

Digital Strategizing: The Role of the Corporate Culture

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Abstract

The recent Covid-19 pandemic has forced technological assimilation forward, and digital transformation has attracted growing attention as a corporate strategic imperative. A digital transformation is a multi-faceted endeavor that requires formulating the right digital strategy built upon an appropriate digital culture to prepare an organization, its people, and infrastructure to achieve planned outcomes and develop a sustainable change. This study employed a Systematic Literature Review (SLR) methodology to initially review 57 papers filtered down to selected 14 resources, including 12 recently published scholarly articles from peer-reviewed academic journals and two industry reports, to examine the effects of digital transformation strategies and their relationship to culture. The guiding principle behind the selection of 14 resources out of 57 was the extent to how closely they matched the topic of this paper. Also, the time of publication played a significant role in this selection process. All selected resources were published between 2019 to 2022. This study was conducted to review the significance of digital corporate culture during digital strategizing through a review of the recently published literature in this field. The essential components of a well-developed corporate digital culture appear to be a necessary foundation for a successful digital transformation. This knowledge production research contributes to the existing literature by identifying efficient digital transformation components, such as digital strategy and proper digital corporate culture, in peer-reviewed research studies and practitioners' surveys over the last four years.

Keywords

Digital Transformation, Corporate Digital Culture, Digital Strategy, Organizational Digital Readiness, Systematic Literature Review (SLR) Methodology

1. Introduction

The need for a comprehensive corporate strategy in the digital era with swift technological advancement is exacerbated by continuous environmental changes. Achieving the desired outcome in establishing digital transformation is very challenging since the organizational transformation demands fundamental changes in organization strategy, structure, processes, technology, and, most importantly, culture (Eden et al., 2019). An integrated strategy is based on an overarching vision linking business outcomes, value creation, and competitive advantages in the organizational digital transformation endeavor (BCG, 2022). In today's global market, organizational survival relies on transformation capabilities and continuous innovative initiatives (Lukito et al., 2022). Digital transformation is emerging globally as the fourth industrial revolution (Mahmood et al., 2019), given the disruptive innovations and changing demands in the market and processes.

Businesses must go through different levels of digital transformation, based on their digital readiness by implementing technological advances towards enhancing organizational performance and resilience to create sustainable value and competitive advantages. Digital transformation success depends on developing a comprehensive, multi-faceted strategy (Broekhuizen et al., 2021) incorporating business, IT/IS, and change management strategies.

The significant role of culture is underestimated by leadership since culture is an intangible concept (Hofstede, 1980) that requires different metrics for measurement (Chesterfield et al., 2019) and is away from standard management radars (Rowles & Brown, 2017: pp. 57-59). The problem is that culture is a double-edged sword that can be a roadblock or a catalyst (Capgemini Digital Transformation Institute, 2018) in digital transformation. According to a survey conducted by Capgemini Digital Transformation Institute, 62% of managers considered culture a significant aspect of a digital transformation and announced the lack of appropriate digital culture the top hindrance to digital transformation success (Capgemini Digital Transformation Institute, 2018). Without a solid foundation for a proper digital culture in line with digital strategy to increase digital awareness, employee engagement, innovation thinking, agility and flexibility, and customer-centricity, achieving sustainable change in digital transformations will be highly challenging. This paper reviews the significant role of corporate digital culture in digital strategizing through a systematic literature review.

2. Literature Review

In Recent technological advancements have transformed the marketplace, human behaviors, and mindsets into a new paradigm. Therefore, virtually all stakeholders need to keep pace, which translates into making necessary adjustments to apply efficient methods of comprehension and adaption to take advantage of

short-lived opportunities and cope with significant environmental threats. In a turbulent workforce exacerbated by swift environmental changes, such as the Covid-19 pandemic, formulating and developing an adequate corporate culture is an integral part of digital strategizing (Walton, 2021). Corporate culture can determine the success or failure of strategy execution, especially when it comes to digitalization. Conventional beliefs and norms are no longer sufficient for today's digital and innovative environments given the resulting uncertainty (Chen & Tian, 2022), disruptive technology (Chiang, 2021), and the need to balance alignment and autonomy.

According to a study of forty digital transformations by Boston Consulting Group (BCG), organizations with a strong focus on culture were five times more likely to achieve breakthrough performance than those that ignored the significant role of cultures (BCG, 2020). This review investigates recent scholarly articles and practitioner literature to explore the significance of corporate culture in digital strategizing using a literature review methodology.

This study will review the history of cultural evolution stemming from disruptive innovations and the increasing pace of changes. Then the double-edged sword role of culture in digital transformation strategy will be analyzed, followed by the general overview of the literature on digital transformation strategy failure due to the lack of appropriate culture in digital strategizing. The executives' main concern through the lens of the fundamental cultural components of the digital transformation strategy is researched, in an effort to address an organization's readiness for digital transformation. The investigation results may be essential as the prerequisite to determining if there is compelling evidence that supports aligning digital transformation strategy and digital culture is at the forefront of achieving higher productivity and resilience against constant environmental changes.

