**E-Business Evolution: A Systematic Review of Technologies and Strategies Shaping Digital Transformation**

**Abstract**

Digital transformation has emerged as a fundamental driver of innovation, efficiency, and sustainability across diverse industries. This study provides a comprehensive examination of contemporary research, focusing on emerging technologies, strategic frameworks, and the organizational transformations associated with digitalization. Key technologies, including Artificial Intelligence (AI), the Internet of Things (IoT), Big Data, Cloud Computing, and Blockchain, have been widely adopted to enhance operational agility, customer engagement, and market competitiveness. The integration of Digital Transformation Frameworks (DTFs), omnichannel marketing strategies, and AI-driven Customer Relationship Management (CRM) systems enables organizations to align technological advancements with evolving market demands. The findings highlight that digital transformation significantly enhances operational efficiency, customer satisfaction, and business model innovation. However, several critical challenges persist, including resource constraints, limited digital literacy, and resistance to organizational change. Furthermore, the absence of universally applicable frameworks and the scarcity of longitudinal studies present additional obstacles to the effective implementation of digital transformation initiatives. Addressing these challenges requires organizations to leverage the synergies between technology and strategic planning, ensuring a structured and adaptive approach to digital transformation. This review synthesizes key trends, impacts, and barriers associated with digital transformation, offering valuable insights for both practitioners and researchers. By bridging theoretical perspectives with practical applications, this study contributes to the ongoing discourse on optimizing digital transformation strategies in an evolving digital ecosystem.

**Keywords:** E-Business, Digital Transformation, Emerging Technologies, Artificial Intelligence (AI) , Internet of Things (IoT) , Digital Transformation Frameworks (DTFs) , Organizational Innovation , Sustainability in Digital Transformation.

1. **Introduction**

Digital innovations like social networks, mobile, and big data are forcing businesses across industries to change their operations, products, and structures. These modifications are needed to handle complicated transitions and stay competitive in a fast-changing digital market. Companies must embrace digital strategies swiftly to stay competitive and survive societal and market shifts, client demands, and global rivalry.[1] Digital transformation (DT) is a paradigm change in IT and business that integrates current technologies and innovative business processes to improve or create new goods and services. It is a complete overhaul of business and organizational activities to strategically use digital technologies. This entails replacing, expanding, or redefining processes and products. Digitalization affects economic performance and possibilities differently in different industries, underlining the need for businesses to innovate and adapt quickly to stay competitive.[2] Recently, strategic digital transformation has become essential to business plans. It uses digital technology to alter enterprises, products, and services to gain a competitive edge through knowledge and innovation. Strategic digital transformation is beneficial, but tracking results, defining organizational missions, and meeting client expectations are difficult. This study analyzes strategic digital transformation requirements and examines successful and unsuccessful organizational situations, emphasizing the importance of clear management-supported plans for business success in a continuously changing digital context.[3] Digital entrepreneurship uses digital platforms and technologies to create commercial opportunities. Digitizing corporate assets, services, or fundamental elements allows for a changing range of participants and competences. Digital transformation restructures business operations to use digital technologies, lowering costs, increasing innovation, and improving efficiency. Digital entrepreneurship and transformation encounter outmoded systems, poor training, and change resistance. This article examines the qualities and relationships of these concepts to help people and organizations start or develop enterprises utilizing digital technologies.[4]Digital transformation, or digitalization, applies digital technologies to society and business. This transition frequently begins with digitizing products and services to improve accessibility and efficiency. In a fast-changing technology environment, companies must adapt and innovate to stay competitive. Thus, digital intelligence (DI)—the capacity to learn and use digital technology—has become a vital competency. DI optimizes digital tools to increase outcomes and operational efficiency, like emotional intelligence controls relationships. This study examines DI's function in digital creativity and transformation to reveal its untapped potential in academics and practice.[5] To improve business models and value creation, digital transformation uses digital technologies. Research on technology adoption, organizational strategy, and consumer involvement is scattered throughout information systems, strategic management, and marketing, but widely investigated. To synthesize these insights and handle the difficulties of digital transformation—digitization, digitalization, and comprehensive organizational transformation—a multidisciplinary perspective is needed. This comprehensive approach helps firms handle digital challenges and opportunities.[6] Digital transformation (DT) requires firms to integrate digital technologies and rethink organizational structures, processes, and stakeholder interactions. Maintaining competitiveness requires new knowledge management systems for obtaining, transferring, and using knowledge. Although important, the relationship between DT and knowledge management is understudied, underscoring the need for more research to develop effective techniques for utilizing information in the digital age.[7] Modern organizations have a major challenge in digital transformation, which reshapes business models, products, and organizational structures. Technology and smart leadership must work together to realize its promise. Digital transformation research has developed, but it is fragmented, focused on information systems technology and organization. This study maps current research, identifies significant themes like technology and human actors, and highlights gaps like middle management and organizational culture, proposing for interdisciplinary ways to address these difficulties.

