**Journal of Informatics Education and Research**
**ISSN: 1526-4726**
**Vol 5 Issue 2 (2025)**

# DRIVING DIGITAL CHANGE THROUGH STRATEGIC LEADERSHIP: THE INNOVATEX SOLUTIONS TRANSFORMATION JOURNEY

**Ms. Jyoti**
Research Scholar
School of Leadership and Management
Manav Rachna International Institute of Research and Studies, Faridabad
**Dr. Priyanka Chadha**
Assistant Professor
School of Leadership and Management
Manav Rachna International Institute of Research and Studies, Faridabad

## Abstract
Digital transformation is a critical imperative in today's business landscape, necessitating not just technological upgrades but a fundamental shift in organizational culture, leadership, and strategy. This research paper investigates how strategic leadership enabled successful digital transformation at InnovateX Solutions Ltd., a mid-sized IT firm in India. Using a qualitative case study approach, the study explores the mechanisms of change led by the newly appointed CEO and highlights the leadership practices, employee engagement strategies, and digital tools adopted during the transformation. Thematic analysis reveals key success drivers such as visionary leadership, employee reskilling, customer-centric innovation, and outcome-based monitoring.

**Keywords**: Digital Transformation, Strategic Leadership, Organizational Change, Employee Reskilling, Innovation Culture, Customer-Centric Strategy

**JEL Classification**: M15 (IT Management), O33 (Technological Change), L21 (Business Strategy)

## Introduction
In the 21st-century, technological advancement is an inescapable force transforming the fundamental fabric of business operations and strategy. Organizations globally are compelled to undergo digital transformation, not just to improve internal processes but also to adapt to rapidly evolving customer expectations, market dynamics, and technological innovations. Digital transformation refers to the comprehensive integration of digital technology into all areas of a business, resulting in fundamental changes to how businesses operate and deliver value to customers (Bharadwaj et al., 2013). The complexity of digital transformation extends beyond mere technological upgrades—it encompasses changes in organizational culture, structures, and employee roles. Strategic leadership, therefore, plays a pivotal role in orchestrating this transformation. Leaders must act as change agents who can craft a compelling vision, inspire stakeholders, mitigate resistance, and align digital efforts with business strategy (Kane et al., 2015). This role has become especially pronounced in mid-sized enterprises, which often lack the resources of larger corporations yet face equally intense digital pressures.
This paper focuses on InnovateX Solutions Ltd., an Indian IT company that underwent a major transformation under new leadership. By 2017, InnovateX had reached a point of operational stagnation, reflected in flat revenues, employee disengagement, and outdated systems. The strategic intervention came in 2020 with the appointment of Mr. Arvind Rajput as CEO. His leadership heralded a new era of change, marked by inclusive visioning, data-driven decision-making, and technological integration. The case of InnovateX offers valuable insights into how mid-sized companies can successfully navigate digital transformation by aligning leadership strategy,

workforce capability, and customer focus. The emphasis on employee reskilling, real-time analytics, and agile tools reflects best practices from global digital leaders, yet is uniquely adapted to the Indian context. Additionally, the case demonstrates how sustainability and social responsibility can be integrated into digital strategies, creating a broader impact beyond organizational gains. By showcasing the InnovateX journey, it aims to offer practical insights and lessons for current and future business leaders facing the challenges of the digital era.

## Literature review

Westerman et al. (2014) argue that successful digital transformation hinges on a strong digital vision and leadership that bridges business and IT. Similarly, Kane et al. (2015) emphasize that strategy—not technology—drives transformation. Strategic leaders must set priorities and foster a digital-first culture. The role of leadership in change management is further explored by Kotter (1996), who proposed an eight-step model emphasizing vision, communication, and empowerment. Fitzgerald et al. (2013) found that firms senior executives involved in digital strategy. Their research, based on a global survey of over 1,500 executives and managers, indicated that top leadership commitment is a vital driver of successful digital revolution. In companies with high digital maturity, strategic decisions regarding digital investments are typically driven from the C-suite rather than isolated IT departments. These firms not only align digital initiatives with core business objectives but also embed them into broader strategic planning. Senior leaders in such organizations have proactive role in digital society, supporting advancement also ensuring cross-functional collaboration. The study also noted that companies lacking senior leadership involvement tend to struggle with fragmented digital efforts and unclear transformation goals. Moreover, digitally mature companies invest significantly in digital talent and upskilling initiatives, reflecting leadership's focus on long-term capabilities. Importantly, these leaders are often champions of change, capable of overcoming resistance and aligning the workforce toward a digital vision. Their presence signals organizational seriousness about digital change and inspires accountability across all levels of the enterprise.