This study investigates scholarly articles and practitioner literature of the past three decades to explore the significance of corporate culture in digital strategizing. Even though there are numerous references available on the internet (roughly 1,200,000,000 results by a google search in researching the topic of this study), scholarly studies analyzing actual data in modern organizations (qualitatively or quantitatively) were comparatively scarce since most of them were more theoretical literature, looking at the subject from either ontological or epistemological perspective. Furthermore, some of these studies did not appear relevant and applicable to the contemporary definition of corporate digital culture.

2.1. Digital Transformation

In comprehending the contemporary market landscape, it is essential to understand the core concepts behind the digital transformation trend. The term digital transformation was initially coined by MIT Center for Digital Business and Capgemini Consulting as a result of analyzing fifty traditional enterprise corporations regarding their modern transformation processes. They defined digital

transformation as the process of utilizing digital technologies to radically enhance organizational performance (Westerman et al., 2011). Through a proper digital transformation, businesses have the ability and capacity to exceptionally improve their productivity and competitiveness (Agarwal & Brem, 2015) to generate value and obtain competitive advantages. Studies have revealed that digital transformation facilitates business innovation improves performance (Ferreira et al., 2019), enhances consumer experiences (Zaki, 2019), and boosts the development of value activities (Martínez-Caro et al., 2020).

Digital transformation is a multifaceted phenomenon focused on healthy interactions between environmental uncertainty and resource orchestration which rely on the need for digital readiness (Hizam-Hanafiah et al., 2020) of any organization going through the digital transformation process to reap the benefit of key digital technologies. Three main development stages of digital transformation, namely, the embryonic stage, the development stage, and the thriving stage, have been identified in a comprehensive study of 865 papers from the Web of Science in the twenty years from 2000 to 2020 conducted by Zhu et al. (2021) through bibliometric and visual analysis methods.

Moreover, given the speed of this change, businesses need to become learning organizations to adapt quickly and be more resilient to environmental jolts. Therefore, an urgent need for bionic companies to integrate human and technological capabilities around business outcomes (Shevchenko, 2021) is an inevitable future for most corporations (BCG, 2022). In this context, developing a multi-dimensional strategy to execute the digital transformation process leading to higher organizational performance is the most crucial responsibility of leaders today.

2.2. Digital Strategizing

In the classical definition, strategy is the combined set of actions taken by leaders and executives to attain long-term goals (Mintzberg, 1978), outperform the company's competitors, and achieve superior profitability (Whittington, 1996). However, in the modern business climate, where companies are required to be creative, adaptable, and faster, given the environmental uncertainty, complexity, and swift changes, the focus of corporate strategy has been changed to a more human-centric diverse concept (Hamel, 2011). Formulating a proper digital strategy is a non-linear process in the global marketplace considering numerous unpredictable determinant factors hypothesized by Benner & Tushman (2003) stemming from digitalization and disruptive innovations posited by Grimm et al. (2006).

Three decades ago, the IT strategy was a functional-level strategy that needed to be aligned with the company's business strategy (Venkatraman, 1994). However, during decades (from 1980 to 2022), advances in technology, communication, and network have unleashed new functionalities transforming business infrastructure into digital entities. Companies in different industries are funda-

mentally transforming business strategies to adapt their business processes, and capabilities to the new norms brought about by the digital era. The new digital technologies have reshaped traditional business strategy as scholars have posited contemporary business strategy as modular (Sambamurthy et al., 2003), distributed (Wheeler, 2002), cross-functional, and global across boundaries of time and distance (Ettlie & Pavlou, 2006).

In today's volatile market, strategy is seen more as an emergent and adaptive process (Hiekkanen et al., 2013). Organizations must constantly look for new strategies to maintain their competitive advantage (Thompson et al., 2020: pp. 165-164) or create new ones. Companies initiate the development of their digital strategy process by formulating their strategic objectives at all three corporate, business, and functional levels (Bharadwaj et al., 2013). Goerzig & Bauernhansl (2018) analyzed the content of digital transformation and noticed that a clear transformation strategy was integral to digital transformation. They defined digital strategy as a unique and agile approach to executing a digital transformation process to generate differentiated value that applies to digital resources. According to this definition, the digital strategy can be used for the digital transformation process as strategic steps to achieve digitalization (Antonucci et al., 2021) in the context of innovative products and services, increasing dynamic capabilities (Mikalef et al., 2020), value creation, and corporate organizational culture. In another study, Hafsi & Assar (2019) interviewed twenty-five IT and business projects managers from five different companies; and through the analysis of their interviews, they defined digital strategy as a set of actions to define digital transformation objectives, benefits, and organizational capabilities by analyzing customer needs, organizational structure, business model, digital readiness, market trends, and current digital technologies.

