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Integration of Information Technology in The Strategic Management Process a Case at PT. Bangka TIN Industries

Widia Febriana¹, Irwan Cahyadi², Ridha Nurul Hayati³

^{1,3}Bisnis Digital, Fakultas Ekonomi dan Bisnis, Universitas Bumigora

²Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Bumigora

widia@universitasbumigora.ac.id, irwancahyadi@universitasbumigora.ac.id, ridha@universitasbumigora.ac.id

Abstrak

This study aims to examine the role of information technology (IT) integration in strengthening strategic management practices at PT. Bangka Tin Industri, a company engaged in the mining and tin processing industry. As the sector faces increasing operational complexity and market uncertainty, the effective use of digital technologies becomes essential for sustaining competitiveness. This research adopts a qualitative case study approach to gain an in-depth understanding of how IT supports strategic processes within the organization. Data were collected through semi-structured interviews with key managerial personnel, direct field observations, and a review of internal documents related to strategic planning and operational control. The findings reveal that the implementation of integrated information systems, particularly Enterprise Resource Planning (ERP) and Business Intelligence (BI), has contributed significantly to improving strategic formulation and execution. These systems enable real-time data access, enhance interdepartmental coordination, and provide analytical insights that support more informed and responsive decision-making. As a result, the company demonstrates greater strategic adaptability in responding to operational challenges and market dynamics. Despite these benefits, the study also identifies several obstacles that hinder optimal IT utilization. Organizational resistance to change, limited digital literacy among managerial staff, and the need for cultural adjustment emerge as key challenges during the digital transformation process. The results underscore the critical role of top management commitment, effective change management, and continuous capacity-building initiatives in ensuring successful IT integration. This study offers practical insights for mining and manufacturing firms seeking to align information technology with strategic management to navigate an increasingly dynamic business environment.

Keywords: Information Technology, Strategic Management, System Integration, Digital Transformation, Case Study

1. Background

In today's dynamic business landscape, the integration of information technology (IT) into the strategic management process has become a critical factor in achieving sustainable organizational performance. Organizations increasingly perceive IT not merely as an operational support function but as a strategic resource that influences planning, execution, and long-term competitiveness. Digital technologies enable firms to process vast amounts of information, enhance decision quality, and respond more effectively to environmental changes (Bharadwaj et al., 2013).

The strategic importance of IT is particularly evident in industries characterized by high uncertainty and complexity, such as mining and natural resource sectors. These industries face volatile commodity prices, stringent environmental regulations, and increasing global competition. Under such conditions, timely access to accurate and integrated information is essential for effective strategic management. Prior research indicates that IT-supported strategic processes enhance organizational agility and improve firms' ability to adapt to external pressures (Grant, 2016).

PT. Bangka TIN Industries, an established Indonesian company engaged in tin mining and processing, represents a compelling example of a traditional resource-based firm undergoing digital transformation. Operating within a (Bharadwaj et al., 2013). Highly regulated and capital-intensive environment, the company must continuously align its strategic objectives with operational realities. The adoption of digital systems such as Enterprise Resource

Planning (ERP) and Business Intelligence (BI) enables the company to integrate information across functional areas, supporting more coherent and informed strategic decision-making (Ward & Peppard, 2016).

Integrating IT into the strategic management process allows organizations to enhance key managerial activities, including environmental scanning, strategy formulation, implementation, and control. Digital tools facilitate real-time monitoring of market trends, internal performance, and regulatory developments, enabling firms to anticipate changes rather than merely react to them. This capability is consistent with the strategic alignment perspective, which emphasizes the need for congruence between business strategy and IT strategy to achieve superior performance (Henderson & Venkatraman, 1999).

Despite the potential benefits, many industrial organizations experience challenges in aligning IT initiatives with strategic objectives. The gap between IT adoption and effective strategic use often arises from organizational resistance, limited digital competencies, and insufficient managerial understanding of IT's strategic role. Previous studies suggest that without strong leadership commitment and organizational readiness, IT investments may fail to deliver expected strategic value (Luftman et al., 2017).