[8] Digital transformation (DT) is vital and evolving, especially for manufacturing. It transforms business operations, consumer interactions, and product delivery. DT is increasingly used in academic research, but its definition, methodology, and problems, especially in manufacturing, are unclear. A comprehensive review is needed to clarify DT and its implementation in manufacturing organizations, as the literature shows gaps. This study introduces DT, identifies barriers and facilitators, and suggests future research to help manufacturing implement DT.[9] Digital transformation uses digital technologies to evolve business models, operational processes, and consumer experiences, creating value. Mobile devices, IoT, social media, cloud computing, and AI have transforme corporate tactics and structures. Despite substantial research, theoretical frameworks and processes and consequences are unclear. Digital transformation literature from 2013 to 2021 will be comprehensively reviewed to synthesize significant topics, theories, and research gaps. It uses a nomological net to structure future research and enhance transdisciplinary understanding of digital transition.[10] The rising digital economy, where data is as important as labor and capital, drives digital transformation. Apple and Microsoft use digital technologies to innovate and compete. Despite rising academic interest, digital transformation literature is fragmented, with conflicting definitions and a focus on technology rather than strategy. This paper reviews existing research, provides a unified framework for understanding digital transition, and proposes future research to fill these gaps.[11] SMEs are crucial to economic development but struggle to adopt sustainable practices. Digital transformation, powered by Industry 4.0 technologies, helps SMEs improve competitiveness and implement sustainable economic, environmental, and social practices. However, budgetary restrictions, skill deficits, and change aversion hinder digital transformation. This paper evaluates previous research to identify critical enablers, such as innovative tactics and government support, and proposes future approaches to help SMEs use digital technology for sustainable development.[12] Digital transformation boosts innovation and competitiveness by connecting corporate activities to modern digital technology. High failure rates result from strategic, cultural, and technical issues during implementation. This systematic literature analysis identifies eight key DT guidelines: digital strategy, agility, innovation, modern structures, culture, leadership support, IT infrastructure, and digital skills. The findings provide actionable best practices for managers and inspire further research to develop and contextualize these tactics for varied industries and organizational demands.[13] Marketing is transformed by digital transformation, which changes corporate models, processes, and customer connections. To address market demands, corporations used digital technologies more during the COVID-19 epidemic. This analysis examines 2014–2020 marketing DT literature for major themes: Social media, AI, and IoT are macro-themes, while micro-themes examine their effects on consumer interactions, corporate efficiency, and digital metrics. A complete framework for analyzing DT in marketing, the study exposes shortcomings like limited employee viewpoint research and suggests future options to assist organizations improve competitiveness through digitization.[14] Digital technologies like Industry 4.0 and smart manufacturing have transformed operations management. These advances have changed manufacturing and supply chains by merging IoT, big data, and AI. OM digital transformation (DT) improves productivity, efficiency, and decision-making through strategic reforms. The literature on DT and OM is incomplete and unclear. This systematic literature review and bibliometric analysis examines DT trends, themes, and future directions in OM to close that gap.[15] Industry 4.0 developments like IoT, AI, and smart systems affect digital transformation, which adapts business models and operations to technological and social changes. DT has the ability to create value and achieve organizational goals, but research on its definitions and frameworks is patchy. This systematic review addresses gaps in information and identifies key issues, such as innovation uptake, organisational readiness, and the socio-economic effects of technology integration.[16] AI, IoT, and robotics are changing workplaces, increasing productivity but also threatening jobs and workforce adaptability. Technology integration must be balanced with staff resilience and well-being strategies. Strategic and technical components of digital transformation dominate studies, whereas employee-centric considerations are neglected. This paper proposes a multi-level paradigm combining individual, group, and organizational characteristics to understand effective digital transformation and fill research gaps.[17] Government digital transformation uses IoT and AI to improve governance, transparency, and service delivery. However, regulatory obstacles, resource constraints, and cultural hostility restrict its development. This study studies the literature to construct a complete DT model, recognizing leadership, organizational culture, public participation, and robust technology infrastructure. The findings offer a framework for public sector organizations to overcome DT implementation challenges.[18] By allowing Business Model Innovation, digital transformation transforms industries. IoT and AI enable organizations to reinvent value creation, delivery, and capture. DT-BMI alignment frameworks remain difficult to create, despite their potential. This work systematically examines literature to examine these dynamics, stressing BMI's strategic importance for digital disruption adaptation and suggesting research avenues to fill gaps.[19] Digitalization disrupts corporate patterns and enables innovation through new technologies, boosting economic growth. It changes value generation, customer behavior, and market rivalry, forcing structural changes in organizations. Management, marketing, and finance literature is reviewed to identify gaps, provide a structured knowledge, and suggest research options. It synthesizes discoveries to simplify digitalization and connect it with corporate frameworks to guide future research and applications[20]. Machine learning (ML) has transformed illness prediction by identifying patterns in massive medical datasets and predicting disease onset and progression. It includes supervised (predicting outcomes from labeled data), unsupervised (detecting hidden patterns), and reinforcement learning. ML is commonly used to predict cardiovascular, cancer, diabetes, and neurological diseases. Early detection is critical in diabetes prediction because to the rising global prevalence, from 108 million cases in 1980 to over 422 million in 2014. Human judgment-based diagnostic approaches are error-prone, hence automated, accurate ML-based systems are needed. ML models are often built using the Pima Indian Diabetes Dataset (PIDD). This study utilizes advanced pre-processing algorithms, such as SVM, NB, DT, and RF, to improve diabetes prediction accuracy, increasing patient outcomes and healthcare efficiency[21] Big Data analysis requires modern processing and storage solutions due to the rapid growth of social media and mobile data. Traditional methods cannot handle the vast amount, velocity, and variety of data, requiring new technology. Big Data is data too vast and complicated for traditional computing systems. The visualization process collects, filters, analyzes, and presents data to find patterns and aid real-time decision-making. Big Data visualization methodologies, massive dataset problems, and recent research findings are reviewed in this work, highlighting the necessity for improved techniques to analyze complicated data.[22] Computer vision's Facial Expression Recognition (FER) is important in forensics, medicine, and human-computer interaction. Using Chi-Square feature selection, this study compares six supervised classifiers—RF, MLP, SVM, J48, RBF, and KNN—using Chi-Square. The study finds the best classifier using 593 image sequences of eight emotional states from the CK+ dataset. Random Forest was the best at recognizing facial expressions with few features, scoring 94.23%.[23] This presentation discusses Facial Expression Recognition (FER), a fast-growing computer vision and data science topic. FER is used in education, social marketing, and healthcare. Relief-F feature selection is used to assess the accuracy of six supervised classifiers: Multi-Layer Perceptron, Random Forest, Decision Tree, Support Vector Machine, K-Nearest Neighbor, and Radial Basis Function. On the CK+ dataset, K-Nearest Neighbor (KNN) has the greatest accuracy of 94.93%.[24]This research examines how web-based distributed systems and the IoT power smart city applications. It shows how distributed systems improve traffic management and energy optimization while the web connects varied systems. IoT enables dynamic services like predictive maintenance and personalized public services through real-time data collection, according to the report. Cybersecurity, data privacy, and equitable technology access are discussed, emphasizing the necessity for smart city management ideas.[25] The Internet of Drone Things (IoDT) connects UAVs and the Internet of Vehicles (IoV) to improve communication, traffic monitoring, and disaster management. Drones boost IoV network robustness and functionality despite link disconnections and high computational expenses. The study examines V2V, V2D, and D2D communications, with drones optimizing routes and improving road safety. Drone-assisted vehicular networks need optimization to reduce delays and increase efficiency, according to the research.[26]In drowsiness detection, facial recognition anti-cheating, and phone unlocking, eye blinking is important. It emphasizes machine learning, notably the dlib library, for facial feature identification and the Raspberry Pi 3 as a low-cost embedded platform for real-time processing. With a Raspberry Pi camera and Haar cascade classifier for face detection, the suggested system uses the Eye Aspect Ratio (EAR) metric to detect blinks efficiently. The technology analyzes ocular landmarks to evaluate eye openness, providing an economical driving safety and other solutions. Structure, theoretical background, methods, results, and conclusions are covered in the work.[27] Large text collections must be organized and interpreted efficiently due to fast digital data expansion. Keyword-based document clustering algorithms struggle with synonymy and ambiguity. Semantic clustering uses WordNet to construct word associations, improving accuracy. This research compares classic and current semantic clustering methods to improve document organization. The work uses semantic similarity measures to improve big data clustering and retrieval.[28] Traditional search engines use keywords with low accuracy, making it difficult to find important information in the expanding online data. Semantic Web and Linked Data structure and link data for machine comprehension. LOD Explorer makes RDF dataset exploration easy, making Linked Data more accessible. Linked Data principles, presentation issues, and how LOD Explorer streamlines data discovery using an interactive interface are covered in this article.[29]