As technological innovation grows exponentially, the strategy itself must also change to meet the new challenges brought about by these changes; organizations that can learn faster than their competitors will survive and evolve.

2.3. Digital Corporate Culture: Bridging the Gap

Digitalization strategy requires appropriate digital culture, emphasized by the famous quote from Peter Drucker that "culture eats strategy for lunch" (Drucker, 2016: pp. 27-32). Leaders need to re-think their strategies for the changing relationship "between digital and the whole way of life" (Williams, 1976), which is essentially a cultural endeavor to strategize effectively amid the challenges brought about by instantaneous technological changes. Digital transformation is a strategic paradigm shift, and as a significant transformation, it demands instilling an appropriate culture aligned with the organization's overarching strategy that supports the change. According to McKinsey's analysis based on consultancy projects (Bucy et al., 2016), almost 70% of digital transformations fail due to the absence of clear digital cultures, such as insufficient employee engagement, inadequate leadership support, deficient effective cross-functional colla-

boration, misunderstanding of new digital strategic objectives, and lack of accountability (Morgan, 2019).

Each organization has its own unique corporate culture consisting of shared values, business principles, ingrained beliefs, ethical standards, and company rituals defining the firm's norms, behavior, practices, and styles of the workforce (Deal & Kennedy, 1983). In another definition, corporate culture is defined as the organization's automatic, self-replicating operating system (Chatman & Cha, 2003) that defines the organization's psyche or organizational DNA (Loughead & Massengale, 2013). A company's healthy corporate culture simultaneously translates into a high-performance and adaptive culture shaped by its core values aligned with the firm's strategies that embrace execution-supportive attitudes (Thompson et al., 2020: pp. 354-358); and in the digital era, digital corporate culture can be considered one of the most crucial pillars of the digital transformation strategy next to infrastructure/technologies and ecosystems (Duma et al., 2020). However, in another classification, Prabhala (2020) believes that the vision and strategy pillar is at the heart of digital transformation. Even though overall perspectives support the significant role of corporate digital culture in digitalization's success, there are still some contradictory perspectives. Parker (2000) disputes in his book that corporate culture, and corporate digital culture, can be considered fragmented unity that "individuals identify themselves as collective at some times and divided at others".

Therefore, it is pivotal for any organization going through a digital transformation to develop a proper digital culture that fits the organization to help all stakeholders to comprehend, embrace, and foster the digital transformation.

3. Research Method and Analysis

Given the exploratory nature of this paper, the relevant existing research literature was investigated. A systematic literature review (SLR) approach to classifying the vast pool of research has been developed to ensure a harmonious selection process from the role of appropriate culture in digital transformation. Literature collection involved the selection of diverse electronic resources. The academic journals were screened for articles using the keywords "Digital transformation", "Digital transformation Strategy", "Digital Culture", and "Corporate culture" in their title, keywords, or abstract. Additionally, specific qualifying criteria were considered in screening the electronic resources, such as choosing articles from business, management, and strategic management journals in the English language. Also, e-books, including some conference proceedings and working resources, were selected. Almost all applied publication time frame covers the period of the last three decades from 1990 to 2022.

Several steps were taken in the process of the literature analysis (Figure 1). In the initial screening phase, 108 online resources were gathered and organized as the first step, and duplications were identified. In the next step, the total number of resources was narrowed down to 57 resources based on the relevance to the

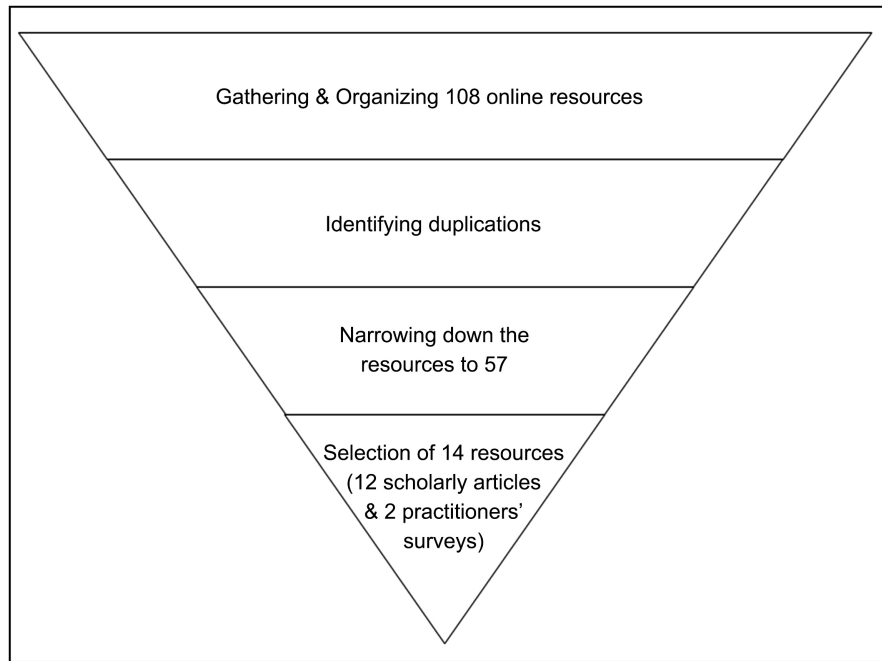


Figure 1. Funnel Chart of literature screening.

