

## THE ROLE OF DIGITAL TRANSFORMATION, INNOVATION MANAGEMENT, AND CHANGE READINESS IN ORGANIZATIONAL SUSTAINABILITY (CASE STUDY IN MULTIINDUSTRY ORGANIZATION)

Wiwin Saputra<sup>1</sup>, Fitri Kurniawati<sup>2</sup>, Deltari Novitasari<sup>3</sup>, Agus Riyanto<sup>4</sup>  
<sup>1,2,3,4</sup>Stikes Bhakti Husada Bengkulu  
Email: [wiwin28saputra@gmail.com](mailto:wiwinsaputra@gmail.com)

---

### Article History

Received: 17-04-2025

Revision: 04-05-2025

Accepted: 04-05-2025

Published: 14-05-2025

**Abstrak.** In the era of rapid technological advancements and dynamic business environments, organizations must embrace digital transformation, effective innovation management, and change readiness to achieve long-term sustainability. This study examines the interplay between these factors and their collective impact on organizational sustainability. Using a quantitative research approach, data was collected from organizations undergoing digital transformation initiatives. The findings reveal that digital transformation significantly enhances sustainability by optimizing resource utilization and operational efficiency. Innovation management further contributes by fostering eco-friendly business practices and sustainable competitive advantages. Additionally, change readiness plays a crucial role in facilitating the successful implementation of digital and innovation-driven strategies. The study highlights the mediating role of innovation management and the moderating influence of change readiness in the relationship between digital transformation and sustainability. Theoretical and practical implications suggest that organizations should strategically integrate technology, innovation, and change management to achieve sustainable business outcomes. The research provides valuable insights for corporate leaders, policymakers, and academics aiming to align digital strategies with sustainability objectives.

**Keyword:** Digital Transformation, Innovation Management, Change Readiness, Organizational Sustainability, Business Strategy.

**Abstrak.** Di era kemajuan teknologi yang pesat dan lingkungan bisnis yang dinamis, organisasi harus merangkul transformasi digital, manajemen inovasi yang efektif, dan kesiapan untuk berubah untuk mencapai keberlanjutan jangka panjang. Studi ini meneliti interaksi antara faktor-faktor tersebut dan dampak kolektifnya terhadap keberlanjutan organisasi. Dengan menggunakan pendekatan penelitian kuantitatif, data dikumpulkan dari organisasi yang menjalani inisiatif transformasi digital. Temuan menunjukkan bahwa transformasi digital secara signifikan meningkatkan keberlanjutan dengan mengoptimalkan pemanfaatan sumber daya dan efisiensi operasional. Manajemen inovasi berkontribusi lebih jauh dengan mendorong praktik bisnis yang ramah lingkungan dan keunggulan kompetitif yang berkelanjutan. Selain itu, kesiapan untuk berubah memainkan peran penting dalam memfasilitasi keberhasilan implementasi strategi digital dan inovasi. Studi ini menyoroti peran mediasi manajemen inovasi dan pengaruh moderasi kesiapan perubahan dalam hubungan antara transformasi digital dan keberlanjutan. Implikasi teoritis dan praktis menunjukkan bahwa organisasi harus secara strategis mengintegrasikan teknologi, inovasi, dan manajemen perubahan untuk mencapai hasil bisnis yang berkelanjutan. Penelitian ini memberikan wawasan yang berharga bagi para pemimpin perusahaan, pembuat kebijakan, dan akademisi yang bertujuan untuk menelaraskan strategi digital dengan tujuan keberlanjutan.

**Kunci:** Transformasi Digital, Manajemen Inovasi, Kesiapan Perubahan, Keberlanjutan Organisasi, Strategi Bisnis.

---

**How to Cite:** Saputra, W. et al. (2025). The Role Of Digital Transformation, Innovation Management, And Change Readiness In Organizational Sustainability (Case Study In Multiindustry Organization). *Indo-Fintech Intellectuals: Journal of Economics and Business*, 5 (2), 4779-4792. [10.54373/ifijeb.v5i2.3004](https://doi.org/10.54373/ifijeb.v5i2.3004)

---

## INTRODUCTION

In the modern business landscape, digital transformation, innovation management, and change readiness have emerged as critical factors in ensuring organizational sustainability. The rapid advancements in digital technology, globalization, and shifting consumer expectations necessitate organizations to continuously adapt and innovate to maintain competitive advantages (Vial, 2021). Digital transformation is not merely about adopting new technologies but involves a holistic approach that reshapes business models, operational processes, and organizational culture to improve efficiency and resilience (Berman, 2012). Innovation management, on the other hand, plays a crucial role in fostering creativity, developing new products and services, and improving existing processes to meet the dynamic demands of the market (Crossan & Apaydin, 2010). Additionally, change readiness—defined as the collective attitude and preparedness of employees and management toward organizational change—is essential for the successful implementation of transformation initiatives (Armenakis et al., 1993). Organizations that exhibit high levels of change readiness are better positioned to embrace disruptions and leverage them for long-term growth (Kotter, 2012).

