transformation can improve employee engagement by providing new opportunities for learning and development and creating a more dynamic and innovative workplace. Organizations can measure the effectiveness of digital transformation by tracking changes in employee engagement metrics, such as employee satisfaction and retention.
5. Time-to-market: Digital transformation can enable organizations to develop and launch new products and services more quickly, reducing time-to-market and increasing competitive advantage. Organizations can

measure the effectiveness of digital transformation by tracking changes in time-to-market metrics.

III. RELATIONSHIP BETWEEN VARIABLES

A. H1: Leadership has a direct influence on Digital Transformation.

Effective leadership is a critical component of successful digital transformation, as leaders play a key role in creating a culture that embraces innovation and change, championing technology investments, fostering collaboration and communication, enabling agility and flexibility, and developing a clear digital vision and strategy that aligns with the organization's goals and objectives [79-87]

B. H2: Leadership influences Business Performance.

Effective Leadership has a positive impact on business performance by influencing employee motivation, job satisfaction, organizational commitment, strategic alignment, innovation, and financial outcomes [76, 88-93]

C. H3: Organizational Culture has a direct influence on the Digital Transformation

Organizational Culture, consisting of its shared values, beliefs, and assumptions, plays a critical role in shaping digital transformation outcomes by influencing employee attitudes and behaviors, promoting innovation and agility, fostering a customer-centric focus, and enabling effective collaboration and communication across different levels and functions of the organization [94-103]

D. H4: Organizational Culture has a direct influence on Business Performance

Organizational Culture is positively associated with business performance, as it affects employee engagement, innovation, customer satisfaction, and overall organizational effectiveness [104-113]

E. H5: Technology Infrastructure has a direct influence on the Digital Transformation

The successful implementation of digital transformation initiatives relies heavily on the development and deployment of a robust and adaptable technology infrastructure that enables organizations to leverage emerging technologies, such as artificial intelligence and the Internet of Things, to create new business models and value propositions. [116-119]

F. H6: Technology Infrastructure directly influences Business Performance

Effective investment in technology infrastructure can enhance organizational agility, innovation, and operational efficiency, which in turn can improve business performance, such as financial performance and customer satisfaction. [114-119]

G. H7: Digital Transformation directly influences Business Performance

Digital transformation can lead to improved business performance, including increased productivity, profitability, agility, innovation, and customer satisfaction, by leveraging digital technologies to enhance organizational capabilities and create new business models. [117-119]

Based on all of the above relationships between variables reviews mentioned, the researchers were then able to create a conceptual framework with 5 Latent Variables and 28 Observational Variables to be used for further research, as shown in Figure 2.
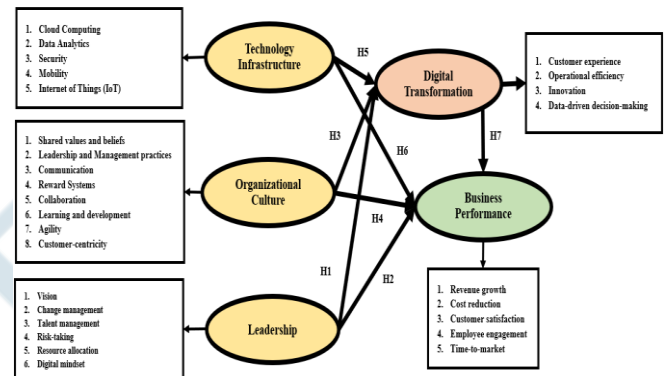
Figure 2. shows the conceptual framework with 5 Latent Variables and 28 Observational Variables

