Marketing Transformation in the Digital Age: Case Study PT XYZ

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Article Information	Abstract
	Since digitalization spread ubiquitously in almost all industries, many traditional businesses have also joined the trend, including PT. XYZ. This company is a startup company that sells queue machines and kiosks. Since 2019, PT. XYZ runs its business through Indonesia's e-commerce such as Tokopedia and Shopee. However, many competitors appear to collect more customers which made PT. XYZ is difficult to compete with the market industry as a newcomer. In this queue machine and kiosk industry, PT. XYZ already has an official certification from Indonesia's government and PT. XYZ machines were produced and painted by themselves. But, these main values don't increase sales because of the lack of brand awareness. Therefore, the company needs a digital transformation to enhance its digital marketing strategy. This study objective uses BMC, PESTEL, and SWOT to analyze the as-is model and to-be model of the company so that the analysis will have a digital transformation strategy to increase brand awareness and sales. The results of this research show that digital marketing is needed to replace current marketing methods and carry out initiatives related to human resources, organizational structure, policy, technology, and community.

A. Introduction

Digital transformation in Indonesia has become the main focus of the government and private sector in recent years [1]. Various initiatives have been launched to encourage the adoption of digital technologies in various sectors, including the economy, government, education, and healthcare. One of them is digital economic transformation. The growth of the digital economy in Indonesia continues to increase, with the introduction of e-commerce, fintech, and technology startups [2]. Companies large and small utilize online platforms to sell products and services, while fintech provides innovative digital financial services. MSMEs play an important role in the Indonesian economy, and many efforts have been made to encourage the adoption of digital technology by MSMEs [3]. Training programs, financial assistance, and e-commerce platforms have been created to help MSMEs utilize digital technology to develop business [4]. Digital transformation in Indonesia is still in the development stage, there are still many challenges that need to be overcome, including the digital divide between urban and rural areas, as well as data security and privacy issues. However, efforts continue to be made to accelerate digital transformation to advance economic growth and improve the welfare of the Indonesian people [3], [5].

The development of MSMEs in Indonesia is experiencing changes along with technological developments [6]. One of them is a form of serving community needs. A kiosk is a machine that can make it easier to carry out buying and selling transactions between consumers and the machine. The products sold are usually electronic or digital, such as data packages, credit, train tickets, or other products. The following is an example image of a kiosk product [7].

Figure 1. Kiosk products

Kiosks can also provide information or services to a business or company. As technology advances, kiosks are often found without special personnel and only in the form of touch screens with various customizations, depending on the purpose of the kiosk. Currently, most kiosks are self-service, also known as e-kiosks [8]. PT XYZ is a company that has a main business a kiosk manufacturer that

can be used for independent platforms and queue machines. PT XYZ was founded in December 2019, the kiosk business unit started operating in early 2019. At first, the kiosk units were supplied and painted by a third party, but often the products made by the supplier had poor paint results. Finally, in February 2022 PT XYZ decided to build its powder-coating paint factory so that the kiosk manufacturing process became better and standardized. In addition, PT XYZ to increase the value proposition in the market decided to register the brand with the Directorate General of HAKI (Hak Kekayaan Intelekutual) in November 2020 and the brand certificate was obtained in December 2021.