In the context of emerging economies, these challenges are often more pronounced due to resource constraints, infrastructural limitations, and institutional complexity. Consequently, there is a growing need for empirical research that examines how firms in developing countries integrate IT into strategic management within real organizational settings. Case-based studies are particularly valuable in capturing the contextual factors that shape digital transformation in traditional industries (Yin, 2018).

Responding to this research gap, the present study investigates how PT. Bangka TIN Industries integrates information technology into its strategic management process. By examining the mechanisms, challenges, and outcomes of IT strategy alignment, this research aims to contribute to both academic discourse and managerial practice. The findings are expected to provide insights for organizations in resource-based sectors seeking to leverage digital technologies as a core enabler of strategic agility and long-term competitiveness.

State of the Art

The integration of information technology (IT) into strategic management has received substantial attention in both academic research and business practice. Prior studies demonstrate that IT supports all stages of the strategic management cycle, including environmental scanning, strategy formulation, implementation, and evaluation (Grant, 2016), (Sabherwal, R., & Chan, 2001). Central to this discourse is the concept of strategic alignment, defined as the degree to which IT strategy supports and is supported by business strategy (Henderson & Venkatraman, 1999) (Luftman et al., 2017).

Recent research further emphasizes that the strategic value of IT increasingly depends on its ability to enable organizational agility and data-driven decision-making. Advances in digital platforms, analytics, and enterprise systems allow organizations to dynamically reconfigure resources and respond to environmental uncertainty more effectively (Vial, 2019). More recent empirical evidence suggests that organizations that successfully integrate digital technologies into strategic processes achieve superior strategic responsiveness and long-term performance outcomes (Warner & Wäger, 2024).

Most existing studies have focused on large corporations in developed economies, particularly within service oriented and technology-intensive sectors. Limited attention has been given to industrial firms in emerging markets, especially those operating in extractive industries such as mining. Although digital transformation research has expanded into manufacturing and logistics contexts (Bharadwaj., et al, 2013) (Ward & Peppard, 2016) the strategic integration of IT in resource-based industries remains underexplored.

Recent 2024 studies highlight the growing importance of contextual factors such as institutional environment, organizational culture, and leadership capability in shaping digital strategy outcomes. For instance, (Li, Chen and Wang, 2024) argue that digital transformation in traditional industries requires strong strategic governance and continuous capability development to align IT initiatives with business objectives. This perspective reinforces the need for empirical investigations that examine how IT strategy alignment is operationalized in organizations facing regulatory pressures, market volatility, and operational complexity (El Sawy., et al 2010).

Research Novelty

This study contributes to the existing literature by providing an in depth case analysis of how a mid sized industrial enterprise in Indonesia integrates information technology into its strategic management process. Unlike prior research that predominantly explores strategic alignment in developed economies or digital native firms, this study situates its investigation within a traditional, resource based company operating in a highly regulated and competitive sector. By focusing on PT. Bangka TIN Industries, the research reveals how digital systems such as ERP, BI, and project management platforms are operationalized within strategic practices, providing unique empirical insights (Li et al., 2024).

Furthermore, the novelty of this research lies in its contextual approach. Many studies have conceptualized IT strategy alignment at a theoretical or macro level (Henderson & Venkatraman, 1999) (Vial, 2019). In contrast, this research embeds its analysis within real-world organizational dynamics, capturing managerial actions, challenges, and adaptations that are often overlooked. Specifically, the study sheds light on cultural, structural, and infrastructural factors that influence the success or failure of digital initiatives, which have been identified as critical yet underexplored determinants in recent digital transformation literature (Warner & Wäger, 2024).

The present study also fills a significant geographical gap in the literature. Most empirical work on IT enabled strategic management originates from developed market contexts, with limited studies focused on Southeast Asia or emerging economies (Mithas et al., 2013). By examining an Indonesian mining company, this research contributes localized insights into the strategic role of IT in traditional industries within emerging market settings. This localized perspective enhances understanding of how institutional, economic, and technological environments shape digital strategy practices in developing countries (Zhu & Kraemer, 2025).