IV. FUTURE RESEARCH PROCEDURES

As researchers have already presented modeling methods in the research, the next steps in the research can be shown in figure 3, whereby the researchers will be able to present the results in the context of the population and the sample to further benefit academically and professionally.
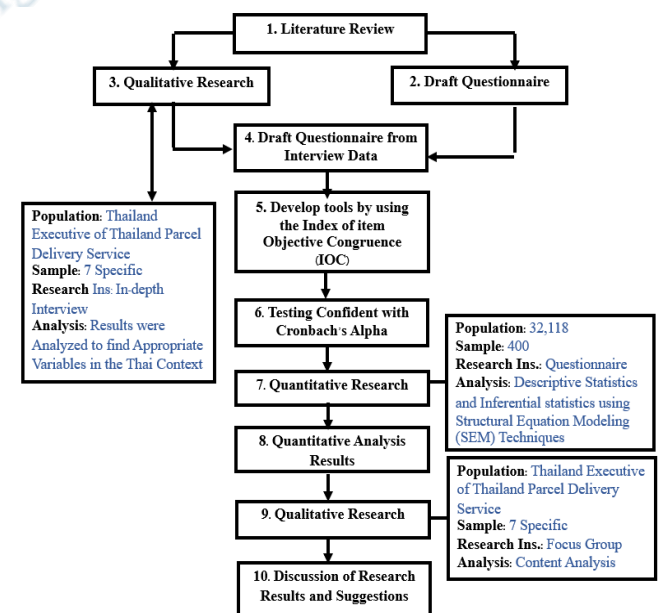
Figure 3. Future Research Stages

V. CONCLUSION

According to the above review, it can be found that Digital Transformation is important to Thailand's Parcel Delivery Service, and all the important factors found are those that have been studied in foreign contexts. It consists of five main factors: Technology Infrastructure, Organizational Culture, Leadership, Digital Transformation, and Business performance, as well as relationships reflected in empirical studies that indicate better operations from implementation.

REFERENCES

[1] Statista. (2021). E-commerce worldwide - statistics & facts. Retrieved from https://www.statista.com/topics/871/online-shopping/

[2] Grand View Research. (2021). Parcel Delivery Market Size, Share & Trends Analysis Report By Type (B2B, B2C, C2C), By Destination (Domestic, International), By End Use (Retail, Manufacturing), By Region, And Segment Forecasts, 2021 - 2028. Retrieved from https://www.grandviewresearch.com/industry-analysis/parcel-delivery-market

[3] World Economic Forum. (2018). Digital transformation of industries: logistics 4.0. Retrieved from https://www.weforum.org/reports/digital-transformation-of-industries-logistics-4-0

[4] Deloitte. (2017). Leading digital transformation: A Deloitte perspective. Retrieved from https://www2.deloitte.com/content/dam/Deloitte/us/Documents/Deloitte-Digital-Transformation-Perspective.pdf

[5] Thailand Post Annual Report (2021)

[6] Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Review Press.

[7] Iansiti, M., & Lakhani, K. R. (2014). Digital ubiquity: How connections, sensors, and data are revolutionizing business. Harvard Business Review, 92(11), 90-99.

[8] Venkatesh, V., & Bala, H. (2008). Technology acceptance model 3 and a research agenda on interventions. Decision Sciences, 39(2), 273-315.

[9] Berman, S. J. (2012). Digital transformation: Opportunities to create new business models. Strategy & Leadership, 40(2), 16-24.

[10] Xu, J., & Quaddus, M. (2018). Digital transformation and its influence on business model innovation. Journal of Business Research, 88, 206-216.

[11] Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. (2013). Digital business strategy: Toward a next generation of insights. MIS Quarterly, 37(2),471-482. https://doi.org/10.25300/MISQ/2013/37.2.01

[12] Bughin, J., Hazan, E., & Ramaswamy, S. (2018). The impact of digital technology on customer interactions and business models. McKinsey Quarterly, 1-11.

[13] Henfridsson, O., & Bygstad, B. (2013). The generative mechanisms of digital infrastructure evolution. MIS Quarterly,37(3),907-931. https://doi.org/10.25300/MISQ/2013/37.3.12

[14] Liu, L., & Wang, L. (2019). Data analytics in digital transformation. Journal of Business Research, 98, 365-380. https://doi.org/10.1016/j.jbusres.2018.11.025

[15] Verhoef, P. C., Stephen, A. T., & Kannan, P. K. (2015). The future of customer experience research: An agenda for the next decade. Journal of Business Research, 66(9), 1390-1394. https://doi.org/10.1016/j.jbusres.2013.12.008

[16] Bass, B. M. (1990). Bass and Stogdill's handbook of leadership: Theory, research, and managerial applications. Free Press.

