

STRATEGIC COMPETITIVENESS IN THE ERA OF DIGITAL TRANSFORMATION: A SYSTEMATIC REVIEW ON THE EVOLUTION OF STRATEGIC MANAGEMENT APPROACHES

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Received : 21 March 2025

Revised : 28 March 2025

Accepted : 18 April 2025

Published : 23 May 2025

DOI : <https://doi.org/10.5443/morfai.v5i3.2980>

Link Publish : <https://radjapublika.com/index.php/MORFAI/article/view/2980>

Abstract

This study aims to identify dominant theoretical and practical trends in strategic management literature in the digital transformation era and to explore emerging research gaps. Utilizing a Systematic Literature Review (SLR) based on PRISMA 2020 guidelines, this research analyzes 42 Scopus-indexed journal articles published between 2020 and 2024. The findings, supported by bibliometric analysis using VOS viewer, reveal three major clusters: digital transformation and innovation strategy, strategic competitiveness through dynamic capabilities, and digital sterilization with platform-based strategies. These clusters reflect a paradigm shift from conventional resource-based and industrial-organization approaches to strategies that are adaptive, technology-driven, and collaborative. Furthermore, the study highlights significant gaps in integrating digital-based strategies within mainstream strategic management theories, with limited attention to concepts such as design thinking, ecosystem strategy, and AI-enabled decision-making. This study contributes theoretically by mapping the evolution of strategic thinking aligned with digital disruption, and practically by offering strategic insights for organizations aiming to sustain competitiveness in rapidly evolving markets. The results emphasize the urgency for organizations to adopt flexible, data-driven strategies that integrate innovation, digital capability, and ecosystem collaboration as central pillars of long-term strategic success.

Keywords: *Digital Strategy, Digital Transformation, Strategic Competitiveness, Strategic Innovation, Strategic Management*

INTRODUCTION

Digital transformation has become a major force redefining the dynamics of global business competition. In the ever-changing industrial landscape, digital technology has not only become an operational tool but has also evolved into a strategic foundation in creating value, accelerating innovation, and reshaping a company's business model (Monge & Soriano, 2024). (Goi et al., 2023), revealing that digital technology is not only an operational tool, but has become a strategic foundation in the formation of business models, decision-making, and management of organizational resources. This condition encourages the need to reformulate strategic management approaches, which previously relied on classical theories such as the resource-based view or industrial organization, towards a new approach that is more responsive to changes in technology, markets, and consumer behavior.

Research conducted by (Gerasimenko & Razumova, 2020; He et al., 2020), that there is still a lot of strategic management research that relies on old theoretical assumptions that are no longer relevant in a disruptive digital environment. Especially in the context of strategic alliances, legacy models often fail to explain the dynamics of collaboration, risk, and shared value creation in an ever-evolving digital ecosystem. While (Fernandez-Vidal et al., 2022; He et al., 2020; Sharma et al., 2024), revealed that companies that successfully adapt to digital transformation generally have superior strategic capabilities, such as organizational flexibility, continuous innovation, and mastery of the use of data and artificial intelligence in decision-making. This suggests that there is a significant conceptual gap in the current strategic management literature.

In addition, there is a need to integrate creative approaches such as design thinking into the digital managerial framework. According to (Cherepanov & Popov, 2024; Kurakayev, 2020) Design thinking is not only a method to create innovative solutions but also serves as a core competency in the organization's digital transformation process. Design practices in this context allow for the shortening of the digital transformation path through a more adaptive and collaborative approach, making digitalization a process of change based on a deep understanding of the system, not just the implementation of technology.

Nonetheless, there is still a gap in literature that systematically discusses how strategic management approaches have evolved under the pressure of digitalization. Most of the existing research is still focused on technical or partial aspects, without integrating theoretical perspectives and strategic practices holistically (Weritz et al., 2024). Furthermore, various digital-based strategic approaches—such as platform strategy, ecosystem-driven innovation, and data-driven decision making—have developed rapidly but have not been adequately examined within a systematic framework that connects classical theories of strategic management with the needs of modern organizations (Ahmed et al., 2022; Lewandowska et al., 2023).