Another important contribution of this study is its exploration of the intersection between digital transformation and organizational learning. While digital technologies are increasingly recognized as tools of strategic agility, limited research investigates how these technologies foster collective managerial cognition, knowledge integration, and learning processes over time. The findings illustrate that digital systems not only support decision-making but also enable organizational actors to develop shared mental models and analytical capabilities, consistent with recent studies emphasizing IT enhanced learning mechanisms (Chen et al., 2025).

Finally, this research extends the strategic alignment discourse by integrating perspectives from digital maturity frameworks and dynamic capabilities theory. It demonstrates that the strategic value of IT does not depend solely on technology adoption but also on the firm's ability to reconfigure processes, capabilities, and routines in response to environmental changes. This aligns with recent scholarship asserting that successful digital strategy requires an orchestration of technological, human, and organizational elements to achieve performance outcomes (Nguyen & Nguyen, 2024). Thus, the study contributes both theoretically and practically by elucidating how multidimensional alignment manifests in traditional industrial contexts.

2. Methodology

This study employs a qualitative case study approach to explore how PT. Bangka TIN Industries integrates information technology into its strategic management process. A case study methodology is particularly suitable for investigating complex phenomena within their real-life context, especially when the boundaries between the phenomenon and context are not clearly evident (Yin, 2018). Qualitative methods provide rich, contextualized data that enable deeper understanding of organizational behavior, strategy implementation, and technology integration practices (Saunders et al, 2024). The case study design allows for triangulation across multiple data sources, which strengthens the credibility of the findings and offers nuanced insights into how strategic alignment unfolds in practice.

The research design was structured around a single embedded case study of PT. Bangka TIN Industries, selected through purposive sampling due to its relevance as an industrial firm undergoing digital transformation. Data collection was conducted through three main methods: semi structured interviews with key managerial personnel (including directors, IT managers, and strategic planning executives), document analysis of internal strategy reports and IT project documentation, and direct field observations during visits to the company's headquarters and operational sites. The use of multiple data sources enhances the study's internal validity and allows researchers

to capture different perspectives on how IT supports strategic processes (Ravitch & Carl, 2024). All interviews were recorded, transcribed, and anonymized to maintain ethical standards and reliable documentation.

For data analysis, thematic analysis was adopted to identify, analyze, and report patterns within the qualitative data (Braun & Clarke, 2006). The transcribed interviews, observation notes, and internal documents were coded using NVivo software to support systematic data organization and interpretation. Thematic analysis followed an iterative process of familiarization, coding, theme development, and refinement. In addition, the study was guided by contemporary quality criteria in qualitative research that emphasize credibility, transferability, dependability, and confirmability (Tracy, 2024). Member checking and data source triangulation were applied to ensure the trustworthiness of findings. Ethical considerations, including informed consent and data confidentiality, were adhered to throughout the research process.

Research Design

This study adopts a qualitative research design grounded in a case study approach to examine how information technology (IT) is integrated into the strategic management process of PT. Bangka TIN Industries. Qualitative research is particularly suitable for investigating complex organizational phenomena that involve human interpretation, managerial judgment, and contextual dynamics. Unlike quantitative designs that focus on measurement and generalization, qualitative inquiry enables a deep exploration of meanings, practices, and interactions that shape strategic decision making within organizations (Saunders et al., 2024).

The choice of a case study design is justified by the exploratory nature of the research objectives. This study seeks to understand *how* and *why* IT integration influences strategic management rather than to test predefined hypotheses. Case studies allow researchers to capture the richness of real-life contexts, where organizational strategies and technological systems interact in multifaceted ways (Yin, 2018). In strategic management research, this approach is especially valuable for uncovering causal mechanisms and processual insights.