topic. Eventually, 14 resources (including 12 scholarly articles and two practitioners' surveys) were selected for the final review and analysis to set the foundation for the effectiveness of appropriate corporate culture in digital strategizing. The 12 selected scholarly articles out of 14 published between the years of 2019 to 2022 were either systematic literature reviews related to this paper's topic or empirical studies with primary data.

The following table is the abbreviated classification of an overall review of 14 recent online resources related to digital transformation and corporate digital culture (Please refer to Appendix A for the expanded annotated table).

Acronyms:	SLR: Systematic Literature Review DC: Digital Culture OCT: Organizational Culture Transformation	DR: Digital Readiness DT: Digital Transformation DI: Digital Innovations	DCC: Digital Corporate Culture DC: Digital Culture DOC: Digital Organizational Culture
Authors	Methodology	Findings	Evidence to support existing issues
Martínez-Caro, Cegarra-Navarro, & Alfonso-Ruiz (2020)	Theoretical model Structural equation modeling method.	The model indicates that DOC fosters the business digitization process and the value generation from digital tools leading to improving organizational performance.	Leadership team and staff interviews of the 93 production centers to investigate the importance of DC

Continued

Zhen, Yousaf, Radulescu, & Yasir (2021)	Hypothesis testing Cross-sectional research Structured questionnaire Descriptive statistics, correlation, and multiple hierarchical regressions	Significant connection between the DOC and digital capability with DI. DR is necessary to implement digital capabilities and innovations integrated with DOC.	413 questionnaires were sent, analysis of the collection of 227 responses shows the relation between DOC and DI
Pietrzak (2020)	SLR	Clear understanding of DC foundations given the technological advancements (from 2000 to 2020).	955 recent papers published in peer-reviewed databases about DC with a classification of the countries that most contributed to this field.
Kiefer, van Dinther, & Spitzmüller (2021)	SLR	Determination of Nine main characteristics of OC	23 articles on three scholarly databases to identify different characteristics of OC
Soomro, Hizam-Hanafiah, & Liza Abdullah (2020)	SLR	Identifying five primary concepts of digitalization and four CSF to achieve DR	22 DR models with 119 dimensions to identify five main concepts and four primary CSFs
BCG (2020, November 4)	Quantitative analysis	Organizations that have embraced DCC were five times more likely to achieve innovative performance.	Empirical data through interviewing 5000 managers and employees more than 80% of respondents believe that DT is the future.
Volberda, Khanagha, Baden-Fuller, & Birkinshaw (2021)	Quantitative analysis	A framework for strategizing in the new digital competitive era	The most important element is a proper mindset with an appropriate strategy integrated with DC
Chen & Tian (2022)	A fuzzy-set qualitative comparative analysis triangulation	Framework indicating that digital maturity can be obtained through different configurations of precursors	Initially, 25 cases were sampled, Reliability and validity of the diverse data sources were verified
Kaniawulan, Wibisono, Wahyudin, & Wibowo (2022)	SLR with the PRISMA method.	Mapping of research in DT and EA. It has focused on DC as the central part of the digital transformation strategy.	Through 12 research themes and 50 selected papers from 26 countries, challenges of digital transformation were identified.
Theobald, Prenner, Krieg, & Schneider (2020)	SLR	Agile leadership and agile management should be utilized in agile organizations with a focus on agile culture	Reviewing of 329 papers in leadership and 29 papers in management show that culture is significant in agile management.

Continued

Uhlig & Remané (2022)	SLR	An integrative framework with a focus on innovative digital culture.	Analysis of 29 papers as evidence of that innovative culture was an essential part of digital business strategy
Isensee, Teuteberg, Griese, & Topi (2020)	SLR	A network map of the strategic orientation, internal capabilities, management, and attitudes	Analysis of 80 papers to demonstrate fundamental dimensions
Pedersen (2022) MIT Sloan Management Review.	Comparative Analysis	The Culture-Transformation Matrix with the attention to the convoluted cultural	Analysis of DT processes of well-known companies, the existent models, and OCT method
Rutihinda (2019)	Quantitative and regression analysis Cronbach alpha.	Significant strong positive relationship between market-oriented organizational cultures and digital transformation intensity.	252 responses indicating that organizations with an adhocracy corporate culture would experience a better digital transformation.