Weber, C., Weibel, A., & Weibel, A. (2025) study uses a combination of literature review and expert consultation to define key leadership traits necessary in the digital context. It identifies “strategic focus” as the ability to align digital initiatives with long-term goals and “interpersonal orientation” as the capacity to inspire and manage diverse digital teams. The researchers emphasize that digital leaders must also be change agents and foster a culture of experimentation. The study contributes a grounded framework that can guide leadership development programs tailored for the digital economy.

Mishra and Varshney (2024) find that emotionally intelligent leaders tend to lead more effective digital transitions by managing resistance to change. The study recommends cultivating adaptive thinking and learning-oriented mindsets among leaders. It also emphasizes that successful digital leadership is less about technical know-how and more about people-centric capabilities.

Weber et al. (2022) introduce six leadership roles necessary to lead digital transformation, including Digital Pioneer and Mentor. Their empirical study, based on qualitative interviews and literature synthesis, reveals that successful leaders must shift dynamically among roles based on context. The framework is particularly useful for C-suite executives managing digital portfolios. It serves as both a diagnostic and developmental tool for assessing leadership readiness in digital initiatives.

Malik et al. (2024) argue that digital leadership drives not just technological adoption, but also organizational redesign and new value propositions. They found that leaders who cultivate experimentation, openness, and stakeholder engagement significantly improve innovation outcomes. The study provides a conceptual model linking leadership behaviors to business model reinvention. It concludes that digital success requires reimagining leadership beyond the boundaries of traditional hierarchies.

Schmitt (2024) introduces the emerging role of the Chief AI Officer and how this position influences corporate strategy. The paper discusses the integration of AI in decision-making processes and the ethical implications leaders must navigate. Strategic leadership here involves balancing technological capabilities with human-centered values. The study stresses the need for inter-disciplinary knowledge and strategic foresight to guide AI-driven transformation. It uses statistical modeling to demonstrate how business architecture enhances digital transformation by aligning operations and strategy. The study highlights the role of leaders in integrating IT and business functions, fostering a unified transformation roadmap. It recommends leadership training in architecture thinking for effective digital governance. The research underlines that architectural leadership is pivotal for building scalable and resilient digital enterprises.

Sagala, G.H., Őri, D (2024) states key determinants of successful digital transformation in small and medium enterprises (SMEs) remain insufficiently understood and lack comprehensive exploration. Despite the potential benefits of digitalization, SMEs often fail to fully capitalize on them due to limited empirical insights and practical strategic knowledge. This study aims to (1) map the research landscape concerning SME digitalization; (2) identify the critical success factors that enable SMEs to achieve business success through digital transformation; (3) explore key business dimensions essential for effective digital transformation in SMEs; and (4) propose a future research agenda in this domain. Employing a systematic literature review and thematic analysis, the study synthesizes key success factors highlighted in primary research. Findings suggest that (1) SMEs must take into account their specific starting points, constraints, and unique characteristics when crafting digital strategies; (2) a phased, incremental approach to digitalization is advisable; and (3) continuous investment in training and capacity building is essential to sustain long-term digital progress.

Employee engagement is another critical factor. Bawden and Robinson (2009) highlight the need for digital literacy and a learning culture. Davenport and Harris (2007) emphasize analytics capability as a driver of innovation.

| S. No. | Research Title | Authors & Year | Theme | Summary of Contribution |
|---|---|---|---|---|
| 1 | Digital Leadership Competencies: Bridging Strategy and Technology in the Post-COVID Era | Martins, S., & Oliveira, T. (2023) | Strategic Leadership | Identifies new competencies for digital leaders, especially the ability to manage hybrid work, accelerate tech adoption, and inspire innovation. |
| 2 | The Role of Digital Mindset in Enabling Agile Transformation | Zhou, Y., & Wu, F. (2024) | Organizational Agility | Emphasizes the importance of a digital mindset among leaders and employees to successfully implement agile frameworks in digital transformation. |