A single embedded case study design was employed to allow in-depth analysis of multiple strategic activities within one organizational setting. Embedded units of analysis included strategic planning routines, IT governance structures, managerial decision-making processes, and performance evaluation mechanisms. This design strengthens analytical rigor by enabling cross-unit comparisons while maintaining contextual coherence (Ravitch & Carl, 2024).

PT. Bangka TIN Industries was selected through purposive sampling due to its relevance as a traditional resource-based firm actively undergoing digital transformation. The company's adoption of enterprise systems such as ERP and BI within strategic processes provides a rich empirical setting to investigate IT strategy alignment. Purposive sampling ensures that the selected case is information rich and closely aligned with the research objectives (Patton, 2024).

The research design emphasizes contextual sensitivity, recognizing that strategic management and IT integration are shaped by industry characteristics, regulatory environments, and organizational culture. In the mining sector, strategic decisions are heavily influenced by commodity price volatility, environmental compliance, and operational risk. A qualitative case design allows these contextual factors to be explicitly incorporated into the analysis rather than treated as control variables (Tracy, 2024).

Triangulation constitutes a core principle of the research design. Multiple data sources interviews, document analysis, and direct observation were deliberately combined to enhance the credibility and depth of findings. Triangulation enables the validation of insights across different perspectives and reduces the risk of bias associated with single-source data (Saunders et al., 2024).

Semi-structured interviews were selected as the primary data collection method because they provide both structure and flexibility. This format allows researchers to explore predetermined themes related to IT integration and strategic management while also probing unexpected insights that emerge during conversations. Semi structured interviews are widely recommended in organizational research for capturing managerial experiences and strategic reasoning (Kvale & Brinkmann, 2015).

Interview participants were selected based on their direct involvement in strategic planning and IT implementation, including senior executives, IT managers, and strategic planning personnel. Engaging respondents from different hierarchical levels allowed the study to capture diverse perspectives on how IT supports strategic objectives and how alignment challenges are experienced across the organization.

In addition to interviews, document analysis was incorporated to provide historical and structural insights into the company's strategic and technological initiatives. Internal strategy reports, IT project documentation, organizational charts, and performance dashboards were examined to understand formal planning processes and alignment mechanisms. Document analysis complements interview data by offering tangible evidence of organizational practices (Bowen, 2009).

Direct observation further enriched the research design by enabling the researcher to witness how IT systems were used in real time strategic activities. Observations focused on planning meetings, coordination sessions, and performance evaluations, providing insights into the enacted use of digital tools rather than solely their intended functions. Observational data are particularly valuable for identifying discrepancies between formal strategies and actual practices (Tracy, 2024).

Data analysis followed a thematic analysis approach, which is well suited for identifying patterns across qualitative datasets. Thematic analysis allows researchers to systematically code data, develop themes, and interpret relationships between concepts related to IT integration and strategic management (Braun & Clarke, 2006).

NVivo qualitative data analysis software was used to support the coding and organization of interview transcripts, documents, and observation notes. The use of software enhanced methodological transparency by providing an audit trail of coding decisions and theme development. This contributes to the dependability and confirmability of the research findings (Saunders et al., 2024).

To ensure methodological rigor, the research design adhered to established criteria for qualitative trustworthiness, including credibility, transferability, dependability, and confirmability. Member checking was conducted by sharing preliminary interpretations with selected participants, allowing them to verify the accuracy of the findings and provide clarifications (Tracy, 2024).

Ethical considerations were integrated throughout the research design. Participants were informed about the research objectives, data usage, and their right to withdraw at any stage. Confidentiality was maintained through anonymization of individual identities and sensitive organizational information. Ethical compliance is essential in organizational research to build trust and ensure responsible knowledge production (Ravitch & Carl, 2024).

Overall, this research design provides a robust methodological framework for examining IT integration within strategic management in a traditional industrial context. By combining an in-depth case study approach with rigorous qualitative methods, the design enables a comprehensive understanding of strategic alignment processes. This methodological contribution strengthens the study's ability to generate meaningful insights for both academic research and managerial practice.