Even though it already has its brand and its powder coating paint factory, it turns out that these 2 value propositions did not boost kiosk sales from PT XYZ, as shown in the table. The potential for the kiosk market is currently increasing because the Ministry of Administrative and Bureaucratic Reform has issued a ministerial regulation number 19 of 2021, which states the regulation is to apply good public service standards, so with this letter, the kiosk queue machine, standalone booth machine is one of the components that must be owned by public service providers. Currently, PT XYZ still relies on e-commerce from Tokopedia, Shopee, Tokokiosk website, and Instagram. However, only Tokopedia still contributes sales, while the other 3 channels are still very lacking. Selling through Tokopedia has its challenges, namely that several competitors compete by applying low prices, so this makes the 2 value propositions of PT XYZ meaningless. This can be seen in Figure 2, the sales kiosk from PT XYZ.
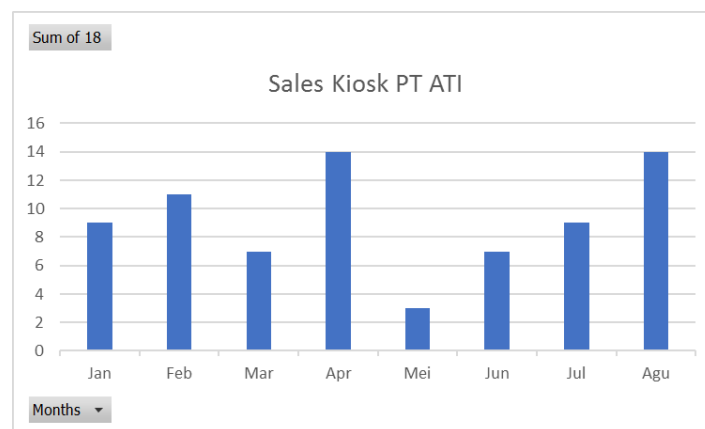

Figure 2. Monthly revenue PT XYZ in 2022

Based on the problem stated before, PT XYZ needs new strategies with these 2 value propositions that can increase sales and sell their products to reach all of the Indonesian market. Using digital transformation to enhance digital marketing to boost sales dan make a strong impact in brand awareness to prospective customers such as government institutions, Public Health Services, and Public office services.

In several previous studies, digital business transformation has become an appropriate way to provide useful strategies for companies in developing their business and developing better products. Research conducted [8] discusses important decisions in designing self-service kiosks (SST) in the era of transition to digital technology by producing SST designs that pay attention to aspects of space,

people, and business. This concept has the potential to add value to the commercial industry as a whole.

Different from previous research, in research [9] researchers explored the challenges and obstacles faced by culinary industry players, especially restaurants, in implementing digital transformation in their services. Empirical findings show that most restaurants that implement digital transformation overcome challenges in terms of lack of resources, cultural change, and lack of knowledge.
Other research, is reviewed systematically using a literature review over the last two decades to examine the impact of digital transformation on company internationalization. The results show the importance of human (soft side) and non-human components, such as knowledge, leadership, digital servitization, and technological factors, in digital transformation and their impact on the internationalization efforts of Companies [10].

The emergence of organizational digital transformation amidst rapid technological advances, examining its origins, drivers, strategies, challenges, and broader implications. The results of this research conclude the importance of organizational digital transformation in navigating relentless technological advances. Leadership, organizational culture, and technology drivers were identified as drivers of innovation and competitiveness. This research also emphasizes the ethical dimensions of digital transformation, especially in considering data privacy and the morality of artificial intelligence. Additionally, anticipated future trends such as increased artificial intelligence, hyper-personalization, and quantum computing [11].

The urgency of this research is that PT XYZ needs the right strategy to overcome local and international competition which will have a positive impact on the company and increase productivity and efficiency through digital transformation. Also through digital transformation, PT XYZ can develop more efficient product and service innovations. This research helps identify innovation opportunities that can increase the added value of products or services. It is hoped that the digitalization of business processes will help increase operational efficiency, reduce production costs, and improve service quality. With the right understanding of digital business transformation strategies, PT XYZ can optimize operations for better results. The case study at PT XYZ will provide concrete insight into how MSMEs can implement digital business transformation strategies in a real context. The results of this research can be a valuable guide for other MSMEs who want to follow in the same footsteps in facing challenges and taking advantage of opportunities in this digital era. Therefore, based on the research problem, the research questions are:

RQ 1: What form of digital transformation is needed by PT. XYZ?
RQ 2: What is the appropriate digital business strategy for digital transformation at PT. XYZ?

This research was conducted to increase literacy and provide digital transformation strategies that have not yet been implemented by PT XYZ. The urgency of this research is that PT XYZ needs the right strategy to overcome local and international competition which will have a positive impact on the company

and increase productivity and efficiency through digital transformation. Also through digital transformation, PT XYZ can develop more efficient product and service innovations. This research helps identify innovation opportunities that can increase the added value of products or services. Digitization of business processes is expected to help increase operational efficiency, improve brands and improve service quality. With the right understanding of digital business transformation strategies, PT XYZ can optimize operations for better results. The case study at PT XYZ will provide concrete insight into how MSMEs can implement digital business marketing strategies in a real context. The results of this research can be a valuable guide for other MSMEs who want to follow in the same footsteps in facing challenges and taking advantage of opportunities in this digital era.