In the digital transformation process, as Grimm et al. (2006) posited, as an initial step, effective leaders are required to formulate a clear digital strategy congruent with the organization's core values and desirable behaviors with measurable performance metrics and incentive structures aligned toward digital culture objectives (Deloitte Editor, 2019). Failure of some well-known corporations, such as GE, Ford, and Procter & Gamble, in their initial digital transformation, is a clear testimonial to the lack of appropriate leadership roles regarding efforts needed to overcome cultural obstacles in digital transformation endeavors (Morgan, 2019). Similar to many others, these companies initially focused on utilizing and integrating the right digital technologies (Morgan, 2019) instead of preparing the organization's structures, people (Rutihinda, 2019), and infrastructure (Duma et al., 2020) for such an endeavor toward their digital transformation.

Scholars like Kaniawulan et al. (2022) and Walton (2021) believe that the corporate digital culture appears to be one of the essential enablers of digital transformation strategy next to infrastructure/technologies and ecosystems (Duma et al., 2020). In today's digital era, organizations are in need of shifting to a new paradigm by going through digital transformation in their life cycle. Boston Consultancy Group (BCG, 2020) as a leader in the IT consultancy industry, claims those businesses that have embraced digital corporate culture are more ready to achieve innovative performance than companies that neglected such culture. Martínez-Caro et al. (2020) study demonstrates that developing an ap-

appropriate digital organizational culture fosters the business digitization process and the value generation from digital resources ushering in enhancing organizational performance.

The digital corporate culture can be considered a double-edged sword (Capgemini Digital Transformation Institute, 2018) since, on the one hand, during corporate readiness toward digital transformation, a proper digital culture is an unknown phenomenon (Chen & Tian, 2022); and on the other hand, the primary characteristics of digital culture (Kiefer et al., 2021) include flexibility, digital awareness, ecosystem orientation, employee engagements, agility in organizational structures, risk-taking culture, internal knowledge sharing, customer orientation, open-mindedness, digital skills, and willingness to learn (Kiefer et al., 2021), making it challenging to identify and follow (Bucy et al., 2016). Volberda et al. (2021) believe that at the beginning of the digital transformation process, there is an urgent need to redesign organizational practices and structures to create competitive advantages; therefore, new values replace the traditional values, and new patterns and norms evolve and emerge. From leaders to operational employees, individuals at all organizational levels struggle to decipher new methods to deal with environmental uncertainty interwoven with new technologies (Chen & Tian, 2022). The study (Chen & Tian, 2022) illustrates that there is a high probability of misunderstanding and misinterpreting new emerging cultures in this stage, which can occasionally be against corporate strategy.

In a fast-paced, complex, and uncertain market environment, organizations need to be digitally agile meaning agile leadership, agile management, and agile culture (Theobald et al., 2020), to be more resilient (Saputra et al., 2022), which requires developing a digital organizational culture while strategizing. Studies show a significant relationship between the digital organizational culture in organizational readiness toward enabling digital innovation and capabilities (Zhen et al., 2021).

Many scholars, such as Broekhuizen et al. (2021) and Uhlig & Remané (2022), acknowledge that digital transformation is a multifaceted endeavor with various dimensions (Pietrzak, 2020). Organizations need to cultivate Critical Success Factors (CSF) such as digital skills, tools and applications, systems and infrastructure, and an appropriate digital corporate culture, as posited by (Soomro et al., 2020), to achieve digital readiness. Isensee et al.' (2020) study has identified four main dimensions of digital corporate culture: strategic orientation, internal capabilities, management, and proper attitudes, as the most critical part of digitalization. Furthermore, Pedersen (2022) argues that the convoluted cultural aspects of digital transformation, if appropriately addressed, can foster the desired balance between cultural change and business continuity during the complicated digital transformation journey.

4. Conclusion

Today's digital era, with constant technological advancements such as advanced

artificial intelligence (AI), machine learning, and the internet of things (IoT), has shaped a new competitive landscape where organizational forms, structures, and business models are changing. Organizations need to respond to these environmental changes strategically. These forces, especially given the emergence of the recent unprecedented Covid-19 pandemic, have forced organizations to go through a digital transformation much faster than previously anticipated. However, digital transformation endeavors will face many challenges causing failure without a proper mindset for such changes. Based on the review of research and literature in this paper, the digital culture is an integral part of digital transformation and should be the foundation of any digital transformation strategy. Therefore, defining and building a proper digital culture from the very beginning of the digital transformation process as a part of digital strategy enables organizations to embrace, learn, adapt, and construct a digital culture. The negligence to align the strategic objectives of a digital transformation with organizational values and behavior will significantly increase the failure rate if managers and leaders focus solely on technology aspects in digital transformation.