This research aims to uncover the dominant theoretical and practical trends in the strategic management literature in the era of digital transformation, identify research gaps that still exist, and develop conceptual and practical recommendations that can be utilized by academics and practitioners. The focus of this research is to identify and analyze how technological changes have affected a paradigm shift in the implementation of organizational strategies. Through the Systematic Literature Review (SLR) approach, this study provides a comprehensive mapping of the direction in which contemporary business strategy theory, models, and practices are developed, with a special focus on the integration between strategy and technology. The results of this research are expected to strengthen the theoretical foundation of strategic management and contribute to responding to digital transformation challenges in a comprehensive and targeted manner.

LITERATURE REVIEW

The Evolution of Strategic Management Approaches

Strategic management has evolved from a paradigm based on industrial structure (Industrial Organization) and internal resources (Resource-Based View), to a contemporary approach that is more adaptive to uncertainty and digital dynamics. Theories such as Dynamic Capabilities, Strategic Agility, and Ambidextrous Strategy are starting to gain ground as their ability to explain a company's need to balance short-term efficiency and long-term innovation and digitalization is driving organizations to adopt flexible designs and adapt continuously to the increasingly complex digital ecosystem (Hanelt et al., 2021). This change demands an update of the strategic thinking framework that is more integrated with technological developments. However, most classic models have not been sufficiently responsive to the phenomenon of massive digitization. Study by (Crişan & Marincean, 2023), affirming that many companies only digitize as a reaction to market pressures, not as a deliberate and planned strategic transformation. Therefore, strategy in the digital era requires the ability not only to master technology, but also to restructure business values and organizational structures.

Strategic Management in the Context of a Changing Digital Environment

Strategic management focuses on achieving competitive advantage through operational efficiency, market positioning, or internal resource management, so now strategies must be designed to navigate the uncertainties posed by digital disruption. Digitalization has driven the emergence of a more dynamic, fragmented, and uncertainty-laden business landscape, thus demanding a more adaptive and data-driven managerial approach (Monge & Soriano, 2024; Gyenes & Almási, 2023). Research (Crişan & Marincean, 2023), emphasizing that digital transformation is not just the adoption of technology, but a process of strategic change that involves adjusting business models, organizational structures, and decision-making cultures.

Research (Hanelt et al., 2021) found that digitalization has expanded the scope of strategy from mere linear planning to a more evolutionary and experiment-based approach. Organizations are now required to adopt strategies that enable continuous learning, comprehensive technology integration, and the involvement of various actors in the business ecosystem. In this context, approaches such as dynamic capabilities and strategic agility are becoming increasingly important. (Lewandowska et al., 2023) explained that in facing the challenges of Industry 4.0 and 5.0, organizations—especially SMEs—need to develop the ability to adapt quickly to technological changes and market demands through digital innovation, collaboration, and strengthening digital infrastructure. Research results (Ejaz, 2024), emphasized that in the manufacturing sector, the integration of smart technology in management strategies is key to achieving sustainable competitiveness. Strategy no longer just talks about the fit

between resources and the environment, but how an organization can actively reshape its business model to adapt to data- and technology-driven market pressures. Thus, in the context of an ever-changing digital environment, strategic management must be understood as a dynamic and multidimensional process. Strategies are no longer static and based on long-term predictions, but must allow for flexibility, innovation, and the ability to adapt in real-time to disruptive external changes. Digital literacy, strategic data management, and cross-sector collaboration capabilities are now an integral part of modern organizational strategies.

Strategic Competitiveness

Strategic competitiveness refers to the ability of organizations to formulate and execute strategies that allow them to create a sustainable advantage in a competitive market. In classical literature, strategic competitiveness is often associated with market share control, cost efficiency, or product differentiation (Porter, 1980). However, along with the advent of the digital era and technological disruption, the approach to competitiveness has undergone a significant transformation. Competitiveness no longer depends solely on internal factors, but on the organization's ability to integrate innovation, technology, and rapid response to changes in the external environment. In the digital context, studies by (Lewandowska et al., 2023), show that strategic competitiveness now depends heavily on the level of innovation and adoption of digital technology by organizations, especially small and medium enterprises (SMEs). The study highlights that SMEs that can build synergies between innovation, digitalization, and adaptation to the challenges of Industry 4.0 and 5.0 will have greater potential in maintaining competitive advantage. Competitiveness is not only measured through growth or profitability, but also through its resilience, organizational agility, and contribution to sustainable value.