| | | | | |
|---|---|---|---|---|
| 3 | From Digital Initiatives to Sustainable Impact: A Systematic Review and Future Research Agenda | Ahmad, R., & Kumar, V. (2022) | ESG & Sustainability | Explores how sustainability and digital transformation intersect, and how leadership can balance performance goals with environmental and social objectives. |
| 4 | Strategic Alignment and Digital Maturity: Insights from Indian SMEs | Gupta, A., & Sharma, D. (2023) | Digital Maturity | Investigates how digital maturity is achieved through strategic alignment, especially in small and mid-sized enterprises, drawing parallels with the InnovateX case. |
| 5 | Human-Centric Leadership in the Age of AI and Automation | Lee, J., & Tan, H. (2025) | Human-Centered Leadership | Examines how leaders can adopt inclusive, empathetic styles to maintain trust and engagement as organizations integrate AI and automation. |
| 6 | Employee Engagement During Digital Transformation: A Longitudinal Study | Morales, C., & Smith, A. (2022) | Employee Engagement | Uses a 2-year study to reveal how training, recognition, and inclusion enhance engagement and reduce resistance to technological change. |
| 7 | Leading Through Complexity: A Framework for Strategic Digital Change | Fernandez, L., & Becker, M. (2024) | Strategic Change Management | Proposes a leadership framework for managing ambiguity, resistance, and rapid change during digital transformation. |
| 8 | Leading Change | Kotter, J.P. (1996) | Strategic Leadership | Introduces an 8-step model for change management, emphasizing leadership vision and communication. |

| | | | | |
|---|---|---|---|---|
| 9 | Strategy, Not Technology, Drives Digital Transformation | Kane et al. (2015) | Strategic Leadership | Argues that leadership and organizational strategy are more critical than technology in driving digital transformation. |
| 10 | Embracing Digital Technology: A New Strategic Imperative | Fitzgerald et al. (2013) | Strategic Leadership | Examines digital maturity in organizations and identifies the leadership behaviors linked to success. |
| 11 | The Technology Fallacy | Kane, G.C. (2017) | Employee Engagement | Emphasizes on people, culture, engagement in successful digital revolutions. |
| 12 | Digital Transformation by SME Entrepreneurs: A Capability Perspective | Li et al. (2018) | Employee Engagement | Focuses on reskilling and digital readiness in SMEs, showing how leadership fosters employee adaptability. |
| 13 | The Dark Side of Information: Overload, Anxiety and Other Paradoxes | Bawden & Robinson (2009) | Employee Engagement | Discusses how digital anxiety and information overload affect employee performance and engagement. |
| 14 | Business Models, Business Strategy and Innovation | Teece, D.J. (2010) | Innovation | Explains how innovation is essential to strategy and how dynamic capabilities help firms reconfigure resources. |
| 15 | How Big Old Companies Navigate Digital Transformation | Sebastian et al. (2017) | Innovation | Introduces the idea of dual transformation, where firms simultaneously improve operations and innovate. |

| | | | | |
|---|---|---|---|---|
| 16 | Digital Business Strategy: Toward a Next Generation of Insights | Bharadwaj et al. (2013) | Innovation | Advocates for integrating IT strategy with business innovation, promoting agility and digital capabilities. |
| 17 | Understanding Digital Transformation: A Review and Research Agenda | Vial, G. (2019) | Innovation | Provides a synthesized model showing how leadership and innovation mediate value creation through digital transformation. |
| 18 | Digital Transformation: A Multidisciplinary Reflection and Research Agenda | Verhoef et al. (2021) | Customer-Centricity | Emphasizes customer-centric innovation, proposing a framework for digital transformation across customer interfaces. |
| 19 | Competing on Analytics: The New Science of Winning | Davenport & Harris (2007) | Customer-Centricity | Describes how data analytics can drive customer understanding and improve strategic responsiveness. |
| 20 | Digital Innovation and Transformation: An Institutional Perspective | Hinings et al. (2018) | Customer - Centricity | Investigates how institutions and digital technologies co-evolve with a focus on value creation for customers. |
| 21 | Leadership Competencies for Digital Transformation in Small and Medium-Sized Enterprises | Tarabasz et al. (2021) | Strategic Leadership | Identifies the competencies leaders need to manage digital change, including vision, empathy, and communication. |

## Research methodology

### Research Design

It is an **qualitative case study** design to investigate the real-life transformation journey of InnovateX Solutions Ltd. A case study is appropriate given the study's focus on an in-depth understanding of organizational dynamics, leadership behavior, and transformation strategies in a bounded context (Yin, 2018).

The primary data source is a detailed organizational account of InnovateX's transformation between 2020 and 2023, supported by secondary sources. The case was selected based on its clear strategic intervention, observable outcomes, and replicable practices relevant to similar firms.