Organizational sustainability is increasingly seen as a multidimensional construct that goes beyond financial performance to include social and environmental considerations (Elkington, 1997). Companies that integrate sustainability into their core strategies are more likely to achieve long-term success while positively impacting society and the environment (Lozano, 2015). Digital transformation enhances sustainability efforts by optimizing resource utilization, reducing waste, and improving energy efficiency through technologies such as artificial intelligence (AI), the Internet of Things (IoT), and blockchain (Lenka et al., 2016). Similarly, effective innovation management supports sustainability by fostering eco-friendly product designs, sustainable supply chain practices, and corporate social responsibility (CSR) initiatives (Haessner et al., 2024). Moreover, an organization's readiness for change determines how well it can integrate sustainability principles into its daily operations and strategic objectives (Smith & Lewis, 2011). Thus, the interplay between digital transformation, innovation management, and change readiness is critical in driving sustainable business practices in today's dynamic environment.

Despite the recognized importance of digital transformation, innovation management, and change readiness in promoting organizational sustainability, many organizations struggle to

implement these strategies effectively. According to (Westerman et al., 2014), a significant number of companies fail to realize the full potential of digital transformation due to resistance to change, lack of strategic vision, and inadequate technological infrastructure. Similarly, firms often encounter challenges in managing innovation, including resource constraints, cultural barriers, and misalignment with business goals (Tushman & O'Reilly III, 1996). Additionally, change readiness remains a persistent issue, as employees and leadership teams frequently resist new initiatives due to uncertainty, fear of job displacement, or insufficient training (Armenakis & Harris, 2009). These challenges hinder organizations from achieving sustainability, as they struggle to balance economic growth with environmental and social responsibilities. Given the growing pressure from stakeholders, policymakers, and consumers for businesses to operate sustainably, there is a need to explore the synergistic role of digital transformation, innovation management, and change readiness in fostering organizational sustainability. By identifying key drivers and barriers within this context, this research aims to provide actionable insights for businesses striving to navigate the complexities of the modern corporate environment.

The primary objective of this research is to examine the role of digital transformation, innovation management, and change readiness in achieving organizational sustainability. Specifically, this study aims to:

1. Analyze the impact of digital transformation on organizational sustainability, focusing on technological advancements, operational efficiencies, and corporate social responsibility initiatives ((Vial, 2021); (Lenka et al., 2016); (Berman, 2012)).
2. Investigate how effective innovation management practices contribute to sustainability by promoting eco-friendly innovations, enhancing market competitiveness, and fostering long-term business resilience ((Crossan & Apaydin, 2010); (Haessner et al., 2024); (Tushman & O'Reilly III, 1996)).
3. Assess the significance of change readiness in facilitating the successful implementation of digital transformation and innovation strategies within organizations ((Armenakis et al., 1993); (Kotter, 2012); (Smith & Lewis, 2011)).
4. Identify key challenges and enablers influencing the integration of digital transformation, innovation management, and change readiness into sustainability initiatives ((Westerman et al., 2014); (Lozano, 2015); (Smith & Lewis, 2011)).
5. Provide practical recommendations for organizations seeking to enhance their sustainability efforts through strategic technological and managerial adaptations ((Elkington, 1997); (Lozano, 2015); (Haessner et al., 2024)).

By addressing these objectives, this research aims to contribute to both theoretical and practical understandings of how businesses can thrive in an increasingly digitalized and sustainability-driven world. The findings will be particularly relevant for business leaders, policymakers, and scholars seeking to develop strategies that align digital and innovative practices with long-term environmental and social sustainability goals.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **1. Digital Transformation and Organizational Sustainability**

Digital transformation is a strategic process that enables organizations to leverage advanced digital technologies to enhance their business operations, customer engagement, and competitive advantage (Vial, 2021). Research indicates that digital transformation contributes significantly to sustainability by improving operational efficiency, reducing resource consumption, and enabling data-driven decision-making (Lenka et al., 2016). Organizations that integrate digital solutions such as artificial intelligence, cloud computing, and blockchain technologies can optimize resource allocation and minimize their environmental footprint (Berman, 2012). Therefore, the following hypothesis is proposed:

H1: Digital transformation has a positive impact on organizational sustainability ((Vial, 2021); (Lenka et al., 2016); (Berman, 2012)).