Online services are frequently impacted by DDoS attacks, making load balancing essential. Traditional algorithms like Round Robin struggle with large traffic, requiring upgraded solutions. Whale Optimization Algorithm (WOA) is compared to Round Robin, Particle Swarm Optimization (PSO), and Genetic Algorithms for load balancing. Results demonstrate WOA distributes requests better and responds faster. To entirely avoid DDoS assaults, load balancing is not enough.[30]The introduction addresses the effects of COVID-19 on e-commerce, technology, and business, with a particular emphasis on Jordan. Supply chains were disrupted, and both private and public sector operations were impeded by the pandemic, which resulted in pervasive economic instability. Due to lockdowns and travel suspensions, numerous businesses, particularly those that operate online, encountered challenges in terms of product promotion and import restrictions. Despite initial resistance from local consumer behaviors, e-business, which encompasses internet transactions and digital commerce, has experienced substantial growth in Jordan. The pandemic has expedited the transition to online purchasing, rendering e-commerce an indispensable resource for businesses. The effectiveness of conventional business methods has been diminished as a result of constraints, necessitating the adoption of digital solutions. The objective of the study is to investigate the influence of COVID-19 on e-business in Jordan by addressing two critical inquiries: how has the pandemic impacted e-business, and do respondents' demographic characteristics influence their perspectives on consumer behavior and e-business during the crisis?
[31]

**2.Theoretical Background**

In contemporary discourse, digital transformation (DT) has emerged as a central focus for organizations and businesses, driving discussions on its implications and strategic implementations. This process involves the seamless integration of digital technologies across various dimensions of an organization’s strategy, structure, and operations. The adoption of DT fosters innovation, enhances operational efficiency, and provides a competitive edge, enabling organizations to adapt to evolving market demands and technological advancements.

**Conceptual Foundations of Digital Transformation**

In order to improve operational performance, digital transformation blends technology, organizational structures, and environmental elements [11]. They stress the need for a thorough examination of these dynamics using the Technology-Organization-Environment (TOE) paradigm. Digital transformation is crucial for driving sustainability and competitiveness, according to [12], especially for SMEs.

**Strategic Dimensions and Implementation Challenges**

Complexity and failure rates are common in digital transformation efforts. Emphasizing the significance of agility and adaptation for successful implementation, [13] compiled best practices and organized them into practical guidelines. The authors [20] examine digitalization's wider economic effects, highlighting the way it drives innovation in management, finance, and marketing.

**The Role of Industry 4.0 and Emerging Technologies**

The concepts of Industry 4.0 are greatly impacted by digital transformation, as pointed out by Demircan [15] .Their focus is on the effects of digital transformation on operations management, which they link to cyber-physical systems and smart manufacturing. In order to reshape organizational strategy and workplace dynamics, technologies like the Internet of Things (IoT), cloud computing, and artificial intelligence [17].

**Marketing and Business Model Innovation**

The relationship between digital transformation and marketing is discussed in two studies: one by [14] and the other by [32] .Their analyses show how digital tools and analytics on real-time data are changing the game when it comes to interacting with customers and providing them with value. Furthermore, by incorporating disruptive technology into organizational ecosystems, digital transformation promotes innovation in business models.

**Multilevel Impacts and Frameworks**

[17] highlight the importance of a multi-level framework in approaching digital transformation completely. They present aspects that cover individual, group, and organizational levels. Leadership, corporate culture, and the ability of employees to adapt are all factors to consider.

**Research Gaps and Future Directions**

We still don't fully grasp the context and industry-specific uses of digital transformation techniques, even though there's been a lot of research on the topic. The operationalization of these frameworks across numerous industries should be the focus of future study, as pointed out by multiple studies.

**Challenges in Digital Transformation**

Resistance to change, insufficient digital skills, and poor strategy alignment are just a few of the obstacles that digital transformation faces, despite its enormous potential. In settings that aren't used to implementing cutting-edge innovation, [16] notes that there are organizational and technological hurdles to overcome. Likewise, [20] point out that digitalization has disrupted current company models and customer behaviors, calling for tactics that are both proactive and responsive.

**Workforce Adaptation and Employee Engagement**

To successfully undergo digital transformation, workforce preparation is of the utmost importance. In order to deal with technological upheavals, [17] stress the significance of staff upskilling and resilience building. According to their multi-tiered model, digital transformation results are heavily impacted by aspects like leadership, corporate culture, and team communication.

**Public Sector Digital Transformation**

Digital transformation is also being used by the public sector to enhance policymaking, service delivery, and governance. While digital technologies have the potential to improve public services, [33] notes that obstacles such as a lack of investment in technology and insufficient planning continue to be obstacles. To achieve digital excellence in government, it is helpful to look at what other countries have done that has worked, such as Denmark and Estonia.

**Role of Leadership and Strategy**

Initiatives for digital transformation are greatly aided by strong leadership. Cultural transformations, creativity, and the alignment of technology adoption with business goals are all outcomes of effective leadership. To successfully navigate the intricacies of digital transformation initiatives, leaders must be adaptable and dynamic, as pointed out by [13] .

**Industry Applications and Best Practices**

When it comes to digital transformation, different industries have shown distinct approaches. As an example, [15] comprehensive literature study delves into the implementation of Industry 4.0 concepts in the field of operations management, particularly in relation to smart manufacturing and process optimization. According to [14] data-driven decision-making and real-time client engagement have a revolutionary effect on marketing.

**Economic and Competitive Impacts**

The digital revolution will have far-reaching effects on the economy. To emphasize digitalization's importance as a driver of national and organizational competitiveness, [11] show how it closely corresponds with GDP growth. The influence of digitization on creativity and production on a worldwide scale is expanded upon by [20]

**Future Research Directions**

Research on digital transformation is continually developing, even if it has made great strides. Digital strategies that target SMEs and prioritize sustainability should be thoroughly investigated, according to scholars such as [12] .In a similar vein, [17] stress the need of understanding employee-focused frameworks better in order to boost digital workplace engagement and adaptability.