**Objectives**

This study seeks to bridge the gap between theory and practice by examining how strategic leadership facilitates effective digital transformation within the dynamic context of mid-sized IT firms.

- To understand how strategic leadership drives digital transformation in mid-sized IT firms.
- To explore organizational enablers such as employee engagement, customer centricity, and innovation culture during transformation.
- To evaluate the outcomes and sustainability of digital strategies implemented at InnovateX Solutions Ltd

**Thematic Analysis Method**

To interpret the qualitative data, **thematic analysis** was conducted using Braun and Clarke's (2006) six-phase model:

- **Familiarization** – Intensive reading of the case data to understand organizational context and leadership interventions.
- **Coding** – Identification of meaningful units in the data (words, phrases, incidents).
- **Generating Themes** – Grouping of codes into broader themes reflecting significant dimensions of transformation.
- **Reviewing Themes** – Ensuring internal coherence within themes and distinctiveness between them.
- **Defining and Naming Themes** – Finalizing the theme structure.
- **Reporting** – Interpreting and illustrating each theme with narrative and examples from the case.

The following table presents the key **elements of** the thematic analysis:

| Theme | Sub-Themes | Sample Codes (De-Codes) |
|---|---|---|
| **Visionary Leadership** | Strategic direction; Leader as change agent | "Cloud-first vision", "CEO-led communication", "Unified transformation goal" |
| **Employee Empowerment** | Reskilling; Engagement; Change readiness | "Reskill program", "Certifications rewarded", "Reduced resistance to change" |
| **Customer-Centric Innovation** | Service personalization; Feedback integration | "Self-service platform", "Real-time feedback", "NPS improvement", "Product iteration loop" |

| | | |
|---|---|---|
| **Technology Modernization** | Tool adoption; Integration; Infrastructure upgrade | "SAP S/4HANA rollout", "Agile tools", "Cloud migration", "Data visibility via dashboards" |
| **Performance & KPIs** | Monitoring; Results orientation | "Digital adoption rate", "Employee engagement index", "Process automation metrics" |
| **Innovation Culture** | Cross-functional collaboration; Intrapreneurship | "Innovation lab", "Emerging tech pilots", "AI use cases", "Blockchain ideas" |
| **Sustainability & CSR** | Digital for good; Green transformation | "Paperless ops", "Energy-efficient cloud", "Community digital literacy" |

Each theme was supported by multiple narrative instances from the case study and mapped against transformation outcomes such as efficiency gains, customer satisfaction, and market expansion.

**Analysis and discussion**

✓ **Visionary Leadership as a Catalyst**

The case of InnovateX Solutions provides clear evidence of the centrality of visionary leadership in initiating and sustaining digital transformation. Mr. Arvind Rajput, the newly appointed CEO, demonstrated transformational leadership traits, aligning with the frameworks proposed by Kotter (1996) and Westerman et al. (2014). His ability to craft a compelling future vision—"To become a customer-centric, cloud-first, data-driven organization"—created a sense of urgency and direction across the firm.

This leadership model also embodies the **Strategic Digital Change Framework** discussed by Fernandez and Becker (2024), where leaders navigate complexity by balancing long-term vision with short-term execution. Mr. Rajput's consistent communication through town halls, newsletters, and departmental syncs helped institutionalize the transformation narrative, reducing ambiguity and building trust among stakeholders.

✓ **Employee Empowerment and Organizational Learning**

A significant feature of InnovateX's transformation was the focus on **reskilling and capability development** through the "Innovate Solutions Reskill" program. Employees were trained in cloud computing, data analytics, design thinking, and agile methodologies. This initiative reflects the findings of Morales and Smith (2022), who emphasize the longitudinal benefits of employee engagement during digital change.

The thematic analysis revealed that employee resistance, initially a barrier, was largely overcome through continuous learning and recognition. By introducing certifications, linking learning outcomes to promotions, and creating visibility for high performers, InnovateX embedded a culture of growth. This aligns with Bawden and Robinson's (2009) work on digital literacy and with Vial's (2019) emphasis on enabling value creation through internal capability building.

✓ **Customer-Centric Innovation**

Customer expectations were another critical driver of transformation. InnovateX adopted a **customer-first approach** that included revamping the CRM system, deploying chatbots, and integrating continuous feedback mechanisms into product development. The implementation of a self-service platform allowed clients to track project status, request assistance, and access documentation—reducing dependence on service teams and increasing satisfaction.