[17] Goffee, R., & Jones, G. (2000). Why should anyone be led by you? Harvard Business Review, 78(5), 62-70.

[18] Yukl, G. A. (2013). Leadership in organizations (8th ed.). Pearson.

[19] Avolio, B. J., & Yammarino, F. J. (2013). Introduction to, and overview of, transformational and charismatic leadership. In B. J. Avolio & F. J. Yammarino (Eds.), Transformational and charismatic leadership: The road ahead (pp. xxiii-xxxi). Emerald Group Publishing Limited.

[20] Higgs, M. (2016). Leadership and change. In J. Storey, J. Hartley, M. Denis, & P. Budhwar (Eds.), Human resource management: A critical approach (pp. 301-316). Sage.

[21] Northouse, P. G. (2018). Leadership: Theory and practice (8th ed.). Sage.

[22] Kotter, J. P. (2013). Leading change: Why transformation efforts fail. Harvard Business Review Press.

[23] Burns, J. M. (1978). Leadership. Harper & Row.

[24] Conger, J. A., & Kanungo, R. N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. Academy of Management Review, 12(4), 637-647.

[25] Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. (2013). Digital business strategy: Toward a next generation of insights. MIS Quarterly, 37(2),471-482. https://doi.org/10.25300/MISQ/2013/37.2.01

[26] Bughin, J., Hazan, E., & Ramaswamy, S. (2018). The impact of digital technology on customer interactions and business models. McKinsey Quarterly, 1-11.

[27] Henfridsson, O., & Bygstad, B. (2013). The generative mechanisms of digital infrastructure evolution. MIS Quarterly,37(3),907-931. https://doi.org/10.25300/MISQ/2013/37.3.12

[28] Liu, L., & Wang, L. (2019). Data analytics in digital transformation. Journal of Business Research, 98, 365-380. https://doi.org/10.1016/j.jbusres.2018.11.025

[29] Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Press.

[30] Shih, W. C., Chen, Y. C., & Wang, K. Y. (2020). The impact of digital leadership on organizational agility: An empirical study of the Taiwanese high-tech industry. Sustainability,12(9),1-20. https://doi.org/10.3390/su12093708.

[31] Bennis, W., & Nanus, B. (1985). Leaders: The strategies for taking charge. Harper & Row.

[32] Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework. John Wiley & Sons.

[33] Chatman, J. A., & Cha, S. E. (2020). Leading culture change in organizations. Annual Review of Organizational Psychology and Organizational Behavior, 7, 341-366.

[34] Denison, D. R. (1990). Corporate culture and organizational effectiveness. John Wiley & Sons.

[35] Hofstede, G. (1980). Culture's consequences: International differences in work-related values. Sage.

[36] Martin, J. (2002). Organizational culture: Mapping the terrain.

Sage.

[37] O'Reilly, C. A., & Chatman, J. A. (1996). Culture as social control: Corporations, cults, and commitment. Research in Organizational Behavior, 18, 157-200.

[38] Schein, E. H. (2010). Organizational culture and leadership. John Wiley & Sons.

[39] Schneider, B., & Ehrhart, M. G. (2013). Organizational climate and culture. Annual Review of Psychology, 64, 361-388.

[40] Trice, H. M., & Beyer, J. M. (1993). The cultures of work organizations. Prentice Hall.

[41] Van Maanen, J., & Schein, E. H. (2019). Toward a theory of organizational culture and effectiveness. Organization Science, 30(4), 695-706.

[42] Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework. John Wiley & Sons.

[43] Denison, D. R. (1990). Corporate culture and organizational effectiveness. John Wiley & Sons.