Organizations are required to develop critical components of the corporate digital culture to balance the uncertainty of the digital age with business continuity and resilience. Leaders need to incorporate corporate digital culture characteristics such as team collaboration, employee engagement, digital awareness, agile governance, knowledge sharing, digital skill and training, customer/market/ecosystem orientation, entrepreneurship, commitment to change by the top and middle management, and continuous learning in their digital transformation strategies (Kiefer et al., 2021) to effectively leverage advanced technologies and boost organizational performance (Ferreira et al., 2019). This paper portrays the significance of corporate digital culture as an essential requirement in digital strategizing using a SLR methodology. One of the most significant limitations of this study was the scarcity of scholarly and peer-reviewed articles regarding the topic since most studies in digital transformation for organizations are conducted by practitioners rather than academic scholars. As such, further theoretical and empirical research is needed to evaluate organizational maturity better, considering the necessity of incorporating corporate digital culture and digital strategy during digital transformation.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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Appendix A

Authors	Article Intent	Methodology	Findings	Evidence to support existing issues	Evidence to support the Gap in the research
Martínez-Caro, Cegarra-Navarro, & Alfonso-Ruiz (2020)	Defining a proper organizational culture that supports corporate digital strategy can improve organizational performance by reducing tension between old and new values. Therefore, formulating a digital culture is a prerequisite for the success of the digital transformation.	This research analyzed 93 production centers of a multinational corporation across more than ten countries to propose a theoretical model. The model was tested by using the structural equation modeling method.	The proposed theoretical model suggests that developing a digital organizational culture fosters the business digitization process as well as the value generation from digital tools leading to improving organizational performance.	A survey with several interviews of the leadership team of a multinational business as well as managers and staff to investigate the importance of digital culture as a mechanism to take advantage of digital technologies to increase performance.	Identifying cultural gaps by surveying 93 production centers of a multinational corporation and gathering data from interviewing managers and staff.
Zhen, Yousaf, Radulescu, & Yasir (2021)	Developing a digital innovation model based on the digital organizational culture, digital capability, and organizational readiness.	This survey has employed a cross-sectional research design to investigate their hypotheses. The structured questionnaire related to the topic with a measurement scale of five points were distributed to 413 owner/managers of the SMEs. However, only 227 responses were collected during the data collection process. Descriptive statistics, correlation, multiple hierarchical regressions techniques, and structural equation modeling were used for data analysis.	The findings of this study have demonstrated a significant connection between the digital organizational culture and digital capabilities with digital innovation. Also, their analysis shows that organizational readiness is necessary to implement digital capabilities and innovations integrated with digital organizational culture.	The structured questionnaire related to digital organizational culture, digital capabilities, organizational readiness, and digital innovation with a measurement scale was distributed to 413 owners/managers of the SMEs, and 227 responses were collected to investigate the relation between the digital organizational culture and digital capabilities with the digital innovation	Identifying cultural gaps by empirically analyzing data from 227 managers and owners of SMEs in the ICT field of Pakistan. Also, a pilot study on 25 managerial administrators from the targeted SMEs was conducted to ensure the research instrument's clarity, suitability, and relevancy. Findings

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Pietrzak (2020)	<p>Providing insights regarding the latest concepts of digital culture through a SLR of 955 peer-reviewed articles</p>	<p>This paper used a SLR method, and the 955 relevant papers were selected from peer-reviewed databases of the Institute for Scientific Information – Web of Science (ISI).</p>	<p>Through a systematic literature review, this paper provides a clear understanding of digital culture foundations given the technological advancements achieved in the last two decades (from 2000 to 2020).</p>	<p>A SLR of 955 recent papers published about digital culture with a classification of the countries that most contributed to this field. Ranking: The United States of America, the United Kingdom, and Brazil with 15.18%, 11.31%, and 10.58% of the 955 articles and conference proceedings, respectively.</p>	<p>Identifying cultural gap by reviewing and classifying 955 papers regarding digital culture that have been published between 2000 to 2020 to give an insight regarding the digital culture in organizations.</p>
Kiefer, van Dinther, & Spitzmüller (2021)	<p>Identify the characteristics of organizational culture that promote digital innovations in an organization</p>	<p>This paper has utilized a SLR on three scholarly databases. Initially, 778 articles were gathered, which were narrowed down to 23 relevant articles through a methodical approach.</p>	<p>After analyzing 23 selected articles, nine main characteristics of organizational culture such as corporate entrepreneurship, digital awareness, digital skills, ecosystem orientation, employee engagements, agility, in organizational structures, risk-taking culture, internal knowledge sharing, customer orientation as well as open-mindedness, and willingness to learn were determined.</p>	<p>This paper used a SLR analyzing 23 relevant articles on three scholarly databases to identify different characteristics of organizational culture promoting digital innovations.</p>	<p>Identifying cultural gap by reviewing 23 articles to pay particular attention to organizational culture and its influence on digital transformation and innovation.</p>