The increase in Net Promoter Score (NPS) from 28 to 64 demonstrates tangible improvements in customer engagement. These efforts resonate with Verhoef et al. (2021), who recommend integrating digital initiatives with customer interface innovation. Moreover, the company's responsiveness to real-time feedback allowed it to iterate rapidly on services, a key component of agile innovation as discussed by Singh and Hess (2017).

✓ **Technology Modernization and Operational Efficiency**

The technical shift from legacy systems to **cloud-based platforms** such as SAP S/4HANA, Jira, and Microsoft Power BI was critical to improving collaboration, decision-making speed, and transparency. Data silos were eliminated, and unified dashboards enabled departments to align on real-time KPIs.

These tools were not just technological upgrades but enablers of strategic responsiveness—supporting Teece's (2010) notion of dynamic capabilities. The phased rollout approach, combined with regular feedback loops, minimized disruption and encouraged adoption. The implementation strategy reflects best practices in IT governance and digital maturity assessment (Berghaus & Back, 2016; Gupta & Sharma, 2023).

✓ **Performance Metrics and KPI Alignment**

Unlike many digital initiatives that falter due to unclear success metrics, InnovateX embedded **KPI-based performance tracking** into the transformation journey. Indicators such as the digital adoption rate, process automation percentage, employee engagement index, and customer satisfaction were monitored closely via Power BI dashboards.

The use of these metrics aligns with findings by Davenport and Harris (2007) and supports the view of Zhang et al. (2020) that digital capabilities, when paired with strategic orientation and measurement, yield performance dividends. Managers at InnovateX were trained in dashboard analytics, ensuring that data-driven decisions were not just limited to the executive level but cascaded across teams.

✓ **Fostering a Culture of Innovation**

An important highlight of InnovateX's transformation was the establishment of an internal **innovation lab**, where cross-functional teams collaborated on forward-looking tech pilots such as AI bots, IoT tools, and blockchain prototypes. This intrapreneurial initiative encouraged employees to experiment, contribute, and take ownership—key features of an innovation-driven culture (Sebastian et al., 2017).

The innovation lab served dual purposes: generating marketable ideas and increasing internal engagement. It aligns with the concept of **organizational ambidexterity**, where companies manage existing operations while exploring new opportunities (Kane et al., 2015).

✓ **Alignment with Sustainability and CSR Goals**

InnovateX's transformation extended beyond digital KPIs to include sustainability and corporate social responsibility (CSR). By going paperless, using energy-efficient cloud infrastructure, and offering digital literacy workshops in local communities, the company illustrated how digital initiatives can also fulfill **Environmental, Social, and Governance (ESG)** objectives (Ahmad & Kumar, 2022).

This multidimensional approach highlights the importance of aligning transformation goals with broader stakeholder expectations, a trend increasingly recognized in literature (Lee & Tan, 2025).

✓ **Strategic Agility and Future Readiness**

The transformation positioned InnovateX to operate with greater **strategic agility**. With predictive analytics in place, the firm could respond quickly to market shifts, regulatory changes, and technological disruptions. The move into two new international markets and the growth of revenue from digitally enhanced services to 40% of total income demonstrate the business impact of transformation.

As Zhou and Wu (2024) argue, digital mindset and agility are key differentiators in volatile environments. InnovateX's ability to sustain transformation momentum, anticipate trends, and evolve its leadership practices reflects this adaptive orientation.

## Conclusion

The transformation journey of InnovateX Solutions Ltd. vividly demonstrates that the true driver of success is not merely for implementation, also for the commitment, and adaptability of strategic leadership. Under the guidance of Mr. Rajput, the company was able to reimagine its business model, mobilize its human capital, and align technological advancements with clear, measurable business objectives. His leadership approach—characterized by transparent communication, inclusivity, and a focus on continuous learning—created an environment where digital tools became enablers of innovation rather than just operational upgrades.

This case study underscores that effective digital transformation is inherently human-centered. It requires leaders who not only understand digital trends but can also build a culture that embraces change, encourages experimentation, and prioritizes customer needs. Moreover, the strategic use of data to guide decisions and track progress ensures that transformation efforts remain aligned with organizational goals. As companies across industries face increasing digital disruption, the InnovateX experience serves as a valuable blueprint. It highlights the necessity of leadership that is both visionary and grounded—leaders who can navigate ambiguity while fostering resilience and strategic focus. Ultimately, the case reaffirms that successful digital transformation is a multifaceted endeavor, anchored in leadership, learning agility, customer centricity, and a commitment to sustainable innovation. For business leaders and managers aiming to lead digital change, the InnovateX story offers both inspiration and practical lessons.