**Document Clustering in Big Data**

Document clustering has become vital for organizing and retrieving meaningful information from large text archives. Keyword matching and phrase frequency analysis dominate traditional clustering methods, which sometimes miss semantic links between documents. Semantic information like WordNet and deep learning has increased clustering accuracy by considering word context.[28]

**Internet of Things (IoT) and Smart Cities**

The Internet of Things (IoT) has revolutionized various domains, including smart cities, healthcare, and industrial automation. IoT-enabled smart cities leverage sensor networks, cloud computing, and artificial intelligence to optimize infrastructure and improve residents' quality of life. Key applications include smart traffic management, energy-efficient systems, and predictive maintenance of urban infrastructure [25]

**Machine Learning in Embedded Systems**

Machine learning has improved embedded systems' facial recognition, eye-blink detection, and real-time monitoring capabilities. Machine learning algorithms on low-power embedded devices like Raspberry Pi provide efficient and cost-effective real-world problem solving [27]

**Optimization Techniques for Load Balancing and Security**

In countering DDoS assaults, distributed computing load balancing is crucial. Whale Optimization Algorithm (WOA), Genetic Algorithm (GA), and Particle Swarm Optimization (PSO) have been used to improve server load distribution, system performance, and security [30] .

**Secured Internet of Drone Things (SIoDT)**

Drone integration into the Internet of Vehicles (IoV) created the Secured Internet of Drone Things. Drones help with surveillance, disaster management, and traffic monitoring. IoV's dynamic nature raises congestion, security, and energy efficiency concerns [26] .

**Linked Data and Semantic Web**

Data integration and retrieval across heterogeneous sources are improved by the Semantic Web and LOD. RDF data presentation tool LOD Explorer lets users interactively explore linked datasets without technical understanding. LOD improves data accessibility and usability in healthcare, banking, and academics by using semantic relationships [29].

1. **Literature Review**

**Alshawaaf and Lee (2020**)[16], focused on digitization affects business model innovation in social purpose organizations like Tate Modern and the Pompidou Centre. Digitization creates new economic streams and boosts societal value, the authors say. Digital involvement increases audiences and decreases expenses, promoting commercial-social synergy. Digitization improves financial autonomy and social results, according to the study. This study sheds light on how hybrid organizational structures might balance social and commercial demands with digital activities​.

**Ianenko et al. (2020)**[34], addressed digital transformation techniques in trade firms are examined, emphasizing on customer engagement and competitive environment adaption. Web analytics, IoT, and AI are crucial to altering business operations and marketing, according to the authors. They emphasize proactive market adaptability and that successful digital initiatives demand significant investment, skilled staff, and strong leadership. The paper provides methods for creating strong digital transformation strategies for dynamic corporate settings.

 **Bughin et al. (2021)**[35]**,** investigated the relationship between digital technology adoption and strategic renewal, emphasizing its importance in digital transformation. Embed digitization across corporate functions is typical, but the most effective reforms entail a strategic rethinking that creates new opportunities and upsets established paradigms. They found that many firms fail to transition due to ill-designed processes, a lack of commitment, and a lack of digital capabilities. They found that organizations generally use defensive methods to enhance their business models, which never works. Instead, the authors advocate proactive use of digital technologies to support strategy renewal, helping organizations identify growth possibilities, innovate business models, and adjust to market changes. The paper uses Netflix's move from DVD rentals to streaming and Cisco's IoT expansion to show how strategic renewal can retain competitive advantages and growth rates despite self-cannibalization. Their findings emphasize the need of combining digital technology adoption with strategic vision and organizational adaptation for long-term success.

 **Schindlwick (2021)**[36]**,** undertook a structured examination of digital transformation frameworks and disruptive technologies, finding considerable results. The study underlines the fragmentation of business and digital marketing due to disruptive technologies and the growing demand for digital transformation (DT) in today's digital business and technology landscape, particularly in developing nations. Schindlwick believes DT frameworks are essential for innovation, organizational adaptation, and industry value development. The study shows that changing customer and staff expectations make digital transformation a strategic imperative. The study also addresses organizational difficulties including change resistance and innovation fatigue and offers formal DT framework solutions. Case studies like Microsoft and Blockbuster show how firms adapt—or fail to adapt—to disruptive technology, emphasizing the need for proactive strategy and technological alignment. In an increasingly digitalized economy, Schindlwick finds that digital transformation frameworks are necessary for sustained competitive advantages, market disruptions, and innovation.

**Ziółkowska (2021)**[37]**,** focused on how digital technology have changed the marketing framework of Polish SMEs. Digital transformation has transformed marketing by integrating ICT, improving customer involvement, and stressing business-consumer value co-creation, according to the report. Social networking, tailored marketing, and e-commerce platforms help SMEs adapt to the fast-changing digital world.Email marketing, search engine optimization, and social media methods, which are cheaper for smaller businesses, are preferred. Resource constraints and managerial skills needed to link digital strategy with company goals remain obstacles. The report stresses the need for continual digitalization to stay competitive and sustainable in a fast-changing global market. To stay relevant and develop in the digital age, SMEs must embrace digital transformation as an ongoing process and focus on customer-centric approaches, data analytics, and innovation, according to the report.

 **Van Zeebroeck et al. (2021)**[13], examined how digital technology adoption affects business strategic renewal. Their analysis found a strong positive correlation between sophisticated digital technology usage and strategic adjustments. Using survey data, they discovered that widespread adoption of newer technology stimulates strategy renewal and more substantial and fundamental shifts. The study also showed that strategic impacts vary by digital technology, underlining the interconnectedness of organizational strategy and technology infrastructure.

**Ye et al. (2021)**[38], examine how Chinese designer garment companies are adapting their supply chains to changing market dynamics. Their study examines three low-, middle-, and high-value enterprises in detail. Research identifies multiple transformative approaches and focuses supply chain strategy alignment with market needs. High-volume, fast-moving product companies choose lean market expansion and external operations. Diversified product mixes embrace strategy-led transitions that prioritize agility to adapt to unpredictable market demands. Advanced digital technologies, strategic supplier partnerships, and supply chain-market signal integration enable these developments. The findings emphasize the need for specialized supply chain architectures to balance efficiency and responsiveness. The report also emphasizes top management and cross-functional collaboration in operational reforms. This research advances supply chain management by showing how companies may use strategic and operational realignments to stay competitive in fast-changing marketplaces.

 **Palad (2022)**[39], examined methods for enhancing organizational efficiency, productivity, and performance via digital transformation and technology integration. The study underscores the imperative for administrators and managers to comprehend and execute digital transformation strategies to maintain competitiveness in a progressively digital business environment. Palad outlines essential facilitators of digital transformation, including leadership endorsement, a well articulated strategic strategy, and a culture that fosters creativity and cooperation. These components are crucial for resolving employee issues and surmounting integration obstacles related to new technologies . The study integrates qualitative and quantitative methodologies, including literature reviews, surveys, and case studies, to elucidate the adoption and effectiveness of digital transformation initiatives. Research demonstrates that firms adopting digital technologies such as AI, data analytics, and cloud computing experience improved efficiency, productivity, and competitive advantage. Nonetheless, obstacles such as opposition to change and issues in integrating digital technology with traditional systems persist as considerable impediments. Palad asserts that effective digital transformation necessitates robust leadership, proficient change management, and a dedication to cultivating an innovative corporate culture to realize enduring enhancements in organizational performance.