Research results (Ejaz, 2024) expand this perspective through a study on smart manufacturing that combines managerial strategies with technological innovation and a collaborative model based on the Quintuple Helix. He emphasized that today's competitiveness must consider five elements: industry, academia, government, society, and the environment, all of which are integrated through digital transformation. This confirms that strategic competitiveness in the digital era is not the result of individual company actions alone, but from active participation in an interconnected innovation ecosystem. (Goi et al., 2023) stating that digital technology is not just an operational tool, but a foundation in creating a new value proposition that cannot be easily replicated by competitors. Data-driven strategies, product personalization, and business process automation are key to building lasting advantages. Previous research also highlighted that strategic competitiveness requires not only investment in technology but also the development of organizational capabilities that support innovation and continuous learning. Concept of dynamic capabilities (Teece, 2007), it becomes particularly relevant in this context, as it emphasizes the importance of sensing, seizing, and transforming capabilities in managing strategic change. Thus, the literature shows that strategic competitiveness in the digital era is the result of the interaction between adaptive strategies, technological innovation, cross-actor collaboration, and organizational capabilities. Organizations that can design strategies based on digital transformation holistically—not only on technology, but also on business models and customer value—have great potential to maintain a long-term competitive position amid global market turbulence.

Digital Transformation and Its Implications in Management Strategy

Digital transformation has become a major disruptive force that is transforming the global business landscape. Not just technology adoption, digital transformation is an overarching strategic process that affects the way organizations create value, build internal structures, interact with stakeholders, and formulate future strategies. In a broader sense, digitalization is seen as a catalyst for change in the way organizations compete and innovate (Hanelt et al., 2021). Research by (Goi et al., 2023), It shows that digital transformation cannot be separated from the strategic management process, as current strategic decisions must consider technology as a key variable in the formation of competitive advantage. Digitalization accelerates the need for organizations to respond to the market in real-time, personalize services, and optimize internal processes through automation and big data-driven analytics (Monge & Soriano, 2024; Sharma et al., 2024; Szanyi-Gyenes & Almási, 2023). Therefore, the strategy developed by the company must be flexible, technology-based, and oriented towards sustainable innovation. Research (Sestino et al., 2020) highlights that the integration of the Internet of Things (IoT) and big data in strategic processes has created a smarter, prediction-based decision-making system. Digital strategies have become more dynamic, based on actual information that is constantly updated, in contrast to conventional strategy approaches that are linear and long-term. This requires organizations to strengthen dynamic capabilities, namely sensing, seizing, and transforming capabilities, in the face of external changes. (Fernandez-Vidal et al., 2022) underlines

that digitalization also encourages the formation of new business models and redefines organizational value structures. The strategy now includes not only product or cost advantages, but also how companies leverage digital platforms, collaborative ecosystems, and advanced technologies to create unique value propositions. In many cases, digital transformation is even a strategy itself, not just an endorsement of an existing strategy. Digital transformation also brings important implications in changing organizational culture and strategic leadership roles. Research (Hu et al., 2024; Ningsih et al., 2024) emphasizes that without the support of a culture of innovation and strong technology governance, the digitalization process will not have a significant impact on competitive advantage. Therefore, strategic management must position digital transformation as a key pillar in long-term decision-making and planning, rather than as a stand-alone technology project. Thus, the literature shows that digital transformation has a profound impact on all aspects of management strategy. Digitalization requires organizations to redesign processes, build new capabilities, and create competitive technology advantage. A successful strategy in the digital age can combine organizational agility, adaptive learning, and strategic use of technology to create value that is not only competitive but also sustainable.

Digital Strategy and Strategic Competitiveness

The development of digital technologies has redefined business strategy, shifting the focus of organizations from traditional resource-based excellence to an approach that emphasizes speed of adaptation, digital innovation, and data-driven decision-making. Digital strategy is not just the adoption of technology, it reflects a fundamental change in the way companies create value and manage competitive advantage (Y. Liu, 2024; Suharto, 2023). Digitalization enables organizations to perform operational efficiencies, improve customer experience, expand markets, and build more flexible, platform-based business architectures (Torres et al., 2022; Minaya et al., 2023; Gyenes & Almási, 2023). In the context of strategic competitiveness, technologies such as big data, artificial intelligence (AI), and the Internet of Things (IoT) have strengthened the role of digital strategies as a key driver of competitive advantage. Research results (Troise et al., 2022) mention that digital transformation affects all dimensions of strategy: from organizational structures, decision-making systems, to collaboration-based business models and digital ecosystems. This indicates that companies that want to maintain relevance and competitiveness need to design a digital strategy that is aligned with the dynamics of the external environment and the company's internal needs.

