

## Digital Transformation as a Competitive Advantage an empirical study at PT. Bank Negara Indonesia (Persero), Tbk. Region 05

Mahmudah Kartika Laila<sup>1</sup>, Amie Kusumawardhani<sup>2</sup>

<sup>1,2</sup>Faculty of Economics and Business, Universitas Diponegoro, Indonesia  
[mahmudahkartikalaila@gmail.com](mailto:mahmudahkartikalaila@gmail.com)

### Abstract

*This study aims to find out and analyze the factors of digital transformation in creating competitive advantages, which are carried out empirically at PT. Bank Negara Indonesia (Persero), Tbk Region 05. This research conducts three primary identifications: how companies create digital transformation to be successful, the challenges faced, and the factors of digital transformation that can create a competitive advantage. The data analysis technique used in this study is qualitative research. The digital transformation strategy to be successful is to create digital products that can accommodate the needs of customers, provide convenience in carrying out business activities so that customers are increasingly involved with BNI, able to meet customer expectations or needs, and products that are created by the needs, desires, and abilities of users. The challenges faced include communication networks, especially in remote areas or areas limited by internet signals. Limitations of gadgets that can be supported for mobile banking, limited network coverage at outlets, and limitations of the knowledge of mobile banking users. The digital transformation factors include innovation and application of new ideas or technology to BNI by having a forum for channeling ideas, and creativity, the BNI Business Innovation Award (Binnova). The second factor is the quality of service, PT. BNI continues to improve service quality by providing the best facilities, products, and services that can make it easier for customers to transact. The third factor is the need for organizational learning. BNI personnel intended to be able to measure the soft and hard competencies of each BNI person.*

### Keywords

digital transformation;  
innovation; quality of service;  
organizational learning



## I. Introduction

The rapid development of digital technology has a significant influence on people's lives. Phenomena arise from the development of digital technology, such as the *Internet of Things* (IoT), *big data*, artificial intelligence, and cloud computing. This has become a challenge for all industrial sectors, has made many business models obsolete, and has encouraged companies to adapt in the form of transformation through digital technology to survive and achieve a competitive advantage in the economy. The banking industry is also one of the sectors affected by digital. There is a shift in customer needs to *digital* methods because conventional methods are considered less efficient in terms of time and cost. This has caused many banking industries to launch digital banking aggressively. The technology development offers various channels, from *telephone* and internet *banking* to *mobile banking*.

Digital *banking* allows customers to carry out activities or activities related to financial and non-financial interactively without having to meet face to face. Through these services, companies can improve customer experience and engagement, reduce operating costs and create new business models by reaching customers or consumers on a more extensive and intensive scale. Innovation is essential for sustainable development and a competitive advantage for companies in today's global context and market competition. The increasing market dynamism has increased interest in innovation, its processes, and management while considering the corporate context. Innovation is also defined as a change or application of ideas or concepts based on the power of creativity to produce a series of processes and products that have *added value*. More optimal companies innovate to respond to changing demands and consumer lifestyles and take advantage of the opportunities offered by technology and changing markets. There are two types of innovation, namely technological (products/services and processes) and non-technology (organization and marketing), influenced by aspects related to the characteristics of the Company, the business environment, market dynamics, and the level of development of the country as well as the characteristics identified in the sector in which it is located. Operating companies (Oliva et al., 2019). According to Udriyah et al. (2019), in order to gain a competitive advantage, an organization needs to involve innovation. Innovation is the main factor in realizing and maintaining a competitive advantage so that, in the end, it will also support business performance.

The banking industry has carried out massive cost elimination in the past few years. However, it takes polarization of ideas, new business innovations, more innovative products and services, and a focus on customer loyalty to achieve long-term success (Kurniawan et al., 2021). With the intense competition in the banking industry, companies need to improve service quality so that they can struggle to gain a larger market share. Good service quality will provide an overview of how the Company can provide satisfaction to consumers, which is implemented to meet consumer needs according to existing regulations. If service quality is managed optimally, it will significantly contribute to customer satisfaction, ultimately impacting the Company's competitive advantage (Hariana, 2020). According to Hidayatullah et al. (2019) that good service quality is to provide more value than what is expected by customers to make customers feel comfortable and satisfied.

In determining the policies taken, the Company must have passed the research stage to have complete and comprehensive information and knowledge as the basis for making decisions. Therefore, knowledge of a company is an essential factor in determining competence and business boundaries. To prevent duplication by competitors, most companies acquire new knowledge from units outside the organization or learn new knowledge introduced from units outside the organization and then integrate this new knowledge with existing knowledge to develop existing knowledge (Liu, 2017). Through acquiring new knowledge and renewal of existing knowledge, organizations can have better learning and innovation performance, thereby developing competitive advantages which will impact the Company's business performance.