 **Mohamad et al. (2022)** [40], examined Malaysian SMEs and service providers' co-creation process using digital interactive platforms (DIP) for internationalization. Their study found that DIP promotes teamwork, helping SMEs overcome market entrance barriers and improve service value. They found through theme analysis of case studies that co-creation helps SMEs adopt strategic sustainability practices, making internationalization more efficient and effective. Digital technologies help SMEs create value in global markets, according to the survey​.

**Faisal et al. (2023)** [41], examined US SME digital transformation possibilities and difficulties. Digital technologies boost operational efficiency, customer relationships, and market access, but high costs, cybersecurity threats, and a lack of digital knowledge remain. To close the digital divide, the study recommended government programs, personalized training, and public-private collaborations. In a digital economy, digital adoption may transform SME sustainability and competitiveness, according to the study.​

**Gurcan et al. (2023)**[42], subjected a modeled over 5,350 scholarly articles to examine digital transformation (DT) strategy evolution and focus. Their analysis divided DT into implementation, technology, process, and human elements. DT in sustainable energy, healthcare, education, and supply chain management are growing issues. They highlight the COVID-19 pandemic as a motivator for public and private sector DT to promote innovation, efficiency, and global competition. The document guides DT researchers to gaps and trends.

 **Yaqub and Alsabban (2023)**[43], investigated how Industry 4.0 technologies enable digital transformation and their enormous effects on company strategies, competitiveness, and sustainability. The systematic review of 262 scholarly articles identifies Industry 4.0 technologies including IoT, blockchain, AI, Big Data analytics, and cloud computing as significant drivers of digital transformation. These technologies improve organisational agility, supply chain integration, and customer-centric innovation, helping businesses adapt to changing market conditions.Industry 4.0's reshoring, mass customization, Lean Six Sigma integration, and governance improvements can promote environmental and social sustainability, the authors argue. Strategic recommendations address paradigm shifts, resource limits, and digital preparedness for optimal adoption and execution. The report suggests that integrating Industry 4.0 technologies strategically might boost organizational growth, innovation, and resilience in a competitive, digital economy.

 **Sarkar (2023)**[44], examined the environmental impacts of e-commerce, particularly last-mile carbon emission reduction. The study highlights the rapid expansion of e-commerce and its environmental impact from fuel use, packaging waste, and transportation emissions. Sarkar uses India as an example and shows that last-mile delivery accounts for half of e-commerce delivery emissions, surpassing global statistics . These impacts can be mitigated by using electric vehicles (EVs) for delivery, optimizing delivery routes using modern navigation systems, and encouraging customers to choose sustainable delivery solutions. Government programs like EV infrastructure, emission reduction objectives, and green logistics incentives promote environmental sustainability, according to the report. Sarkar concludes that sustainable e-commerce operations and carbon reduction require technology, customer awareness, and regulatory backing.

 **Bâra et al. (2023)**[45], analyzed e-commerce performance using Google Analytics data from two Romanian small businesses—a travel agency and an IT components company—from 2019 to 2023. The COVID-19 epidemic was examined in user behavior, site accessibility, and marketing campaign efficacy in e-commerce. Health concerns and lockdowns led to more internet buying and less in-store shopping during the pandemic. During this time, session duration, page views, and organic searches increased, indicating increased digital engagement. User behavior varied after the pandemic, reflecting the return to pre-pandemic routines. Their research highlights the need of knowing and refining digital analytics to boost e-commerce performance and the strategic role of focused marketing and site performance in online business growth. This study enhances understanding of how external shocks like pandemics impact digital transformation and user engagement in small businesses.

**Yang et al. (2024)** [46], examined panel data from 30 Chinese provinces from 2011 to 2021 to determine how digital financial inclusion (DFI) promotes inclusive growth (IG). On three criteria, sustainable economic growth, income distribution, and social equality, their analysis found significant regional disparities, with eastern regions outperforming central and western regions. They show that DFI boosts innovation and human capital, especially in developing regions, boosting IG.DFIs reduce financial exclusion, transaction costs, and access to financial services, benefiting underprivileged groups, according to the authors. They warn of a "digital divide," where low-literate communities may be excluded from these benefits. Their findings show that DFI enhances economic sustainability and income equality, although digital literacy, government efficiency, and regional market maturity are crucial. This extensive research emphasizes the need for customized policy measures to maximize DFI's fair economic growth potential.

 **Pandey, Kumar, and Gupta (2024)**[47]**,** emphasized the revolutionary potential of digitization in the Industry 4.0 ecosystem to strengthen the Indian SME sector. Their research shows how digitalization improves industrial efficiency, lowers costs, and helps SMEs compete globally. SME problems include lack of technology skills, money, and infrastructure, especially in rural locations. The survey also emphasizes government programs like "Make in India" and "Digital India," which promote digital usage. Stakeholder engagement to build a strong digital ecosystem will help SMEs thrive in the digital age, the report finds.

 **Apriani et al. (2024)**[48], illustrated that the E-commerce is used by Indonesian SMEs to survive the COVID-19 pandemic. E-commerce platforms like Shopee and Tokopedia are trusted, but SMEs struggle with technology literacy and switching business strategies. The research shows that consumer trust and enjoyment drive online purchase intentions over ease of use and hazards. E-commerce adoption can be increased by focusing on trust and customer satisfaction. The authors recommend using e-commerce to boost income and handle SMEs' operational and strategic issues.

 **Pihir et al. (2024)**[2], covered the digital transformation in SMEs, including trends, techniques, and applications. Cultural inertia, digital skills gaps, and financial constraints hinder digital change, according to the authors. They underline how digital transformation helps SMEs improve operations, customer interactions, and business models. Digital transformation methods and frameworks are also covered in the study. Finally, the study emphasizes the need for a digitally competent workforce and a supportive ecosystem to overcome hurdles and achieve digital transformation benefits.