B. Research Method

This study uses a qualitative approach to answer the research question in the study. The use of a qualitative approach because in this study the involvement of the author of the case study is very close. The research instrument was used to obtain data both primary and secondary. The author's involvement in this study as a Business Owner. This research is applied. Applied research is used concerning practical facts, application, and development of knowledge generated by basic research in real life. The purpose of applied research is to solve problems so that research results can be used for individuals or groups.

This research method uses qualitative research. According to [12], the research methodology used by Gupta. The selection of this methodology is considered by research needs based on the results of the preparation of the theoretical framework. In managing data sources, researchers classify data into primary data and secondary data. Primary data is data collected directly from the main source, namely interviews. Secondary data is data or information that has existed before and is collected or used to complement the needs of research data such as books and websites.

The research instrument is a tool used to obtain research data and information such as interviews and document studies. Data collection approaches such as interviews, document studies, or literature studies are the main instruments in conducting qualitative research [12]. The flow of the research used in the study is as follows:

- Data Collection. The process of data collection is done by observing the problem and analyzing several documents that support identifying the problem. Then proceed with document analysis. The result of this process will create a gap related to the problem both in expectation and reality.
- Formulation of the problem. The next process is to formulate the problems that have been obtained. The formulation of the problem is done by analyzing the gaps found. An analysis using the fishbone method was carried out to find the root of the problem of this research. Then the formulation of the problem can be defined on the research question.
- Study of literature. This process is carried out by looking for relevant studies to analyze similar research questions. This process uses the PRISMA method by producing five selected pieces of literature that will be analyzed

using the 3C+2S method. So that it will produce a theoretical basis, a problem-solving approach, and the formulation of criteria.

- Preparation of Theoretical Framework. This process is carried out with the results of the literature study to produce a theoretical framework of research that is by research. This compilation uses the summarize and contrast method.
- Company Internal Analysis (Strategy Objective). This process analyzes the factors that affect the company's internal such as BMC, Value Chain, SWOT-SW Benchmarking. This is to support the fulfillment of entities owned by the Sunil Gupta framework.
- Company External Analysis (Strategy Analysis). This process is carried out to analyze the factors that influence the external company. The analytical tools used at this stage are Technology Trends, PESTEL, Porter's Five Forces, and SWOT analysis.
- Digital Leadership Strategy Analysis Process. At this stage, an analysis is carried out to formulate a digital transformation strategy using a model [13]. The strategy formulation process is divided into four stages. The results of the 5th stage (internal analysis) and the 6th stage (external analysis) will be classified based on the identification of the pillars of Sunil Gupta.
- Preparation of Digital Leadership Strategy. This process is a summary of the digital leadership strategy analysis process. Then it will become a strategy formulation that will be validated against the company's internal stakeholders.
- Conclusions and recommendations. This process is carried out by formulating conclusions and suggestions that are summarized based on the results of the study. The method used is to summarize. The conclusions and suggestions produced are expected to be useful for companies, organizations, academics, and further research.

The research instrument was used to obtain data both primary and secondary. Data collection approaches such as interviews, document studies, or literature studies are the main instruments in conducting qualitative [12]. In this study, the variables used in the research instrument will refer to the formulation of digital leadership strategies, then analyzed and compiled a list of questions. The methods used in this research instrument are document study, interview, and literature study.

C. Result and Discussion

To start implementing a digital business through a digital transformation, it is necessary to analyze internal and external factors to see the level of urgency of this digital transformation and what digital business strategy is appropriate for it. Related to this goal, several analytical tools are used, namely BMC, PESTEL, and SWOT.

PESTEL Analysis

- Political: The government has compiled several import control instruments, limited restrictions, implementation of Reshipment Inspection, as well as port arrangements in eastern Indonesia as entry points for prioritized commodities. These efforts are expected to suppress the entry of imported goods that are flooding Indonesia. The sectors in question include the machinery, chemical

industry, metals, electronics, food, electrical equipment, textiles, motor vehicles, metal goods, as well as rubber and rubber products [14].