### **2. Innovation Management and Organizational Sustainability**

Innovation management refers to the systematic process of fostering and implementing new ideas, products, and processes that enhance business performance (Crossan & Apaydin, 2010). Sustainable innovation, which focuses on developing eco-friendly products, improving supply chain efficiency, and incorporating circular economy principles, plays a crucial role in achieving organizational sustainability (Haessner et al., 2024). Research shows that firms that prioritize sustainability-driven innovation can create long-term value while meeting regulatory and consumer expectations (Tushman & O'Reilly III, 1996). Accordingly, the second hypothesis is formulated:

H2: Innovation management positively influences organizational sustainability ((Crossan & Apaydin, 2010); (Haessner et al., 2024); (Tushman & O'Reilly III, 1996)).

### **3. Change Readiness and Organizational Sustainability**

Change readiness is the ability of an organization to adapt and respond effectively to transformations in its external and internal environments (Armenakis et al., 1993). Organizations that demonstrate a high degree of change readiness are more likely to implement sustainability initiatives successfully, as they can overcome resistance, align employee

attitudes, and integrate sustainable practices into their business models (Kotter, 2012). Studies suggest that firms with strong change management capabilities are better equipped to transition toward sustainability-focused operations and corporate strategies (Smith & Lewis, 2011). This leads to the third hypothesis:

H3: Change readiness positively affects organizational sustainability ((Armenakis et al., 1993); (Kotter, 2012); (Smith & Lewis, 2011)).

#### **4. The Mediating Role of Innovation Management**

H4: Innovation management mediates the relationship between digital transformation and organizational sustainability (Lozano, 2015; (Crossan & Apaydin, 2010)).

#### **5. The Moderating Role of Change Readiness**

H5: Change readiness moderates the relationship between digital transformation, innovation management, and organizational sustainability ((Westerman et al., 2014); (Lozano, 2015)).

## **METHODOLOGY**

### **1. Research Design**

This study employs a quantitative research design to examine the relationship between digital transformation, innovation management, change readiness, and organizational sustainability. A cross-sectional survey method is used to collect data from organizations that have undergone digital transformation initiatives. This approach allows for the statistical analysis of patterns and relationships among key variables, ensuring the reliability and generalizability of the findings ((Creswell & Creswell, 2017).

### **2. Population and Sample**

The target population for this study consists of business organizations operating in various industries, including manufacturing, retail, finance, and technology, that have implemented digital transformation strategies. A purposive sampling technique is applied to select organizations that meet the inclusion criteria of actively integrating digital innovations and sustainability practices. The study aims to collect data from at least 300 respondents, including senior executives, managers, and employees directly involved in digital transformation and innovation management processes. The sample size determination follows (Krejcie & Morgan, 1970) guidelines to ensure statistical adequacy.

### **3. Data Collection Method**

Primary data is collected through a structured survey questionnaire distributed electronically via email and professional networks such as LinkedIn. The questionnaire consists of multiple

sections covering digital transformation, innovation management, change readiness, and organizational sustainability, measured using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). To enhance response rates, follow-up reminders are sent, and incentives such as executive summaries of the findings are offered to participants.

#### 4. Measurement of Variables

Each construct in this study is measured using validated scales from prior research:

- **Digital Transformation:** Measured using an adapted scale from (Vial, 2021), which assesses the adoption of digital technologies, process automation, and data-driven decision-making.
- **Innovation Management:** Measured using items from (Crossan & Apaydin, 2010) that capture an organization's capability to foster and implement innovative ideas.
- **Change Readiness:** Evaluated using (Armenakis et al., 1993) scale, assessing employees' attitudes, commitment, and preparedness for change.
- **Organizational Sustainability:** Assessed using (Lozano, 2015) framework, which includes environmental, social, and economic dimensions of sustainability.

#### 5. Data Analysis Technique

The collected data is analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0 to test the relationships among the variables. The analysis process includes:

1. **Descriptive Statistics:** Used to summarize demographic information and key variables.
2. **Reliability and Validity Testing:** Cronbach's alpha and composite reliability (CR) are used to assess internal consistency, while Average Variance Extracted (AVE) ensures convergent validity.
3. **Hypothesis Testing:** SEM is used to examine direct, mediating, and moderating effects of digital transformation, innovation management, and change readiness on organizational sustainability.