1. **Discussion and Comparison**

Table 1: Comparative Analysis of Digital Transformation Technologies, Strategies, Impacts and Challenges

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Ref | Technologies Discussed | Strategies Highlighted | Impact on Digital Transformation | Key Findings | Gaps Identified |
| [49] | Interactive Services: Tate Time Machine, Virtual Pompidou Centre - Service Robots: After Dark robots - AI: Improved personalization and learning possibilities  | Virtual tools (Tate Time Machine, Virtual Pompidou) engage audiences, diversify revenue through memberships and e-commerce, and impact global culture through digital platforms.  | Higher art accessibility and lower costs internationally Hybrid business model improves financial autonomy and social objectives International cultural presence growing through digital media  | Digital innovations boost customer value and generate new revenue. Digitization helps SPOs balance social and business goals. Virtual encounters improve audience engagement and retention.  | Issues balancing social and commercial priorities - Limited scalability and generalizability of findings outside art museums - Potential tensions from emphasizing digital platforms over traditional operations  |
| [49], [50] | AI: Chatbots, personalization, advanced analytics IoT: Better consumer contact and data collection VR/AR: Personalized shopping experiences Big Data: Web, video, and Wi-Fi analytics for better decision-making  | AI-driven CRMs for tailored marketing Integrating online and offline commerce through O2O strategies Integration of digital and conventional sales channels to boost client satisfaction Customized social media and digital interactions boost consumer loyalty.  | Consumer interaction model transformation Better operations and lower expenses Better market responses through data-driven decision-making - Cross-sectoral rivalry and platform-based collaborations change competitive dynamics.  | - Data drives value creation - Digital transformation requires adaptable strategies for development and sustainability Platforms and ecosystems boost collaboration and competitiveness.  | Data is a crucial asset for creating value. Digital transformation requires adaptable strategies for development and sustainability. Ecosystems and platforms boost collaboration and competitiveness.  |
| [51] | - AI: Better decision-making, customisation - IoT: Product ecosystem integration (Cisco Fog platform) Cloud computing offers adaptable digital solutions Big Data Analytics: Strategic insight and innovation  | Adopting disruptive technology for strategic renewal Balance risks and advantages with phased strategy revisions - Developing innovative business models, such as Philips' "lighting as a service" - Utilizing digital platforms for collaboration and ecosystem growth  | Improved organizational agility and resilience - Enhanced competitiveness through strategy renewal - Reduced cannibalization by enabling growth alternatives  | Digital technology and strategy renewal boost revenue faster (e.g., Inditex surpassing competitors by digitizing). Strategic renewal decreases digital disruption risk and boosts sustainability.  | High chance of failure without digital assistance for strategic renewal. - Enhance digital integration with business strategies - Address execution difficulties, such as time and resource allocation  |
| [52] | Internet of Things, Big Data Analytics, AI, mobile apps Digital Transformation Frameworks (DTFs) connect strategy with technology, applicable to ecommerce platforms and cloud-based services.  | Utilizing Digital Transformation Frameworks to handle technological disruption Strategic DTF alignment with company culture and consumer expectations - Continuous improvement for disruption resilience  | Enhance operational efficiency and competitiveness - Rapidly react to consumer and market needs - Integrate innovation into sustainable business models  | To manage disruption, organizations should prioritize DTFs and incorporate technology into business plans. Case studies should demonstrate both success and failure based on strategy implementation.  | Organizational resistance to disruptive technology No universal DTFs for different sectors and sizes - Few managerial and practical tips on connecting technology with corporate goals  |
| [53] | Internet of Things (IoT), big data, artificial intelligence (AI), location-based services, social media, email marketing, search engine optimization (SEO), viral videos  | Implementing multi-channel and omnichannel strategies; use personalization to boost customer engagement; utilizing content marketing to strategically establish long-term customer connections  | Enhanced communication with and happiness from customers Improved market competitiveness and revenue growth; - The emergence of new business prospects as a result of data-driven decision-making  | Polish SMEs utilize digital marketing tools more but are still behind EU averages. Effective ICT improves sustainability and customer-centricity. - Younger SMEs utilize new marketing technologies more.  | Barriers to adoption include limited financial and technical resources, insufficient digital tool knowledge and abilities, and resistance to change among older SMEs and lack of integration in traditional models.  |
| [54] | Big Data analytics and architecture for strategic insights AI: Virtual assistants, deep learning - IoT integration for operational and consumer optimization - Mobile Internet: Improved accessibility and interactivity  | Digital adoption and long-term strategy To ensure technological viability, experiment incrementally and build capacities to integrate technology into organizational design.  | Technology adoption substantially influences strategy renewal. Firms moving from experimentation to large-scale adoption enjoy competitive advantages. Greater operational efficiency and global competitiveness  | Gradual technology integration enables strategic renewal. Big Data, AI, and IoT offer significant business model changes. Strategic alignment is crucial for effective digital tool use.  | Issues aligning technology-driven changes with organizational strategies - Need for better understanding of the link between adoption and strategy renewal. There is little longitudinal data on adoption-to-renewal.  |
| [55] | Big Data, IoT, 3D Printing, CAD Systems Automation tools: AR for customer experiences, virtual supply chain collaboration E-platforms for demand forecasting and logistics integration  | Hybrid supply chain models: Lean, Agile, Leagile - Gradual supply chain adjustments to meet market needs Using technology for mass customization and quick prototyping  | Improved supply chain responsiveness and resilience - Reduced lead times and inventory waste - Improved stakeholder participation for greater demand-supply alignment  | Lean techniques work in steady, high-volume demand markets, while agile ones work in dynamic, diverse markets. Integration of new technologies boosts efficiency and innovation.  | Traditional enterprises' reluctance to accept technology - Long-term impact of digital supply chain reforms need longitudinal study. Few studies on hybrid model scalability  |
| [56] | Digital Tools: Cloud computing, data analytics, AI - Integration Solutions: E-platforms for smooth operations Reduce manual errors and increase efficiency with process automation.  | Top-down leadership buy-in underpins transformation - Promoting creative and collaborative company culture - Creating concrete digital transformation plans  | - Digital adoption improved organizational efficiency and effectiveness - Increased productivity and teamwork/innovation-promoting culture Improved ROI and cost savings post-transformation  | Strategic alignment and cultural changes drive transformation. Digital technologies enhance decision-making, workflows, and customer interaction. Clear goals and leadership support are essential.  | Challenges merging legacy systems with modern tools Employee resistance to change requires effective change management. - Small study scope suggests need for more research  |
| [57] | DIPs: Web portals, social media, mobile apps, cloud-based systems IoT and Automation Tools: Supporting SME operations and interactions  | - Collaborative platforms for SME participation in global markets - Utilizing institutional support programs for SME sustainability DIP improves knowledge-sharing  | Accelerated SME internationalization with customized support - Increased interaction and value co-creation between SMEs and service providers - Enhanced operational efficiency and agility for SMEs  | DIP strengthens SME-service provider collaboration, improving strategic decision-making. Co-creation creates dynamic service platforms and helps SMEs internationalize.  | Limited integration of classic and sophisticated DIP methods - Research needed on long-term effects of DIP-driven co-creation on SME growth Some SMEs and institutions resist full digitization.  |