[44] Kotter, J. P., & Heskett, J. L. (2011). Corporate culture and performance. Simon and Schuster.

[45] Schein, E. H. (2010). Organizational culture and leadership. John Wiley & Sons.

[46] Zammuto, R. F., & Krakower, J. Y. (1991). Quantitative and qualitative studies of organizational culture. Research in Organizational Change and Development, 5, 83-114.

[47] Henfridsson, O., & Bygstad, B. (2013). The generative mechanisms of digital infrastructure evolution. MIS Quarterly,37(3),907-931. https://doi.org/10.25300/MISQ/2013/37.3.12

[48] Pisano, G. P., & Verganti, R. (2008). Which kind of collaboration is right for you? Harvard Business Review, 86(12), 78-86.

[49] Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Press.

[50] Bharadwaj, A. S. (2000). A resource-based perspective on information technology capability and firm performance: An empirical investigation. MIS Quarterly, 24(1), 169-196.

[51] Brynjolfsson, E., & Hitt, L. M. (1996). Paradox lost? Firm-level evidence on the returns to information systems spending. Management Science, 42(4), 541-558.

[52] Chatterjee, D., Grewal, R., & Sambamurthy, V. (2002). Shaping up for e-commerce: Institutional enablers of the organizational assimilation of web technologies. MIS Quarterly, 26(2), 65-89.

[53] Chen, C. Y., & Huang, W. W. (2017). Information technology infrastructure and firm performance: A resource-based perspective. Information & Management, 54(1), 64-74.

[54] Liang, H., Saraf, N., Hu, Q., & Xue, Y. (2007). Assimilation of enterprise systems: The effect of institutional pressures and the mediating role of top management. MIS Quarterly, 31(1), 59-87.

[55] Lin, C., & Wu, Y. J. (2014). Exploring the impact of technological innovation on organizational agility. Journal of Business Research, 67(5), 906-911.

[56] Moon, J., Kim, Y., & Koh, J. (2018). How can firms benefit from customer complaints? Big data analytics capability and business performance. Information & Management, 55(4), 486-497.

[57] Ross, J. W., & Beath, C. M. (2011). Beyond the business case for corporate sustainability. Communications of the ACM, 54(9), 92-98.

[58] Weill, P., & Ross, J. W. (2004). IT governance: How top performers manage IT decision rights for superior results. Harvard Business Press.

[59] Yoo, Y., Boland Jr, R. J., Lyytinen, K., & Majchrzak, A. (2010). Organizing for innovation in the digitized world. Organization Science, 21(4), 733-747.

[60] Chen, Z., Zhang, X., & Xie, H. (2020). An investigation into the impact of big data analytics on cyber security management. Journal of Business-Research, 116,223-231. https://doi.org/10.1016/j.jbusres.2020.05.019

[61] Gallaugher, J., & Ransbotham, S. (2010). Social media and customer dialog management at Starbucks. MIS Quarterly Executive, 9(4), 197-212.

[62] Liu, L., & Wang, L. (2019). Data analytics in digital transformation. Journal of Business Research, 98, 365-380. https://doi.org/10.1016/j.jbusres.2018.11.025

[63] Shi, Y., Zhang, H., Li, Z., & Shi, X. (2016). Internet of things for enterprise systems of modern manufacturing. IEEE Transactions on Industrial Informatics, 12(6), 2323-2331. https://doi.org/10.1109/TII.2016.2594833

[64] Wu, D., Greer, M. J., & Rosen, D. (2014). Cloud computing and its key challenges for adoption. Journal of Computer Information Systems, 54(4), 11-20. https://doi.org/10.1080/08874417.2014.11645567

[65] Chenhall, R. H., & Langfield-Smith, K. (1998). The relationship between strategic priorities, management techniques, and management accounting: an empirical investigation using a systems approach. Accounting, Organizations and Society, 23(3), 243-264.

[66] Ittner, C. D., & Larcker, D. F. (1998). Are nonfinancial measures leading indicators of financial performance? An analysis of customer satisfaction. Journal of Accounting Research, 36(3), 1-35.