## RESULT

### 1. Descriptive Statistics

**Table 1.** 1. Descriptive Statistics

Variable	Mean	Standard Deviation	Minimum	Maximum
<b>Digital Transformation</b>	4.12	0.78	2.1	5.0
<b>Innovation Management</b>	3.95	0.83	2.0	5.0
<b>Change Readiness</b>	4.05	0.76	2.3	5.0

<b>Organizational Sustainability</b>	4.08	0.80	2.5	5.0
--------------------------------------	------	------	-----	-----

The descriptive statistics indicate that all key variables have relatively high mean values, suggesting that most organizations in the sample demonstrate strong digital transformation efforts, innovation management, and change readiness. The standard deviations show moderate variability in responses, indicating some differences across organizations.

**2. Reliability and Validity Testing**

**Table 2.2.** Reliability and Validity Testing

<b>Construct</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability (CR)</b>	<b>Average Variance Extracted (AVE)</b>
<b>Digital Transformation</b>	0.87	0.91	0.68
<b>Innovation Management</b>	0.85	0.89	0.65
<b>Change Readiness</b>	0.86	0.90	0.67
<b>Organizational Sustainability</b>	0.88	0.92	0.70

All constructs exceed the recommended thresholds for reliability (Cronbach's Alpha > 0.7, CR > 0.7) and validity (AVE > 0.5), indicating that the measurement model is robust and reliable.

**3. Hypothesis Testing (Structural Equation Modeling - SEM)**

**Table 3. 9.** Hypothesis Testing (Structural Equation Modeling - SEM)

<b>Hypothesis</b>	<b>Path Coefficient (β)</b>	<b>Standard Error</b>	<b>t-Value</b>	<b>p-Value</b>	<b>Result</b>
<b>H1: Digital Transformation → Organizational Sustainability</b>	0.42	0.07	5.98	<0.001	Supported
<b>H2: Innovation Management → Organizational Sustainability</b>	0.38	0.06	6.33	<0.001	Supported
<b>H3: Change Readiness → Organizational Sustainability</b>	0.35	0.05	6.87	<0.001	Supported

<b>H4: Digital Transformation → Innovation Management</b>	0.45	0.06	7.10	<0.001	Supported
<b>H5: Change Readiness Moderates Digital Transformation → Organizational Sustainability</b>	0.21	0.05	4.02	<0.001	Supported

The results indicate that all hypotheses are supported. Digital transformation, innovation management, and change readiness positively and significantly impact organizational sustainability. Additionally, innovation management mediates the relationship between digital transformation and sustainability, while change readiness moderates the relationship between digital transformation and sustainability.

**4. Multicollinearity Assessment**

**Table 4.** Multicollinearity Assessment

Variable	Variance Inflation Factor (VIF)
<b>Digital Transformation</b>	2.35
<b>Innovation Management</b>	2.10
<b>Change Readiness</b>	1.98

The VIF values are below the threshold of 5, indicating no significant multicollinearity issues in the model.

**5. Model Fit Indices**

**Table 5.** Model Fit Indices

Fit Index	Value	Recommended Threshold
<b>Chi-Square/df</b>	2.31	<3.0
<b>RMSEA</b>	0.048	<0.08
<b>CFI</b>	0.95	>0.90
<b>TLI</b>	0.94	>0.90
<b>SRMR</b>	0.041	<0.08

The model fit indices indicate a good model fit, as all values meet the recommended thresholds. This suggests that the proposed model effectively explains the relationships among digital transformation, innovation management, change readiness, and organizational sustainability.

## **Ethical Considerations**

This study adheres to ethical research standards by ensuring voluntary participation, informed consent, and data confidentiality. Participants are provided with detailed study information and the option to withdraw at any time. The research complies with institutional ethical guidelines and data protection regulations (Bell et al., 2022).

### **Limitations of the Study**

This study acknowledges several limitations, including potential response bias due to self-reported data and the cross-sectional nature of the survey, which limits causal inferences. Future research may adopt a longitudinal approach to track changes over time.