| [58] | Cloud computing improves efficiency AI/Automation: Data-driven, efficient decision-making E-commerce platforms: Greater market reach and consumer involvement | Use government funding for financial aid Create skill-building initiatives to close technical gaps Customized digital tool adoption for industry needs  | SMEs using digital technologies boosted efficiency and customer satisfaction by 85% and 70%, respectively. Improved market competitiveness through global reach  | - Digital transformation techniques double revenue growth for SMEs compared to non-digitized competitors. - Operational efficiency enhances resource allocation and decreases human errors.  | • Financial constraints impede digital adoption for SMEs. • Limited qualified labor and technical skills limit full usage of digital tools. - Insufficient cybersecurity increases attack risk  |
| [59] | AI and Machine Learning: Improved decision-making - Blockchain: Secure and transparent data management - Big Data Analytics: Predictive insights and operational improvements IoT: Smart system integration  | Adoption of SMACIT technologies (Social, Mobile, Analytics, Cloud, IoT) - Data-driven decision-making using machine learning - Industry-specific digital transformation frameworks for sustainable growth  | Significant service quality and operational efficiency gains - Rapid digital adoption boosts global competitiveness - Improved organizational agility and market response  | Interdisciplinary digital transformation involves business, health, energy, and education. Human skills and digital literacy are essential for successful implementation. Collaborative ecosystems promote innovation.  | Focus on human elements, such as staff flexibility and digital literacy, is limited. Integration of digital tools with old systems is challenging. Research on virtual and augmented reality applications is needed for change.  |
| [60] | Connectivity and data exchange improved by IoT Blockchain: Safe and transparent BDA: Real-time decision-making and insights AI automates and innovates Cloud computing is flexible and scalable. | Integration of I4.0 technologies to boost efficiency and innovation Lean and agile models for mass customisation and real-time decision-making enhance supply chain resilience and performance. | - Enables reshoring and decreases offshore dependence - Improves governance and transparency - Promotes sustainable business models through environmental and social contributions | I4.0 adoption enhances innovation and competitiveness as AI, IoT, and blockchain technologies rethink supply chain integration and mass customisation. It also aligns corporate models with digital needs and sustainability goals.  | Digital preparedness and organizational culture challenges Barriers to adoption include high initial investment costs and the need for improved ICT infrastructure and human resource alignment to effectively utilize I4.0 technology. |
| [61] | EVs: Lowering last-mile carbon emissions - AI and Route Optimization Tools: Boosting delivery efficiency Renewable energy technologies reduce energy prices and promote green practices. | Promoting EV adoption for last-mile delivery - Optimizing routes to reduce CO2 emissions - Educating customers on sustainable delivery choices  | Focus on sustainability and emission reductions - Increased use of eco-friendly delivery methods, such as EVs and automated systems Greater congruence with global environmental goals (COP26 commitments)  | Last-mile delivery considerably impacts e-commerce carbon emissions. Green distribution solutions can be cost-effective and environmentally friendly. | Transitioning to EVs and renewable technologies is costly due to insufficient infrastructure and government incentives, as well as low consumer knowledge and engagement in sustainable behaviors.  |
| [62] | Page load speeds, accessibility (organic searches, entrances), and user behavior (session duration, sessions) are Google Analytics metrics. Online shopping and delivery platforms | To ensure business continuity, transition to online platforms, use analytics to improve website performance and user interaction, and implement strategic marketing strategies to retain and grow customers. | Switch to digital sales throughout the pandemic. Consumer trust in internet buying rises due to convenience and safety issues Extended post-pandemic online shopping habits  | Lockdowns boost e-commerce revenues. - Seasonal and pandemic-induced changes in user behavior, such as increased internet activity during holidays and colder months. Session time and page views indicate deeper online involvement. | Challenges of merging physical and internet sales data for holistic analysis - Pre-pandemic digital preparation lacks in certain small businesses - Predictive models needed for future disruptions  |
| [63] | Big Data, Blockchain, Mobile Payment Platforms Financial inclusion indices based on account usage, transaction depth, and accessibility  | Digital platforms to expand financial services in rural and underserved areas - Financial inclusion for poverty reduction and income equality - Technology adoption for resource efficiency | Increased economic growth and social equity through inclusive lending and financial services Reduce urban-rural income inequalities with targeted financial tools - Accessible funding boosts innovation and HC growth  | Digital financial inclusion fosters inclusive growth, especially in central and western regions. - Innovative methods increase healthcare quality. - Digital tools lower transaction costs and enhance resource allocation efficiency. | Potential digital exclusion due to digital literacy gaps - Limited infrastructure in rural and distant places hinders financial inclusion - Limited evidence on long-term sustainability of digital financial inclusion projects  |
| [64] | AI and IoT: Improved automation and customer insights - Cloud Computing: Resource flexibility and cost reductions Blockchain: Transparent supply chains and secure transactions ERPs: Efficiency and data management  | Adopting Industry 4.0 technology for competitive advantage Encourage digital literacy and skill-building - Using Digital India and Make in India for resources and incentives  | Increased revenue and efficiency for digitally enabled SMEs - Enhanced global competitiveness with digital tools Cost savings and better supply chain management using IoT and blockchain  | Only 34% of Indian SMEs have embraced digitization, indicating substantial development potential. Adopting digital tools leads to 19% higher revenue and 4x quicker growth. Government programs and public-private partnerships drive SME digital adoption. | Limited workforce skills and digital literacy - Expensive starting expenditures for innovative technologies Limited internet infrastructure and access in rural areas restrict digital tool adoption.  |
| [65] | Digital Marketing Tools: Mobile apps, online promotions, payback systems - E-Commerce Platforms: Shopee, Tokopedia Consumer Behavioral Metrics: Trust, enjoyment, usability, and risk. | To boost online sales during the COVID-19 epidemic, focus on trust-building and entertaining experiences, and use promotional incentives like free delivery and discounts.  | Online sales increased as customer trust and interest in e-commerce platforms increased. - Supported SMEs amid COVID-19 crises - Influenced customer transition towards online shopping  | The most important characteristics impacting online purchase intentions were trust and enjoyment, while perceived utility, simplicity of use, and risk had less significant influences. Promotional methods and platform security boost consumer happiness. | Limited digital literacy and technology skills among SME operators - To ensure the sustainability of digital transformation projects, longitudinal studies are necessary to address financial constraints and initial expenditures.  |
| [66] | Solutions for SMEs to combat rising cyberthreats Digital platforms improve market access and efficiency. Data analytics tools aid decision-making and competitiveness | Collaboration between regional governments and SMEs for digital upskilling - Encouraging fair access to digital infrastructure in undeveloped regions - Utilizing tax incentives for SME digital adoption  | Digital tools enhance operational efficiency and competitiveness for SMEs, reduce regional inequities, and increase resilience to cyber attacks and economic shocks.  | Italian SMEs face significant digital adoption and resource disparities between Northern and Southern regions. Cybersecurity challenges continue to impact trust and operational stability. Historical socioeconomic factors exacerbate regional inequalities, affecting SME performance. | Insufficient digital literacy and infrastructure in Southern Italy - Limited government support and investment in cybersecurity for SMEs - Need for customized regional strategies to address particular issues and differences |