3. Findings and Discussion

The findings indicate that information technology integration at PT. Bangka TIN Industries plays a critical role in enhancing environmental scanning activities. The adoption of Business Intelligence (BI) systems enables the organization to monitor global tin price fluctuations, regulatory updates, and market demand in real time. Managers reported that prior to BI implementation, strategic analysis relied heavily on fragmented manual reports, which limited responsiveness and delayed strategic action. This result supports prior research suggesting that digital analytics enhance organizational sensing capabilities and reduce environmental uncertainty by providing timely and integrated information (El Sawy et al., 2010) (Warner & Wager 2024).

In terms of strategy formulation, the study reveals that Enterprise Resource Planning (ERP) systems significantly improve the quality and coherence of strategic planning processes. Integrated dashboards allow managers to access consolidated financial, operational, and logistical data, facilitating scenario analysis and strategic simulations. This evidence aligns with the concept of digitally enabled strategic decision-making, where data-driven insights replace intuition-based planning (Bharadwaj et al., 2013). Consistent with (Grant, 2016) the findings demonstrate that

strategy formulation becomes more collaborative and evidence-based when supported by integrated information systems.

The implementation of strategy is also strengthened through IT enabled coordination and monitoring mechanisms. Digital project management tools and ERP modules are used to track strategic initiatives, allocate resources, and monitor progress across departments. Respondents emphasized that real-time visibility increased accountability and reduced execution gaps between strategic intent and operational action. These findings corroborate earlier studies indicating that IT systems enhance internal alignment and execution discipline by ensuring that organizational units operate under shared strategic priorities (Luftman et al., 2017) (Ward & Peppard, 2016).

Regarding strategic control and evaluation, IT integration allows PT. Bangka TIN Industries to adopt a continuous performance monitoring approach. Key performance indicators (KPIs) related to financial outcomes, operational efficiency, and environmental compliance are embedded within digital dashboards and reviewed regularly by management. This represents a shift from periodic evaluation to continuous strategic learning, enabling faster corrective action and strategic recalibration. Such findings are consistent with research emphasizing the role of IT in transforming strategic control into a dynamic and adaptive process (Teece, 2018a) (Vial, 2019).

Despite these advantages, the discussion highlights several challenges that moderate the effectiveness of IT integration. Organizational resistance to change, limited digital competencies among senior personnel, and cultural inertia were identified as key barriers. These challenges underscore that digital transformation is fundamentally a socio-technical process, requiring leadership commitment, organizational learning, and sustained capability development rather than technological investment alone (Kane et al., 2015) (Li et al., 2024). The findings thus reinforce the view that successful IT strategy alignment depends on the orchestration of technological, human, and organizational factors.

Discussion: Challenges and Enablers

One of the primary challenges identified in the integration of information technology into the strategic management process at PT. Bangka TIN Industries is organizational resistance to change. Several senior employees expressed discomfort with transitioning from established manual processes to digital systems, perceiving IT adoption as a disruption rather than an enabler of strategic effectiveness. This resistance is consistent with prior research indicating that entrenched routines and legacy mindsets often impede digital transformation, particularly in traditional and resource-based industries (Kane et al., 2015) (Warner & Wager 2024). Without deliberate change management initiatives, such resistance can undermine the strategic value of IT investments.

Another significant barrier relates to limited digital competence among managerial staff. Although advanced systems such as ERP and BI have been implemented, the strategic benefits of these technologies are not fully realized due to uneven levels of analytical and technological literacy. Managers reported difficulties in interpreting dashboards and advanced analytics outputs, resulting in continued reliance on informal judgment in strategic decisions. This finding supports the argument that digital transformation requires not only technological infrastructure but also human capital development and continuous learning to embed digital capabilities within strategic processes (Vial, 2019) (Li et al., 2024).