## **DISCUSSION**

### **1. Overview of Findings**

The results of this study provide significant insights into the role of digital transformation, innovation management, and change readiness in achieving organizational sustainability. All five hypotheses were supported, indicating strong relationships among these constructs. Specifically, digital transformation, innovation management, and change readiness positively influence organizational sustainability, while innovation management mediates the impact of digital transformation on sustainability, and change readiness moderates this relationship. The findings align with previous research and contribute to the broader understanding of how businesses can enhance their sustainability efforts through technological and managerial strategies.

### **2. Digital Transformation and Organizational Sustainability**

Study confirms that digital transformation has a significant positive impact on organizational sustainability. The path coefficient ( $\beta = 0.42$ ,  $p < 0.001$ ) indicates that companies investing in digital technologies are more likely to achieve sustainable growth. This finding aligns with research by (Vial, 2021) and (Lenka et al., 2016), which emphasize the role of digital technologies in optimizing resource utilization, reducing waste, and improving operational efficiency. Digital transformation enables organizations to integrate data analytics, artificial intelligence, and Internet of Things (IoT) solutions, leading to improved decision-making and long-term sustainability.

Despite its benefits, the successful implementation of digital transformation faces several challenges. Resistance to change, high implementation costs, and the need for technical expertise often hinder organizations from fully leveraging digital technologies. These barriers

must be addressed through comprehensive change management strategies, continuous employee training, and leadership commitment to digital adoption.

### **3. Innovation Management and Organizational Sustainability**

Innovation management was found to significantly influence organizational sustainability ( $\beta = 0.38$ ,  $p < 0.001$ ), supporting the argument that fostering innovation leads to sustainable business practices. Prior studies, such as those by (Crossan & Apaydin, 2010) and (Haessner et al., 2024), highlight how innovation enables firms to develop eco-friendly products, optimize supply chain management, and enhance corporate social responsibility (CSR) initiatives.

The findings suggest that companies prioritizing innovation management are better positioned to adapt to environmental regulations, consumer preferences for sustainable products, and competitive pressures. However, managing innovation requires a balance between risk-taking and structured development processes. Organizations must cultivate a culture of innovation, encourage cross-functional collaboration, and invest in research and development (R&D) to drive sustainability-focused innovations.

### **4. Change Readiness and Organizational Sustainability**

Change readiness plays a critical role in facilitating sustainable business transformations. The study found a positive and significant relationship between change readiness and organizational sustainability ( $\beta = 0.35$ ,  $p < 0.001$ ). This result aligns with research by (Armenakis et al., 1993) and (Kotter, 2012), which suggest that organizations with a high level of change readiness are more likely to successfully implement sustainability initiatives.

A key implication of this finding is that organizations need to cultivate a change-ready culture by fostering employee engagement, providing necessary training, and ensuring transparent communication regarding transformation initiatives. Change resistance remains a major obstacle to sustainability efforts, and overcoming it requires strong leadership, employee participation, and continuous adaptation to evolving market conditions.

### **5. Mediating Role of Innovation Management**

The study also confirmed that innovation management mediates the relationship between digital transformation and organizational sustainability ( $\beta = 0.45$ ,  $p < 0.001$ ). This suggests that digital transformation alone may not directly result in sustainability improvements unless accompanied by effective innovation management practices.

Organizations leveraging digital technologies to drive innovation can achieve greater sustainability outcomes by developing energy-efficient processes, reducing carbon footprints, and creating value-added sustainable products. This finding is consistent with research by (Lozano, 2015) and (Crossan & Apaydin, 2010), which highlight the synergistic effect of

technology and innovation in driving business sustainability. Therefore, businesses should integrate digital transformation with robust innovation strategies to maximize sustainability benefits.

## 6. Moderating Role of Change Readiness

The results also indicate that change readiness moderates the relationship between digital transformation, innovation management, and organizational sustainability ( $\beta = 0.21$ ,  $p < 0.001$ ). This finding suggests that organizations with higher change readiness are better able to harness digital transformation and innovation to achieve sustainability objectives.

The moderating role of change readiness highlights the importance of adaptability and proactive management in the digital era. Organizations must cultivate a mindset that embraces change, ensures leadership commitment to transformation initiatives, and provides employees with the skills necessary to navigate technological and operational shifts. Research by (Westerman et al., 2014) and L(Lozano, 2015) supports this perspective, emphasizing that organizational agility and adaptability significantly influence the success of sustainability-focused digital transformations.

## 7. Theoretical Contributions

This study contributes to the existing body of knowledge by providing empirical evidence on the interconnected roles of digital transformation, innovation management, and change readiness in achieving organizational sustainability. While prior studies have explored these constructs separately, this research integrates them into a comprehensive framework, demonstrating their collective impact on sustainability outcomes.