[67] Kaplan, R. S., & Norton, D. P. (1996). The balanced scorecard: Translating strategy into action. Harvard Business Press.

[68] Latham, S., & Braun, M. (2019). Performance measurement and management control: The relevance of performance measurement to the management of the company. Routledge.

[69] Neely, A., Gregory, M., & Platts, K. (2002). Performance measurement system design: A literature review and research agenda. International Journal of Operations & Production Management, 22(12), 1149-1177.

[70] Russo, A., & Perrini, F. (2010). Investigating stakeholder theory and social capital: CSR in large firms and SMEs. Journal of Business Ethics, 91(2), 207-221.

[71] Schaltegger, S., Lüdeke-Freund, F., & Hansen, E. G. (2018). Business models for sustainability: A co-evolutionary analysis of sustainable entrepreneurship, innovation, and transformation. Organization & Environment, 31(1), 24-45.

[72] Simons, R. (2000). Performance measurement and control systems for implementing strategy: Text and cases. Prentice Hall.

[73] Teece, D. J. (2010). Business models, business strategy, and innovation. Long Range Planning, 43(2-3), 172-194.

[74] Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. Academy of Management Review, 11(4), 801-814.

[75] Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman,

N. (2013). Digital business strategy: Toward a next generation of insights. MIS Quarterly, 37(2), 471-482. https://doi.org/10.25300/MISQ/2013/37.2.01

[76] Bughin, J., Hazan, E., & Ramaswamy, S. (2018). The impact of digital technology on customer interactions and business models. McKinsey Quarterly, 1-11.

[77] Henfridsson, O., & Bygstad, B. (2013). The generative mechanisms of digital infrastructure evolution. MIS Quarterly, 37(3), 907-931. https://doi.org/10.25300/MISQ/2013/37.3.12

[78] Verhoef, P. C., Stephen, A. T., & Kannan, P. K. (2015). The future of customer experience research: An agenda for the next decade. Journal of Business Research, 66(9), 1390-1394. https://doi.org/10.1016/j.jbusres.2013.12.008

[79] Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. Annual Review of Psychology, 60, 421-449.

[80] Berson, A., & Ladd, R. T. (2015). Leading digital transformation: A roadmap for success. White Paper, University of Southern California.

[81] Bughin, J., Hazan, E., Ramaswamy, S., Chui, M., Allas, T., Dahlström, P., ... & Wong, A. (2018). Notes from the AI frontier: Modeling the impact of AI on the world economy. McKinsey Global Institute.

[82] Byrd, T. A., Carter, M., & Davidson, N. (2020). Digital transformation: A review of the literature and directions for future research. Journal of Information Technology, 35(1), 1-33.

[83] Kohlbacher, F., & Gruenwald, S. (2019). Digital transformation and innovation management: Revisiting and extending innovation orientation. Journal of Business Research, 99, 365-376.

[84] Lacity, M. C., & Willcocks, L. P. (2017). Robotics and AI: The augmented workforce. London School of Economics and Political Science.

[85] McKinsey & Company. (2018). The value in digital transformation: How much is at stake? McKinsey Quarterly.

[86] McKinsey Global Institute. (2016). Digital America: A tale of the haves and have-mores.

[87] Reychav, I., & Weisberg, J. (2019). Digital transformation and IT leadership. Journal of Information Technology Management, 30(3), 50-63.

[88] Ross, J. W., & Weill, P. (2002). Six IT decisions your IT people shouldn't make. Harvard Business Review, 80(11), 84-92.

[89] Berson, Y., & Linton, J. D. (2019). Promoting ethical leadership through mindfulness: A conceptual framework. Journal of Business Ethics, 155(2), 357-370.

[90] Den Hartog, D. N., Koopman, P. L., & Thierry, H. (2015). Leadership in social context: Impact on employee attitudes and performance. In G. R. Oldham & A. E. Cummings (Eds.), Employee reactions to workplace deviance (pp. 137-159). Routledge.