Design Thinking and Digital Strategy

In the face of a complex and dynamic era of digital transformation, traditional approaches in strategizing are increasingly seen as inadequate. Therefore, there is a need to integrate more adaptive and collaborative methods, one of which is design thinking. This approach is not only used for product or service innovation but has also evolved into a conceptual framework in designing digital strategies that focus on empathy, iteration, and exploration of user needs (Cherepanov & Popov, 2024).

Design thinking offers a human-centered and solution-based perspective in responding to unstructured strategic challenges. This approach allows organizations to understand the problem more deeply before designing a solution, quickly test various possibilities, and adjust strategies based on real feedback. In the context of digital strategy, design thinking helps companies create new value through agile and iterative experimental processes, which are urgently needed in a rapidly changing digital business environment. Research (Cherepanov & Popov, 2024), highlighting that design thinking plays a key driver in shortening the path of digital transformation in various organizations. Through this approach, the company not only focuses on technology adoption alone, but is also able to reconstruct business models, organizational structures, and strategic processes based on a deep understanding of the context and needs of stakeholders.

Digital strategies designed with design thinking principles tend to be more responsive to market changes, have a long-term solution orientation, and strengthen competitive advantage through continuous innovation. Design thinking also paves the way for the integration of new technologies—such as AI, big data, and automation—into corporate strategies in a more structured and targeted manner (Sharma et al., 2024). Thus, design thinking is not only a creative tool but has become an important pillar in the formulation of contemporary digital strategies oriented towards innovation, sustainability, and competitive advantage. This study reinforces the understanding that the integration of this approach into the framework of strategic management needs to be expanded and explored in future studies.

Literature Development: Trends and Strategic Implications in the Digital Age

The literature on strategic management in the era of digital transformation shows a sharp increase in the past decade. The shift from resource-based strategies and industry positioning to more adaptive and technology-based strategies has become a common thread in various studies. Study (Hanelt et al., 2021), who conducted a systematic review of the digital transformation literature, identified that digital strategies are now mainstream in strategic management, no longer just a support or complement to traditional organizational processes. They emphasize that technology should be seen as a strategic component that influences all business processes, from value creation to decision-making. One of the important trends in literature is the increasing role of data and analytics as the foundation of strategy.

Research results (Sestino et al., 2020), revealed that the use of the Internet of Things (IoT) and big data analytics is the main driver in the formulation of digital strategies. Companies don't rely solely on intuition or historical analysis, but start crafting strategies based on real-time data, algorithmic predictions, and automated decision-making systems that are constantly updated. This has transformed managerial processes to be more responsive and based on a dynamic market context. Research (Fernandez-Vidal et al., 2022; Troise et al., 2022) highlighting the importance of integration between digital transformation and corporate transformation. The study revealed that companies that actively reform business models, organizational structures, and work cultures with a digital approach have a higher strategic advantage than those that only adopt technology reactively. In this context, digital transformation is not just a response to external pressures, but part of a holistic and sustainable corporate strategy (Fernandez-Vidal et al., 2022; Mohamed Hashim et al., 2022; Troise et al., 2022; Yaqub & Alsabban, 2023).

Research by (Goi et al., 2023), reinforcing this trend by emphasizing that digital technology has transformed the strategic goals of the organization from mere growth or efficiency to technology-based value creation and sustainability. Technology is not only a tool for strategy implementation but has become at the core of strategy formulation itself (Suharto, 2023). This indicates that competitive advantage no longer comes only from industry positions or internal efficiency, but from strategic capabilities to innovate digitally (Liu, 2024; Gyenes & Almási, 2023). Thus, the current literature suggests that business strategies have shifted from rigid long-term planning towards dynamic, data-driven, collaborative, and digitally technology-integrated strategies. This change has important implications in the world of practice and academia, namely the need to redefine the concept of strategic management, the role of digital leaders, and the model of organizational capabilities that can survive and excel in a complex and rapidly changing digital ecosystem.