- Economics: The outbreak of the global coronavirus disease 2019 (COVID-19) pandemic has made the global economy not only face uncertainty, but the global economy is experiencing a slump. The government has provided various economic stimulus, both in the form of cash and non-cash assistance. The Government was able to maintain the inflation rate at a fairly low level, which was 1.68% so that Indonesia would avoid the abyss of an economic recession [15].
- Social: Millennials are the young generation that can be categorized as users who are easy to adapt to technology in daily life, values, life experiences, motivations, and consumption behavior in general [16]. Millennials currently make up the majority of Indonesia's population with a total of 103 million people [17].
- Technology: The government has opened the National Movement of 1,000 Digital Startups which was first started in July 2016 and has been held in four waves until August 18, 2019 [14].
- Environment: Indonesia is currently focusing on the goals of the Paris Agreement, which is expected to reduce emissions by 26% by 2030. Where, the government continues to improve air, in this case, and ensure that transportation can be more efficient, including through reducing queues at several locations.
- Law: The government for the past few years has been trying to increase the use of local products. The government made several regulations governing the obligation to use TKDN products referring [14]–[16].

Based on this PESTEL analysis, all factors support the company's business development except the economic factor, the market is currently very concerned with the issue of competitive prices. Therefore, companies need to generate differentiation to face these challenges.

BMC

Based on the BMC as shown in Figure 3 the company has two market segments, namely large customers (enterprise) and middle to lower customers. To meet the needs of these two segments, the company has several business values, but the most highlighted is local content compared to competitors [8]. Currently, the company is still emphasizing conventional sales methods with direct sales to customers, even though they have started using online marketing channels through the marketplace.
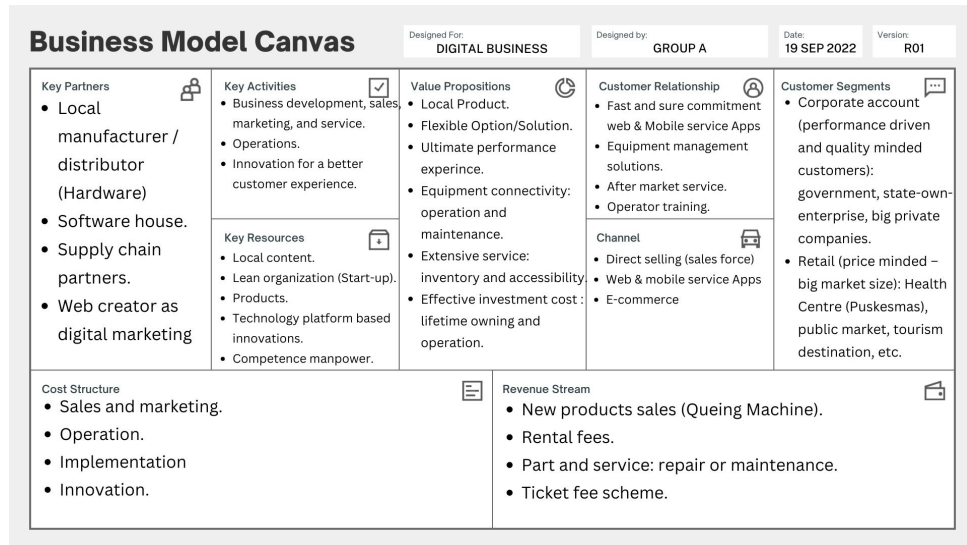
Figure 3. BMC Analysis

The same method is also applied to aftermarket support to maintain customer relationships. With all these activities, the company gets the main revenue from the sale of new products and services and is currently exploring a rental and ticket fee scheme, namely the machine will be loaned out but for each ticket booking service a fee will be charged. The resources owned by the company are similar to other similar companies. An interesting point is the development of technology-based products (software). Likewise, the key activities, partners, and cost domains tend to be owned by other companies. Based on the problems mentioned, table 1 points out the main SWOT analysis of PT XYZ.