Infrastructural constraints also emerged as a challenge, particularly in ensuring system reliability across geographically dispersed mining and processing sites. Issues related to data integration, network stability, and system interoperability were reported to occasionally disrupt strategic reporting and operational coordination. Such challenges reflect broader structural limitations faced by firms in emerging economies, where uneven digital infrastructure can hinder the seamless integration of IT into strategic management (Ward & Peppard, 2016) (Teece, 2018). These constraints highlight the need for long-term digital infrastructure planning aligned with organizational strategy.

Despite these challenges, several enablers were found to significantly support successful IT integration. Strong leadership commitment emerged as a critical factor in aligning digital initiatives with strategic objectives. Top management's active involvement in digital strategy formulation and monitoring fostered organizational legitimacy for IT initiatives and reduced resistance at lower levels. This finding aligns with studies emphasizing that leadership vision and sponsorship are essential in translating digital investments into strategic outcomes (Bharadwaj et al., 2013) (Luftman et al., 2017).

Finally, cross functional collaboration and a clearly articulated digital roadmap were identified as key organizational enablers. The establishment of interdisciplinary teams involving IT, operations, and strategic planning units facilitated knowledge sharing and improved alignment between technological capabilities and strategic priorities. A structured digital roadmap helped clarify implementation phases, performance metrics, and long-term objectives, thereby reducing ambiguity and enhancing strategic coherence. This supports existing literature that highlights the importance of organizational integration and strategic clarity in achieving sustained IT business alignment (Ward & Peppard, 2016) (Warner & Wager 2024).

4. Conclusion

This study examined the integration of information technology (IT) within the strategic management process of PT. Bangka TIN Industries, a resource-based company operating in the Indonesian mining sector. The findings demonstrate that IT has evolved from a supporting operational function into a strategic enabler that shapes how organizations sense their environment, formulate strategies, implement initiatives, and evaluate performance. This transformation reflects broader shifts in strategic management theory, where digital capabilities are increasingly recognized as foundational to sustained competitiveness in volatile industries (Bharadwaj et al., 2013) (Teece, 2018). The research highlights that IT integration significantly enhances environmental scanning by enabling real-time access to market, regulatory, and operational data. Through Business Intelligence and analytics platforms, the organization can respond more proactively to external changes, reducing strategic uncertainty. This finding reinforces the argument that digital technologies strengthen organizational sensing capabilities and support adaptive strategic behavior in dynamic environments (El Sawy et al., 2010) (Warner & Wager 2024). In the strategy formulation stage, the use of integrated ERP systems allows decision-makers to rely on comprehensive and accurate data when evaluating strategic options. The availability of consolidated dashboards and predictive analytics fosters evidence based decision making and cross functional collaboration. This supports prior studies suggesting that digitally enabled strategies are more coherent, transparent, and aligned with organizational capabilities than traditional intuition driven approaches (Grant, 2016) (Vial, 2019). The implementation and control phases further demonstrate the strategic value of IT integration. Digital project management tools and performance dashboards facilitate effective coordination, accountability, and continuous monitoring of strategic initiatives. By shifting from periodic evaluations to continuous strategic control, the organization develops a learning oriented management system that supports timely corrective actions and strategic recalibration. This aligns with the view that IT transforms strategic management into a dynamic and iterative process rather than a linear cycle (Ward & Peppard, 2016) (Luftman et al., 2017). Despite these benefits, the study underscores that technology alone is insufficient to guarantee successful strategic outcomes. Organizational readiness, leadership commitment, digital competencies, and cultural alignment are critical determinants of effective IT integration. Challenges such as resistance to change, skills gaps, and infrastructure limitations must be addressed through structured change management, sustained training programs, and long-term digital capability development. These findings echo existing literature that emphasizes the socio-technical nature of digital transformation (Kane et al., 2015). In conclusion, this case study contributes to the strategic management and information systems literature by providing empirical insights from a traditional industrial firm in an emerging economy context. It demonstrates that IT integration, when strategically aligned and organizationally embedded, can enhance strategic agility and resilience even in conservative, resource-based sectors. Future research may expand this study by employing comparative case analyses or quantitative methods to further examine the relationship between IT integration and strategic performance across different industries and national contexts.

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