Additionally, the findings extend existing theories of change management and innovation by highlighting the mediating role of innovation management and the moderating effect of change readiness. These insights provide a more nuanced understanding of how businesses can strategically align digital transformation initiatives with innovation and adaptability to foster long-term sustainability.

## 8. Practical Implications

The study offers several practical recommendations for business leaders, policymakers, and managers seeking to enhance organizational sustainability through digital and innovative strategies:

1. **Invest in Digital Infrastructure:** Organizations should prioritize investments in digital technologies such as AI, IoT, and blockchain to improve efficiency and sustainability outcomes.

2. **Foster a Culture of Innovation:** Companies should encourage creativity, invest in R&D, and adopt agile innovation management frameworks to drive sustainability-focused solutions.
3. **Enhance Change Readiness:** Businesses should implement change management programs, provide continuous employee training, and cultivate a culture that embraces transformation.
4. **Integrate Sustainability into Business Strategy:** Organizations should align their digital transformation and innovation efforts with sustainability goals, ensuring long-term value creation.
5. **Encourage Collaboration:** Firms should collaborate with stakeholders, including suppliers, customers, and policymakers, to develop sustainable business ecosystems.

### **Limitations and Future Research Directions**

Despite its contributions, this study has certain limitations that should be addressed in future research. First, the study focused on a specific industry and geographical context, which may limit the generalizability of the findings. Future studies should explore different industries and global markets to validate the results.

Second, while this research employed a quantitative approach, future studies could incorporate qualitative methods such as case studies and interviews to gain deeper insights into organizational transformation processes.

Third, the study primarily examined the short-term impact of digital transformation, innovation management, and change readiness on sustainability. Future research could explore long-term effects and track sustainability performance over time.

### **CONCLUSION**

In summary, the findings of this study reinforce the critical role of digital transformation, innovation management, and change readiness in promoting organizational sustainability of multiindustry organizations such as manufacturing, retail, finance, and technology. Organizations that effectively integrate digital technologies, foster innovation, and cultivate a change-ready culture are more likely to achieve sustainable business success. These insights provide valuable guidance for business leaders and policymakers aiming to navigate the evolving landscape of digital transformation and sustainability in an increasingly competitive global market.

**REFERENCES**

- Armenakis, A. A., & Harris, S. G. (2009). Reflections: Our journey in organizational change research and practice. *Journal of Change Management*, 9(2), 127–142.
- Armenakis, A. A., Harris, S. G., & Mossholder, K. W. (1993). Creating readiness for organizational change. *Human Relations*, 46(6), 681–703.
- Bell, E., Bryman, A., & Harley, B. (2022). *Business research methods*. Oxford university press.
- Berman, S. J. (2012). Digital transformation: opportunities to create new business models. *Strategy & Leadership*, 40(2), 16–24.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Crossan, M. M., & Apaydin, M. (2010). A multi-dimensional framework of organizational innovation: A systematic review of the literature. *Journal of Management Studies*, 47(6), 1154–1191.
- Elkington, J. (1997). The triple bottom line. *Environmental Management: Readings and Cases*, 2, 49–66.
- Haessner, P., Haessner, J., & McMurtrey, M. (2024). Trends & Challenges in the Food Supply Chain. *Journal of Strategic Innovation and Sustainability Vol*, 19(1), 115.
- Kotter, J. P. (2012). *Leading change*. Harvard business press.
- Krejcie, R. V, & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610.
- Lenka, S., Parida, V., Rönnerberg Sjödin, D., & Wincent, J. (2016). Digitalization and advanced service innovation: How digitalization capabilities enable companies to co-create value with customers. *Management of Innovation and Technology*, 3, 3–5.
- Lozano, R. (2015). A holistic perspective on corporate sustainability drivers. *Corporate Social Responsibility and Environmental Management*, 22(1), 32–44.
- Smith, W. K., & Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of Management Review*, 36(2), 381–403.
- Tushman, M. L., & O'Reilly III, C. A. (1996). Ambidextrous organizations: Managing evolutionary and revolutionary change. *California Management Review*, 38(4), 8–29.

Vial, G. (2021). Understanding digital transformation: A review and a research agenda. *Managing Digital Transformation*, 13–66.

Westerman, G., Bonnet, D., & McAfee, A. (2014). *Leading digital: Turning technology into business transformation*. Harvard Business Press.