Table 1. SWOT Analysis

Strength	Weakness
• Official brand and verified HAKI license • Completely **self-made** for every component (powder-coating, design, kiosk, and software, except PC hardware and LCD)	• Lack of Brand awareness • Difficulty to do sales directly outside JABODETABEK
Opportunities	Threats
• B2G Potential market based on Menpan RB regulation. • Rapidly growing public services that require queue machines	• Price competition • Competitor's brand preference in Government institution

To achieve a successful digital transformation strategy, Table 2 describes the research expectation, and current reality, and defines problems to point out the gap analysis results.

Table 2. Gap Analysis

Expectation	Reality	Problem
Achieve targeted year sales	Sales still have not yet reached the target	Weak digital marketing strategies

Expansion of business market across Indonesia	Sales are still around the JABODETABEK area	The shipment process is not ready or appropriate
Increase brand awareness	People still not familiar with the brand	The brand is a newcomer

In the way the company processes into digitalization, this transformation gives a major challenge to the company to meet and align between support from IT and business growth [10], [18]. There must be several changes that applied to PT XYZ after the implementation of digitalization. Those changes must have an impact on business development. Therefore, PT XYZ should learn fast to adapt to its new digital economy to enhance sales performance. Table 3 depicts information on how technological aspects influence business values.

Table 3. Impact of Technological Aspects

As-Is Model	To-Be Model	Impact
Not using SEO in Google Search yet	Using Search Engine Optimization (SEO)	Enhance SEO of the website company to increase brand awareness
Not using digital advertisement yet	Using digital advertisement (Google Ads, Shopee Ads)	Boost the targeted sales with the broader and right-on target market
Already **joined** Indonesia's e-commerce	Create a better Instagram page and revise the shop content in the e-commerce	Engaged with more customer

Specification of Transformation Strategy

Regarding the transformation strategy that was already mentioned previously, the following table lists the specification of the technological aspect of the transformation strategy.

Table 4. Specification of Transformation Strategy

SEO Optimization	• Find the right keywords to be optimized • Rent SEO Services • Target goal organic clicks until 1.000 transactions per year • Increase conversion rate • Optimize meta title, meta description, meta keyword, etc. • Competitor analysis • Audience & market analysis
Digital Advertisement	• Reach the targeted customer • Gain more customers to call the business • Increase customer visits to the landing page • Improve people to take action on the website • Ads reach all of Indonesia's region

Join other E-commerce	• Join Tiktok, Lazada, Blili, Mbizmarket, and Siplah • Join e-katalog LKPP

Strategy Formulation

The analysis process related to the internal business side begins with the scope, business mode, and ecosystem. The analysis is contained in the following table:

Table 5. Re-imagining Your Business Strategy Formulation

Code	Current Condition	Future Plan	Ref Code
Scope			
S1	Policies and regulations that are not yet fully available regarding services and business	Compilation of complete regulations that exist in the context of service and business development.	Operational
			Government
			Other Incomes
			Corporate Strategy
S2	Marketing channel through Direct Selling (Conventional) method.	Opening new marketing channels using the concept of digitization.	Modern
			Government
			Technology
			Service Development
			Operational
S3	Has a focus on one function, namely marketing and product sales.	Product operation/contract service development.	Business
			Service Development
			Government
			Other Incomes
Business Model			
BM1	IT infrastructure needs improvement	Preparation of service standard operating procedures, and prices based on the application of technology	Account Based Payment
			Government support
			Product Procurement
BM2	Don't have an IT road map yet	Preparation of IT studies and digital road map	Operational
Ecosystems			
E1	-	Cooperating with third-party services to support various payment methods.	Increase market buying and selling
			Widespread use of social media
E3	There is no IT master	IT and digital master plan	Technology

	plan or ERP planning yet.	planning including ERP implementation for operational aspects as well as company data analysis capabilities	Business
E4	Human resource capability is still low.	The business process of managing internal HR functions in a comprehensive synergy with IT	Structure
			Human Capital Management

The analysis process is related to the technology side or digitization from various aspects, especially R&D. This is done to increase efficiency and effectiveness. The analysis is contained in the following table:

Table 6. Strategy Formulation Reevaluate Your Value Chain

Code	Current Condition	Future Plan	Ref Kode
Rethinking R&D and Innovation			
RR1	-	Implementation of a performance-based scheme for marketing infrastructure maintenance using technology.	Industrial Revolution
		Optimizing the use of technology	Optimizing the use of technology
		Service Management	Service Management
RR1	-	Implementation of a performance-based scheme for marketing infrastructure maintenance using technology.	Service Management
Operational Excellence			
OE1	No Data Management or Big Data	The use of integrated technology, applications, internal real-time, and data-driven.	Data Analytics
			Technology
Omni Channel Strategy			
OC2	-	Make an MOU with a CCTV company on integration cooperation	Collaboration with key partners

The customer is a vital object by which the company engages, acquires, and measures the market. The following is the analysis contained in the following table:

Table 7. Formulation of Reconnect with Your Customer Strategy

Code	Current Condition	Future Plan	Ref Kode
Acquiring Customers			
AC1	Internal and external information sharing has not been	Planning reporting and sharing of internal and external information using the IS/IT platform	Technology

Code		Current Condition	Future Plan	Ref Kode
			implemented	
AC3		Technology implementation improvisation	The realization of an open company image and good governance (awards and publications) through digital platforms	Technology
				Communities
				Government Support
Engaging Consumers				
EC1		Social Media & Website	Development of new services oriented to customer experience (real-time service features through applications, news, updates, and programs through applications)	Technology
				Communities
				Business
EC2		-	Preparation of customer charter policies and standard operating procedures related to customer service	Technology
				Communities
				Business
EC3		Information retrieval is done manually without any customer character analysis.	Strengthen technology and HR capabilities to support two-way communication for customers that are responsive to customer needs based on customer analytics	Structure
				Human Capital Management
				Technology
EC4		-	Utilization of data analytics to process customer input as an effort to improve service	Structure
				Human Capital Management
				Technology
				Business
Measuring and Optimizing Marketing Spend				
MO1		Data collection still using **Excel**	Formulation of strategy for commercialization and revitalization of customer data	Increase market buying and selling

This begins with the challenges and management of the transition process, redesign, and knowing skills, capabilities, and talent management. The following is the analysis contained in the following table:

Table 8. Formulation of Rebuild Your Organization Strategy

Code	Current Condition	Future Plan	Ref Kode
Managing Digital Transition			
MD1	-	Preparation of framework and roadmap towards digital transformation	Industrial Revolution 4.0

MD2	Not Available	Using agile methods to develop digital products and adopting flexible tasking divided into several sprint processes.	Structure	
			Human Capital Management	

Designing an Organization for Innovation			
DO1	Sales & marketing management is not stable and still manual	Creation of a special unit that has a business development function for services in other cities	Technology
			Business
DO2	Recruitment of various HR experts the field facing Industry 4.0	Implementing the transformation of internal HR functions	Structure
			Human Capital Management

Skills, Capability, and Talent Management			
SC2	-	Strengthening the capabilities of the Data Intelligent team	Technology

Digital Transformation Strategy

The formulation of a digital business strategy is developed from digital transformation specifications. The process of identification and mapping also considers the ideal conditions in the organization [9]. Digital business strategy is mapped based on classification, corporate strategy, and responsible units. Each strategy has expected outputs and measurement variables. The table describes the digital business strategy framework for organizations [4]. The results of the analysis of this digital business strategy are detailed codes, classifications, strategies, reference codes, units of responsibility, expected outputs, and variables. Table 9 describes in more detail about digital transformation strategy of PT XYZ.