[91] Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. Journal of Applied Psychology, 89(5), 755-768.

[92] Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. Journal of Applied Psychology, 87(4), 765-780.

[93] Kotter, J. P. (2013). Leading change: Why transformation efforts fail. Harvard Business Review Press.

[94] Al-Haddad, S., & Kotnour, T. (2015). Integrating the organizational change literature: A model for successful change. Journal of Organizational Change Management, 28(2), 234-262.

[95] Berman, S. J., Kesterson-Townes, L., & Marshall, A. (2019). Digital transformation: Gaining the competitive edge. Business Horizons, 62(3), 301-310.

[96] Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework. John Wiley & Sons.

[97] De Reuver, M., Bouwman, H., & Haaker, T. (2018). Digital transformation: A review of key definitions and a proposed research taxonomy. The Journal of Strategic Information Systems, 27(2), 129-144.

[98] Lee, S. M., & Choi, B. (2018). How organizational culture and motivation impact cloud computing adoption for supply chain integration. International Journal of Information Management, 39, 80-89.

[99] Naranjo-Valencia, J. C., Jiménez-Jiménez, D., & Sanz-Valle, R. (2018). Studying the links between organizational culture, innovation, and performance in Spanish companies. Revista Latinoamericana de Psicología, 50(3), 137-147.

[100] Schallmo, D., Williams, C. A., & Boardman, L. (2018). Digital transformation of business models—Best practice, enablers, and roadmap. Journal of Innovation Management, 6(4), 1-17.

[101] Syafitri, U. D., Abdullah, D., & Suparno, S. (2019). Organizational culture, innovation capability, and firm performance: Evidence from manufacturing firms in Indonesia. Management Science Letters, 9(10), 1575-1586.

[102] Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Press.

[103] Yoo, Y., Boland Jr, R. J., Lyytinen, K., & Majchrzak, A. (2010). Organizing for innovation in the digitized world. Organization Science, 21(4), 817-835.

[104] Alvesson, M. (2012). Understanding organizational culture. Sage Publications.

[105] Barney, J. B., & Hesterly, W. S. (2015). Strategic management and competitive advantage: Concepts and cases. Pearson.

[106] Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework. John Wiley & Sons.

[107] Denison, D. R., & Mishra, A. K. (1995). Toward a theory of organizational culture and effectiveness. Organization Science, 6(2), 204-223.

[108] Kotter, J. P., & Heskett, J. L. (1992). Corporate culture and performance. Free Press.

[109] Martins, E. C., & Martins, N. (2016). The role of organizational culture in the innovation process. Creativity and Innovation Management, 25(4), 505-517.

[110] O'Reilly, C. A., & Chatman, J. A. (1996). Culture as social control: Corporations, cults, and commitment. Research in Organizational Behavior, 18, 157-200.

[111] Schein, E. H. (2010). Organizational culture and leadership (Vol. 2). John Wiley & Sons.

[112] Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. Annual Review of Psychology, 64, 361-388.

[113] Trivellas, P., Reklitis, P., & Plakitsi, K. (2013). The relationship between organizational culture and firm

performance: An empirical study. International Journal of Business and Management, 8(2), 16-28.

[114] Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. (2013). Digital business strategy: Toward a next generation of insights. MIS Quarterly, 37(2), 471-482.

[115] Brynjolfsson, E., & McAfee, A. (2014). The second machine age: Work, progress, and prosperity in a time of brilliant technologies. WW Norton & Company.

[116] Chen, J., & Preston, D. S. (2016). How digital transformation is changing the world. The European Business Review, 28-31.

[117] Porter, M. E., & Heppelmann, J. E. (2014). How smart, connected products are transforming companies. Harvard Business Review, 92(11), 96-114.

[118] Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Review Press.

[119] Bughin, J., Hazan, E., Ramaswamy, S., Chui, M., Allas, T., Dahlström, P., & Kogan, A. (2018). Skill shift: Automation and the future of the workforce. McKinsey Global Institute.