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<p>Soomro, Hizam-Hanafiah, & Liza Abdullah (2020)</p> <p>Analyzing digital readiness models to identify five primary concepts on digitalization in addition to four Critical Success Factors (CSFs) that can empower managers to achieve digital readiness.</p>	<p>This paper systematically reviewed 22 digital readiness models with 119 model dimensions related to Industry 4.0 Revolution and reviewed 57 papers from peer-reviewed academic journals and industry reports published between 2007 to 2019.</p>	<p>The SLR outcomes of this paper indicated five primary concepts of digitalization such as IT, Operational Technology, Unified Theory of Acceptance and Use of Technology, Technological, Organizational and Environmental Framework, and Industrial IoT, as well as four Critical Success Factors to achieve digital readiness: 1) Digital Agents and Skills, 2) Digital Tools and Applications, 3) Digital Systems and Infrastructure, and 4) Digital Eco-system and Culture.</p>	<p>Through a SLR, this paper reviewed and analyzed 22 DR models with 119 dimensions to identify five main concepts of digitalization and four primary CSFs to obtain the required readiness.</p>	<p>Identifying the digital transformation gap through SLR to enable organizations to self-evaluate their digital readiness and take advantage of this capability as a valuable organizational development tool.</p>
<p>BCG (2020, November 4)</p> <p>Unlocking new sources of economic value in different companies by defining a corporate digital culture as a part of a digital transformation strategy unlock new sources of economic value unlock new sources of economic value</p>	<p>Studied 40 digital transformation processes in various companies and interviewed over 5000 managers and employees. They have compared digital champions and digital laggards among 1900 businesses in the US and Europe to identify the role of culture in digital transformation's success.</p>	<p>Their survey findings reveal that organizations that have embraced digital corporate culture were five times more likely to achieve innovative performance than companies that neglected culture.</p>	<p>Gathering proprietary empirical data through interviewing 5000 managers and employees with a focus on culture in the digital transformation process: more than 80% of respondents across industries believe that digital transformation is the future. Furthermore, 65% expect to increase the number of their investments in digital transformation and building a proper corporate digital culture.</p>	<p>BCG's comprehensive survey was able to support the cultural gap by gathering data from extensive interviews and their data shows that if organizations want to increase their performances, they need to go through digital transformation and create a culture that embraces change, experimentation, and continual learning and improvement</p>

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<p>Volberda, Khanagha, Baden-Fuller, & Birkinshaw (2021)</p>	<p>Providing a framework for strategizing in the new digital competitive landscape to emphasize the role of digital strategizing next to the technology aspect of digital transformation.</p>	<p>To develop their framework, they have utilized qualitative analysis of existing academic resources.</p>	<p>The result of this paper is a framework for strategizing in the new digital competitive era that highlights the importance of the existing cognitive barriers facing new digital business models, an urgent need to redesign digital practices, and new organizational structures to create competitive advantages</p>	<p>The outcome of this article is a framework for strategizing in the digital era where there is a need for many pre-requisitions to implement digital transformation and the most important one is a proper mindset, having an appropriate strategy integrated with digital culture</p>	<p>Identifying the gap by developing a framework to set the right mindset for change, proper digital practices in organizations, and structural changes in the digital transformation process in addition to describing the management roles required by all levels in organizations.</p>
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<p>Chen & Tian (2022)</p>	<p>Demonstrating the idea that digital transformation does not ONLY depend on a single dimension but the harmonious interactions between environmental uncertainty and resource orchestration.</p>	<p>This study determines and explores five conditions influencing digital transformation based on a fuzzy-set qualitative comparative analysis of Chinese enterprises undergoing digital transformation.</p>	<p>Authors have developed a configurational framework demonstrating that both high and not-high levels of digital maturity can be obtained through different configurations of precursors resulting from a synergy between environmental uncertainty and resource orchestration.</p>	<p>Through the initial phase of sample screening, 25 cases were sampled, mainly from traditional industries such as manufacturing, retail, and wholesale. Furthermore, The reliability and validity of the diverse data sources were verified through triangulation to develop a reliable framework.</p>	<p>Identifying the gap by developing a configuration framework to enrich the existing literature on digital transformation and supply substances for the transformation of enterprises.</p>
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Kaniawulan, Wibisono, Wahyudin, & Wibowo (2022)	Understanding the challenges and strategies of digital transformation in the context of Enterprise Architecture.	The methodology used in this paper is SLR with the PRISMA method. The researchers selected 50 scientific articles published in six databases.	This paper aimed to ascertain the mapping of research in Data Transformation and EA through a SLR. A list of existing challenges and strategies for digital transformation is the outcome of this paper. It has focused on digital culture as the central part of the digital transformation strategy.	Through 12 research themes related to conceptual, digital strategy, strategy & organization change, competitive advantage, sustainability, dynamic capability, EA framework, EA Management, Risk Management, and e-government and 50 selected papers from 26 countries, challenges of digital transformation were identified.	Identifying the gap by showing the mapping of research in Data Transformation and EA through a SLR method to list the main challenges in digital transformation in field of EA.
Theobald, Prenner, Krieg, & Schneider (2020)	Aiming to better understand the leadership approach in an agile organization.	A SLR of 14 selected papers (initially 329 papers in leadership and 29 papers in management were selected, which were filtered to 14 papers) was conducted to determine the current scientific literature on leadership and management approaches in agile organizations.	This paper offers an overview of existing literature regarding the leadership approaches in agile organizations, focusing on the definition of and motivation for agile leadership and agile management.	Reviewing of 329 papers in leadership and 29 papers in management initially, which later were filtered to 14 papers, shows that agile leadership and agile management should be utilized in agile organization.	Identifying the gap through SLR method to demonstrate that an agile leadership is needed for agile organization.