Theoretical Gaps and Digital Strategic Research Opportunities

Although the literature on digital transformation and business strategies has grown rapidly, there are still significant theoretical gaps. Many studies still emphasize the functional aspects of digitalization, such as digital marketing or e-commerce, but have not sufficiently explored how digital strategies are comprehensively integrated within the strategic management framework (Cherepanov & Popov, 2024; Hu et al., 2024). This opens great opportunities to develop new theoretical approaches that are more in line with the demands of the times, such as incorporating design thinking, digital ecosystem management, or platform-based strategies within the framework of corporate strategy. Moreover, most of the existing strategic management approaches are still rooted in pre-digital era assumptions. Research (Gerasimenko & Razumova, 2020; He et al., 2020; Wynn, 2022), Criticism that conventional strategy models, such as the Resource-Based View or Transaction Cost Economics, are less able to explain the dynamics of strategic collaboration and alliances in a complex and fluid digital ecosystem. Therefore, it is necessary to develop a new strategy model that emphasizes flexibility, speed of innovation, and management of relationships between organizations in an interconnected digital environment.

METHOD

This study uses the Systematic Literature Review (SLR) approach, which refers to the PRISMA 2020 (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines as developed by (Haddaway et al., 2022). The article search process was carried out through the Scopus database, with the criteria of Q1–Q4 journals, in English, and published in the 2020–2024-time frame. The keywords used include: "strategic competitiveness", "digital transformation", "strategic management", and "innovation strategy". The following is a diagram of the flow chart of the article selection process carried out using the PRISMA 2020 method:

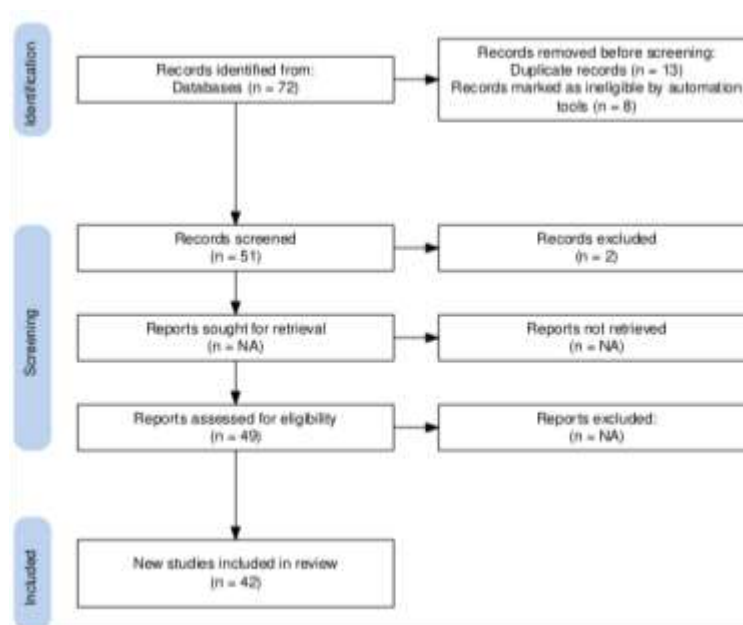


Figure 1. PRISMA Search Method Flowchart 2020

In Figure 1. The PRISMA 2020 Search Method Flow Chart illustrates the systematic selection process of articles used in the research. Of the total 72 articles identified through the database, 21 articles were eliminated at the initial stage due to duplication (13) and were not automatically eligible (8). Furthermore, 51 articles were filtered by title and abstract, with 2 articles eliminated as irrelevant. A total of 49 articles were then fully evaluated and met the eligibility criteria. From this process, 42 scientific articles were finally selected that were considered feasible and used in the final analysis of the systematic literature review. Furthermore, from articles that are suitable for use, a bibliographic analysis is carried out with VOSviewer. The following are the results of the bibliographic data processed with VOS viewer as follows:

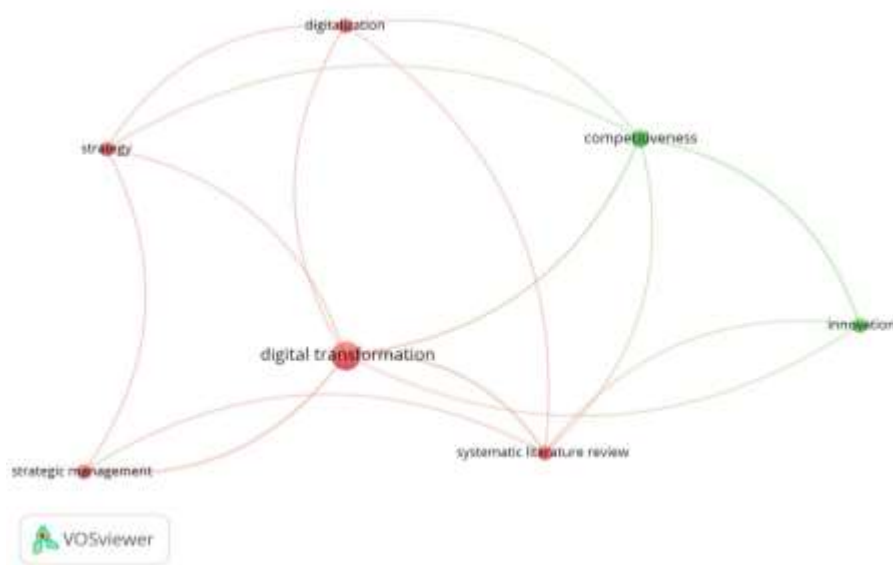


Figure 2. Mapping Results and Research Article Clusters on Strategy Management and Strategic Competitiveness in the Digital Era with VOS viewer

In Figure 2. Results of Mapping and Article Clusters with bibliometric analysis of bibliographic data from Scopus Q1–Q4 journal articles with keyword co-occurrence show the results of a complex thematic structure but can be grouped into three main clusters that illustrate the evolution direction of strategic management approaches in the era of digital transformation. The results of the first cluster are dominated by keywords such as digital transformation, business strategy, industry 4.0, and innovation which highlight the role of digital technology as the

main driver of business strategy changes. Keyword linkage is supported by research (Corboş et al., 2023; Lewandowska et al., 2023; Yaqub & Alsabban, 2023), which identifies that Industry 4.0 technology is a strategic catalyst in driving efficiency, responsiveness, and new business models in various industrial sectors. The second cluster groups concepts such as competitiveness, dynamic capabilities, and value creation. These results are in line with research (Gerasimenko & Razumova, 2020; Y. Liu, 2024; Lopez-Torres et al., 2022) which critically reviews the adaptability of classical strategic management theory to the current context of the digital economy. The research confirms that dynamic capabilities and orientation to digital value are important elements in building a sustainable competitive advantage. In addition, strategy emerged as an important keyword that is directly connected to digitalization and strategic management. It confirms that strategy development in the context of digital transformation requires a more flexible and innovation-oriented approach (Lewandowska et al., 2023; Suharto, 2023). Digital strategy is not just a response to technological trends but is part of a sustainable competitive advantage (strategic competitiveness).

The third cluster highlights keywords such as digital servitization, platform strategy, and service innovation, which shows a shift in focus from just operational efficiency to value innovation through digital service integration. Research (Goi et al., 2023; Minaya et al., 2023; Suharto, 2023), Affirming that the adoption of technology-based servitization strategies allows companies to expand the market and increase customer loyalty through service-based differentiation. In addition, the visualization results show that there is a strong relationship between the concept of strategic management and digital management, as explained (Crişan & Marincean, 2023; Gerasimenko & Razumova, 2020; Troise et al., 2022). The study found that digital transformation is not only an operational support tool but also plays a role as a strategic mediator in improving business performance. Overall, the visualization results provide empirical evidence that contemporary research in the field of strategic management has shifted from a structural focus and internal resources to a more responsive, adaptive, and technology-based approach. This reinforces the relevance of the systematic literature review approach used in this study as a foundation for summarizing, synthesizing, and identifying new directions of the evolution of strategy theory in the digital business landscape.