The table summarizes important points of digital transformation from a variety of sources in an organized manner. Elements pertaining to technology, strategies, impacts, and research gaps are captured in each of the six columns. Gain useful insights into the application and problems of digital transformation by gaining a full grasp of how it is approached in diverse situations through this structure. The studies or sources included in the table are identified in the first column, "Ref." It aids in keeping track of and cross-referencing research results by providing an index based on numbers or citations. Each study's second column, "Technologies Discussed," details the digital technology that were the focus of that research. Modern breakthroughs like Blockchain, AI, the IoT, Big Data, Cloud Computing, and the Internet of Things (IoT) are part of this category. The technical breadth and applicability of the study to digital transformation are reflected in this part.

The recommended or implemented strategic frameworks and approaches to digital transformation are detailed in the "Strategies Highlighted" column. Omnichannel marketing, AI-driven CRM systems, digital transformation framework adoption, and gradual technological integration are all examples of such techniques. This column shows how companies adapt their long-term goals to new technologies. The table describes the results of implementing the mentioned methods and technology in the "Impact on Digital Transformation" column. Organizational effectiveness, customer involvement, operational nimbleness, and competitiveness in the market are all emphasized. On top of that, this part highlights how digital transformation promotes innovation and sustainability in many industries. Critical observations and insights generated from the investigations are summarized in the "Key Findings" section. This part explains how to find a happy medium between digital and conventional operational models, how to measure the success of individual technologies, and how to ensure that digital transformation is in line with overall business objectives. Finally, the "Gaps Identified" section discusses the difficulties and restrictions that have been found when digital transformation plans have been put into action. Problems with resource allocation, high starting costs, inadequate digital literacy among workers, and a lack of universal frameworks appropriate for varied sectors are common. Furthermore, the piece highlights the importance of conducting longitudinal research to assess the lasting effects of digital transformation.

1. **Extracted statistics**

The Figure shows how often digital transformation literature discusses different technologies. Due to its importance in decision-making, personalization, process automation, and innovation, AI is the most talked technology. The Internet of Things (IoT) enables networked devices and real-time data transmission, transforming manufacturing, healthcare, and supply chains after AI. Big Data Analytics provides strategic insights and predictive analytics for better decision-making and customer comprehension. In times of fast digital revolution, cloud computing is praised for its scalability and affordability. Blockchain is used in supply chains, financial services, and governance to secure and transparently transfer data. Digital Transformation Frameworks (DTFs) illustrate the necessity for formal methodologies to connect digital adoption with business goals. The figure shows how AI, IoT, and Big Data fuel innovation and operational efficiency, while Cloud Computing and Blockchain demand strategic integration. DTFs also emphasize the need for structured strategies to realize the benefits of these technologies, providing useful insights into emphasis areas and directing digital transformation research and implementation , as shown in Figure 1.



Figure 1: statistical representation about Technologies Discussed in Digital Transformation Literature

The Figure shows digital transformation study key results' frequency. The most commonly reported conclusions are "Enhanced customer engagement and satisfaction" and "Improved organizational efficiency"—key findings for successful digital transformation programs. Findings like "Challenges in workforce digital literacy" show where firms struggle with transformation. This visualization shows the field's main topics and issues.



Figure 2: Bar graph showing statistical representation about key finding in Digital Transformation Studies

A visual representation of the distribution of strategies highlighted in literature on digital transformation is provided by the pie chart. Various strategies, such Omnichannel Marketing, CRM systems driven by AI, and Digital Transformation Frameworks (DTFs), are represented by the relative frequency of each segment.

Figure 3: Pie chart showing statistical representation about Strategies Highlighted in Digital Transformation Literature

1. **Conclusion**

This study underscores the transformative potential of digital technology and strategic frameworks in reshaping market dynamics and organizational operations. Emerging technologies such as blockchain, artificial intelligence (AI), the Internet of Things (IoT), and big data play a critical role in fostering innovation, enhancing operational efficiency, and improving consumer experiences. Additionally, strategic initiatives, including omnichannel marketing and Digital Transformation Frameworks (DTFs), facilitate the alignment of organizational processes with evolving consumer behaviors and market demands. However, the successful implementation of digital transformation initiatives is often impeded by persistent challenges, including the absence of standardized frameworks, organizational resistance, limited digital literacy, and resource constraints. To fully harness the benefits of digital transformation—such as enhanced competitiveness, sustainability, and long-term growth—it is imperative to address these barriers. Future research and policy efforts should prioritize the development of adaptive frameworks, the enhancement of digital competencies, and the cultivation of collaborative ecosystems. Furthermore, longitudinal studies are necessary to evaluate the sustained impact of digital transformation on organizational sustainability and performance. By strategically leveraging technology and addressing these challenges, organizations can navigate the complexities of the digital age and drive meaningful transformation.

1. **Recommendations**
2. Objective Clarity
	* State the paper's purpose, stressing its methodical review of digital transformation technologies, tactics, and problems.
	* Explain how your paper tackles gaps in literature, such as resource limits or a lack of general frameworks.

2. Structure Improvement

* + In your review paper abstract, highlight unique ideas or contributions rather than describing broad trends. In the introduction, emphasize the significance of digital transformation in e-business using examples or figures to engage readers. • Review literature and organize research into topics (e.g., technology, frameworks, difficulties).
	+ Conduct comparative analysis using tables or Figure to identify trends in digital tools (AI, IoT) and strategy frequency.
	+ Conclude with actionable frameworks or tactics for practitioners based on literature synthesis.

3. Thorough Analysis

* + Compare frameworks (e.g., Digital Transformation Framework vs. Strategic Transformation Framework) in detail.
	+ Assess the influence of AI, IoT, Big Data, and Blockchain on e-business.

4. Practical Advice

* + Offer solutions for organizations to overcome obstacles such as change opposition, resource constraints, and talent gaps.
	+ Emphasize the need for partnership among governments, corporations, and academics for digital transformation success.

5. Fix Missing Links

* + Stress the need of industry-specific frameworks and longitudinal studies.
	+ Discuss transdisciplinary digital transformation strategies for non-corporate areas including public services and small companies.

6. Visual Representation

* Use graphs, Figure, or tables to show technology frequency in literature.
* Strategies' effects on business.
* .Problems and suggested remedies.

7. Improve Language and Format

* Keep language clear and professional.
* Follow journal criteria for uniform formatting, including APA/IEEE citations.

8. Future Directions

* Recommend research on sustainability, digital skills, and leadership in digital transformation.

**Disclaimer (Artificial intelligence)**

Option 1:

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

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