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<p>Uhlig & Remané (2022)</p>	<p>Providing a solid foundation to enhance research around the digital business strategy concept systematically in the digital transformation process</p>	<p>A SLR (SLR) consists of a structured literature search process, a selection process, and qualitative analysis of 29 papers was conducted in this paper as its methodology.</p>	<p>This paper aimed to develop an integrative framework including the antecedents of digital business strategy, components of digital business strategy, steps to develop digital business strategy, and outcomes of digital business strategy with the focus of innovative digital culture.</p>	<p>Through reviewing and analyzing 29 papers through SLR method, a framework was developed to advance managerial practice as a starting point to comprehend the digital business strategy better, formulate the digital business strategy and implement it properly. Innovative culture was recognized as an essential part of digital business strategy</p>	<p>Identifying the gap through SLR method to develop a matrix and a framework to demonstrate that digital business strategy is a multi-faceted strategy with various dimensions.</p>
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<p>Isensee, Teuteberg, Griese, & Topi (2020)</p>	<p>Offering the first integrative view on organizational culture, environmental sustainability, and digitalization and their interactions.</p>	<p>Through a SLR (SLR) protocol supplemented by meta-analysis, 80 relevant papers out of 811 peer-reviewed papers were selected and analyzed.</p>	<p>A network map to portray the relations between the three concepts. Quantitative path analysis was used in three bidirectional primary ways. For qualitative analysis, a novel extension to the Belief-Action-Outcome (BAO) framework was developed and presented for the first time in this paper. The findings show thirteen fundamental dimensions and ten links between the key constructs. The most important cultural dimensions identified as strategic orientation, internal capabilities, management, and attitudes.</p>	<p>Through review and analysis of 80 papers with a SLR method, a network map and (BAO) framework were developed to demonstrate fundamental dimensions and interactions between Organizational culture, environmental sustainability, and digitalization.</p>	<p>This paper has developed a network map and (BAO) framework through an SLR and meta-analysis to identify gaps in existing research.</p>
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<p>Pedersen (2022) <i>Cracking the Culture Code for Successful Digital Transformation.</i> MIT Sloan Management Review.</p>	<p>Finding the balance between business continuity and constant changes occurs in the digital era so leaders can better comprehend, formulate and manage the cultural changes during a digital transformation.</p>	<p>The Culture-Transformation Matrix was developed based on critically reviewing the existent models and organizational culture transformation method presented in the book <i>Big Data in Small Business: Data-Driven Growth in Small and Medium-Sized Enterprises</i></p>	<p>The Culture-Transformation Matrix has been developed with the attention to the convoluted cultural aspects of digital transformation, fostering balance between cultural change and business continuity. Four primary elements of cultural identity are represented in this matrix: identity crisis, chaotic identity, conservative identity, and renewed identity.</p>	<p>Through critically analyzing the digital transformation process in IBM and other well-known companies and reviewing the existent models and organizational culture transformation method, this valuable matrix has been developed to look at the digital transformation from a cultural change lens.</p>	<p>Identifying digital/culture gap by developing Culture-Transformation Matrix</p>
<p>Rutihinda (2019)</p>	<p>Exploring the role of organizational culture in the digital transformation processes of SMEs.</p>	<p>In this empirical study, an online survey was sent to 500 respondents, with 250 sent to Canadian SMEs and 250 sent to SMEs in India. Only 252 responses were eventually fit for further analysis. The reliability of the factor loadings was also tested, employing Cronbach alpha. Collected data were analyzed through regression analysis.</p>	<p>Findings show that younger organizations with internet business experience were found to have greater digital transformation experience. Also, the study findings reveal a significant strong positive relationship between market-oriented organizational cultures and digital transformation intensity. Also, organizations with an adhocracy corporate culture would experience a better digital transformation</p>	<p>252 responses were fit for the analysis in this study with reliability of the factor loadings employing Cronbach alpha. Also, through regression analysis, findings show that organizations with an adhocracy corporate culture would experience a better digital transformation.</p>	<p>Identifying digital transformation gap by conducting an empirical study</p>