RESULTS AND DISCUSSION

The key findings of this review show that digital strategies are no longer just a tool to support traditional strategies but have become central to modern strategic management. Technology adoption is not only about efficiency, but rather about how organizations reshape business models, create faster innovations, and respond to customer needs in real time. (Goi et al., 2023; Hashim et al., 2022; Sharma et al., 2024; Suharto, 2023), confirms that organizations that can integrate data, AI, and digital capabilities into core strategies will be competitively superior. In addition, digitalization not only impacts the operational side but also affects the company's value structure, decision-making, and the forms of competitive advantage that can be created. Study (Ejaz, 2024; Fernandez-Vidal et al., 2022), reinforcing this argument by showing that the success of modern strategies depends heavily on the integration between digital transformation, business model innovation, and active participation in collaborative ecosystems. Approaches such as smart manufacturing, big data analytics, and quintuple helix innovation are seen as new strategic practices that strengthen organizational competitiveness amid global dynamics. The results of the study also show that the current literature trend is starting to shift from a closed approach to a collaborative strategy based on networks and platforms. The company's strategy is increasingly geared towards creating shared value with partners, customers, and other stakeholders in the digital ecosystem. However, the analysis also reveals a theoretical gap that is quite prominent. Most studies still use classic strategy approaches without integrating digital frameworks thoroughly. This raises the urgent need to update the theoretical foundations of strategic management to be able to respond to the challenges and complexities of the digital age.

Gaps and Strategic Research Directions

Although the literature shows a wide range of innovations in digital strategies, significant theoretical gaps are found. First, many studies still use traditional approaches such as the Resource-Based View (RBV), Industrial Organization (IO), and SWOT Analysis, which, while useful, are often insufficient to explain the complexity of strategies in an interconnected and fast-changing digital ecosystem (Goi et al., 2023; Hanelt et al., 2021). Second, only a small portion of the literature explicitly incorporates digital technology as a key strategic dimension in a company's strategy model. Studies that raise platform strategy, AI-driven strategy, or data-based decision making are still limited in scale and have not been integrated into the overall corporate strategy framework (Ejaz, 2024; Fernandez-Vidal et al., 2022; Rêgo et al., 2022; Troise et al., 2022).

Third, research on digital strategies still tends to focus on sectoral case studies or operational practices, with a descriptive approach, so it does not produce generalizations or strong new theoretical models. The dynamics of strategy in the digital era require a remodeling of the strategic framework that can bridge the organization's long-term vision and technological innovation that continues to develop. Most studies still base their approach on classical frameworks such as RBV and IO, which are inadequate in explaining the context of today's digital strategies. There has not been much integration between new models such as ecosystem-based strategy, data-driven management, and design thinking, into mainstream strategic management theory. By filling these gaps, research in the field of strategic management will not only be more conceptually relevant but also more practical in helping organizations survive and excel during digital turbulence.

Practical and Academic Implications

Practically, the results of this study show the need for a transformation in the way organizations design and execute strategies. A successful strategy requires not only the adoption of technology, but also a change in ways of thinking, collaboration structures, and governance. Organizations that are sensitive to data, able to design new business models, and build collaborative strategic ecosystems will be better prepared to face the challenges and opportunities of the digital age. Meanwhile, academically, this study makes an important contribution in remapping the theoretical foundations of strategic management. It requires a new approach that does not only see strategy as the result of environmental and internal analysis, but as the ability of the organization to continue to evolve along with technology and changing market needs.

CONCLUSION

This research aims to evaluate and map the development of strategic management approaches in the context of digital transformation through the Systematic Literature Review (SLR) method. Based on the results of an analysis of 42 articles from reputable international journals (Scopus Q1–Q4) published between 2020 and 2024, it was found that there has been a significant paradigm shift in strategic management practices and theories in the digital age. Digital transformation has positioned itself no longer as a strategy support instrument, but as the core of the strategy formulation and execution process. Organizations are now required to develop strategies that are not only based on resources or market position but also on digital capabilities, data-driven decision-making, and the ability to innovate sustainably in a dynamic ecosystem.

Through bibliometric analysis using VOS viewer, three main clusters were found in the literature: digital transformation-based strategies and technological innovations, strengthening competitiveness through dynamic capabilities, and digital sterilization and platform-based strategy approaches. All three emphasized the importance of integration between technology, new business models, and long-term competitive advantage. However, this study also identifies conceptual gaps in the existing literature. Classical approaches such as Resource-Based View and Industrial Organization still dominate, while the integration of contemporary technology-based theories, such as ecosystem strategy, AI-enabled strategy, and design thinking, is still relatively limited in its discussion. Therefore, updates are needed in the theoretical and conceptual approaches to strategic management to be able to respond to the complexity of the digital era in a more relevant manner. This research is expected to contribute to academics in strengthening the theoretical foundations of technology-based strategic management, as well as providing practical insights for organizations and decision-makers in developing long-term adaptive, collaborative, and value-based strategies.

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