Table 9. Digital Transformation Strategy

Code	Classification	Strategy	Ref. Code	Responsible Department	Expected Output	Variable
Customer Engagement as Main Activity						
DTS1	Digital Technology	Collaboration with Customers experience	EC1, RR1	Sales & Service	Service collaboration on customer experience	Customer experience satisfaction level
DTS2	Organization Culture	Company Brand Enhancement	AC3, S3	Marketing & Sales	Customer awareness of brand image.	Level of customer awareness of the brand image.
DTS3	Structure and Business Process	Development of new services/ products	S3, EC2, DO1	Marketing, Sales, Service	Launching of new services/products	Number of new service/product launches
DTS4	Structure and Business Process	Company Capability	SC2, EC3,	Service	Improved service capability	Percentage increase in capabilit

Code	Classification	Strategy	Reference Code	Responsible Department	Expected Output	Variable
		Strengthening				y service
DTS5	Management Customer Relations	Communication with Customers	EC4, AC1, OE1	Sales & Service	Customer satisfaction	Level customer satisfaction
DTS6	Management Customer Relations	Information Services	AC1, MO1	Sales & Service	Available customer information services	The number of information services available for customers
Connectivity of Infrastructure, Applications, and Products/Services						
DTS7	Technology Governance	SOP Classification	BM1, EC1, EC2	Sales, Service, IT	Documentation related to Service SOP	Percentage documented service
DTS8	Digital Technology	Latest Technology Implementation	MD2, EC4, OE1, RR1, BM1	IT	Latest technology utilization	The latest level of technology readiness
DTS9	Technology Governance	Latest Technology Training	E4, C3	IT	Documentation related to training	Percentage of Documentation related to training
Code	Classification	Strategy	Reference Code	Responsible Department	Expected Output	Variable
Adaptive & Flexible Pricing System						
DTS 10	Structure and Business Process	Commercial service design	S3, AC2, BM1	Sales & Service	Commercial operations and services	Commercial Operations and service levels
DTS 11	Technology Governance	Drafting Contract with Suppliers	E1, OC2, S2,	Sales & Purchasing	Latest contract agreement	Total Contract agreement latest
Seamless and Innovative Collaboration between the Government and the Private Sector (Supplier)						
DTS 12	Strategy & Business Model	Business Process Mapping	E3, EC2, MD1	Management	Standardization of business processes.	Percentage Standardization of business processes
DTS 13	Organization Culture	Cooperation integration	E1, OC2, S2	Management	Internal Integration and Company External	Figures from integration are cooperative

DTS 14	Strategy & Business Model	Roadmap formulation	BM2, E3	Management, IT	Documentation related to the roadmap.	Presentation of roadmap documentation
DTS 15	Strategy & Business Model	Business Development	RR1, MO1, DO1	Management, Sales, IT	Increase new business numbers	Number of development variables and innovation

Digital Transformation Strategy Validation

At this stage, validation is carried out on sources related to the results of the digital transformation strategy that has been made. The following are several sources who validated the digital transformation strategy formulation the Director with experience of 5 years, sales & marketing with experience of 4 years, service manager with experience of 3 years, IT Staff with experience of 3 years, and production staff with experience of 3 years.

Furthermore, based on the interview results, the output of the validation process is agreed upon. Based on the results of strategy validation carried out on six informants, it is concluded that this research is valid and applicable to be used as a company reference in assisting the digital transformation process. Based on the results of the formulation of the digital transformation strategy that has been carried out, it has an impact on changes to the company's business model, as shown in the attached BMC.

As previously obtained related to the mapping of digital transformation strategies, companies can have several strategic objectives covering aspects of providing customer service, operational aspects, and aspects of company business development. The target starts from 2022 to 2026.

Regarding the theory of readiness of organizational change, we focused more on the dimensions ion Change Self-Efficacy (CSE), Personal Valance (PV), Organizational Valance (OV), and Senior Leadership Support (SLS). We highlight the answers we gained through direct interviews with the CEO of PT XYZ and 4 employees with questions were prepared before the interviews.

Conclusion

Based on the analysis result of the digital transformation strategy in PT. XYZ, then the researcher found the answer to the following research question. The form of digital transformation needed by the company is digital marketing to replace the current marketing method that uses direct (conventional) marketing methods aimed at old and new customers with location coverage throughout Indonesia. Strategies that can be taken to achieve successful digital transformation are carrying out several initiatives related to human resources, organizational structure, policies, technology, and communities/ecosystems.

The limitation of this research is that not enough data was collected so the source of information was less than optimal. Further research can be carried out with other divisions to analyze strategies that suit the company.

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