## References

1. Bawden, D., & Robinson, L. (2009). The dark side of information: Overload, anxiety and other paradoxes and pathologies. Journal of Information Science, 35(2), 180-191.
2. Berghaus, S., & Back, A. (2016). Stages in digital business transformation: Results of an empirical maturity study. MCIS 2016 Proceedings.
3. 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.
4. Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative Research in Psychology, 3(2), 77–101.
5. Davenport, T. H., & Harris, J. G. (2007). Competing on analytics: The new science of winning. Harvard Business Press.
6. El Sawy, O. A., Kræmmergaard, P., Amsinck, H., & Vinther, A. L. (2016). How LEGO built the foundations and enterprise capabilities for digital leadership. MIS Quarterly Executive, 15(2).
7. Fitzgerald, M., Kruschwitz, N., Bonnet, D., & Welch, M. (2013). Embracing digital technology: A new strategic imperative. MIT Sloan Management Review, 55(2), 1.
8. Hinings, B., Gegenhuber, T., & Greenwood, R. (2018). Digital innovation and transformation: An institutional perspective. Information and Organization, 28(1), 52–61.
9. Kane, G. C. (2017). The technology fallacy: How people are the real key to digital transformation. MIT Sloan Management Review.
10. Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., & Buckley, N. (2015). Strategy, not technology, drives digital transformation. MIT Sloan Management Review and Deloitte University Press.
11. Kotter, J. P. (1996). Leading change. Harvard Business Press.
12. Li, L., Su, F., Zhang, W., & Mao, J. Y. (2018). Digital transformation by SME entrepreneurs: A capability perspective. Information Systems Journal, 28(6), 1129–1157.

13. Mahraz, M. A., Benabbou, L., & Berrado, A. (2019). Business intelligence systems and banks' performance. Procedia Computer Science, 148, 715–724.
14. Malik, M., Raziq, M. M., Sarwar, N., & Tariq, A. (2024). Digital leadership, business model innovation and organizational change: role of leader in steering digital transformation. Benchmarking: An International Journal.
15. Sacavém, A., de Bem Machado, A., dos Santos, J. R., Palma-Moreira, A., Belchior-Rocha, H., & Au-Yong-Oliveira, M. (2025). Leading in the Digital Age: The Role of Leadership in Organizational Digital Transformation. Administrative Sciences, 15(2), 43.
16. Sagala, G.H., Őri, D. Toward SMEs digital transformation success: a systematic literature review. Inf Syst E-Bus Manage **22**, 667–719 (2024). https://doi.org/10.1007/s10257-024-00682-2
17. Schmitt, M. (2024). Strategic Integration of Artificial Intelligence in the C-Suite: The Role of the Chief AI Officer. arXiv preprint arXiv:2407.10247.
18. Sebastian, I. M., Ross, J. W., Beath, C. M., Mocker, M., Moloney, K. G., & Fonstad, N. O. (2017). How big old companies navigate digital transformation. MIS Quarterly Executive, 16(3), 197–213.
19. Singh, A., & Hess, T. (2017). How Chief Digital Officers promote the digital transformation of their companies. MIS Quarterly Executive, 16(1), 1–17.
20. Tarabasz, A., Molga, M., & Jedynak, P. (2021). Leadership competencies for digital transformation in small and medium-sized enterprises. Journal of Strategic Management, 26(2), 42–52.
21. Teece, D. J. (2010). Business models, business strategy and innovation. Long Range Planning, 43(2–3), 172–194.
22. Tigre, F. B., Henriques, P. L., & Curado, C. (2025). The digital leadership emerging construct: A multi-method approach. Management Review Quarterly, 75(1), 789-836. Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., & Qi Dong, J. (2021). Digital transformation: A multidisciplinary reflection and research agenda. Journal of Business Research, 122, 889–901.
23. Vial, G. (2019). Understanding digital transformation: A review and a research agenda. The Journal of Strategic Information Systems, 28(2), 118–144.
24. Weber, E., Krehl, E. H., & Büttgen, M. (2022). The digital transformation leadership framework: Conceptual and empirical insights into leadership roles in technology-driven business environments. Journal of Leadership Studies, 16(1), 6-22.
25. Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Review Press.
26. Zhang, M. J., Kettinger, W. J., & Marchand, D. A. (2020). Digital transformation and firm performance: The role of strategic orientation. Journal of Business Research, 116, 431–440.