The increasing number of banks in Indonesia has made this industry one of the industries with very tight competition. This must be addressed with the spirit to move forward and grow by building better performance to survive through high levels of competition. This change in the business ecosystem also demands PT. Bank Negara Indonesia (Persero), Tbk, which is also included in the ranks of large banks under State-Owned Enterprises (BUMN).

Innovation allows companies to be flexible and adaptive to different environments. Innovation in service companies is empirically associated with competitiveness and is considered a necessary strategic tool for companies that wish to remain competitive and relevant (Anning-Dorson, 2018). Innovation is essential for sustainable development and a competitive advantage for organizations in today's globalization and markets (Oliva et al., 2019). The Company is considered to depend on the Company's ability to gain a competitive advantage through innovation that requires flexibility, adaptability, and responsiveness (Anning-Dorson, 2018). The concept of innovation began to attract attention when Schumpeter (1934) proposed two different concepts (innovation and invention) and emphasized the importance of innovation in the marketing economy (Xie et al., 2007). Marketing is a process of planning and execution, starting from the conception stage, pricing, promotion, to the distribution of goods, ideas and services, to make exchanges that satisfy the individual and his institutions (Dianto in Asmuni *et al*, 2020). In organizations, there are two categories of innovation which include technical innovation (products and processes) and administrative innovation (systems, policies, plans, and services), Xie et al, (2007). Innovation is inherently changing focus and comes from a superior combination of resources, resulting in a competitive advantage. Companies can provide innovation by offering the main benefits of their products or services, embedding something new in existing products or services, and offering entirely new services for the Company, customers, and the market (Anning-Dorson, 2018).

A digital transformation is a comprehensive form of the organization's ability to utilize digital technology to support the efficiency and effectiveness of internal operational processes and external offerings (Vial, 2019). Digital transformation can accelerate innovation beyond organizational boundaries into external innovation networks (Westergren et al., 2019). The acceleration of digital power has raised several issues related to effectiveness and efficiency in executing work and faster decision-making with lower risk. The correlation between digitalization and business practices is crucial for understanding the evolution of banking strategies and the profile of current and future customers. With the advent of new technology, customer expectations of the banking system have changed. Customers can feel more *new banking experiences* with security, convenience, and speed in conducting banking transactions. Companies must be able to consider these new conditions in order to maintain or improve their efficiency in a more competitive environment. This is because customers can be more demanding of the role of banks in more sophisticated transactions (Paulet & Mavoori, 2019).

The service sector, especially banking, makes service quality one of the strengths that support a company's success. The emergence of new companies makes competition increasingly tight, so companies are required to provide optimal and quality services. On the other hand, customers increasingly have many preferences in choosing or determining products and services according to customer needs and desires. Quality Service can affect customer experience because of the perceived comfort and satisfaction. Otherwise, customers will feel dissatisfied if the service is unreliable and the a slow response. Service quality can be improved with service personnel trained to listen, understand, and solve customer problems. It can lead to experience-related satisfaction in customer interactions with service personnel, ultimately impacting repeated customer use (Sharma & Sharma, 2019).

*Learning* is an act of seeking knowledge or skills and is considered continuous testing of experience and its transformation into knowledge to identify and solve organizational problems (Chahal & Bakshi, 2015). According to Hindasah & Nuryakin (2020), organizational learning is an organizational process starting from creating,

transferring, and integrating knowledge and skills and learning in the business interaction process. Organizational learning is an exchange of trust that relies on shareholder cognition about needs and expectations and can influence the interaction of both parties (Li in Jian & Zhou, 2015). Zafar (2015) states that organizational learning can help organizations achieve future success.

The ability to utilize company resources to achieve desired goals by creating more customer value (Correia et al., 2020). According to Chahal & Bakshi (2015), competitive advantage results from scarce, valuable, and unique human resources, customer relationships, and systems that provide a sustainable competitive position for the organization. The Company gains an advantage in the market by creating a problematic strategy for competitors to imitate. The concept of competitive advantage is when customers get a significant difference in the product's main attributes compared to competitors (Adi Sismanto, 2006). Companies need experience-based adaptation in a highly dynamic environment to create a competitive advantage. When the complex market environment changes rapidly, companies must be able to create competitive advantages that are relevant to market needs. In addition, resource efficiency can also achieve a competitive advantage because the Company has more significant perceived benefits for the exact cost (differentiation) or the same perceived benefits for lower costs (Kalaitzi et al., 2019).

## II. Research Method

This research was carried out at PT. Bank Negara Indonesia (Persero), Tbk Regional Office 05. In this study, the population used was *management*. In this study, the sample consisted of *management* in business and operations. Uses *the purposive sampling technique*. *Purposive sampling* is a method taken by researchers who come from information providers based on the quality of the informants. This non-random technique does not require a theory or collection on which to base the number of informants.

Techniques collection is the most tactical method in research. This is because getting data is the primary goal by utilizing the interview process results, review, and documentation study to combine the data in this research.

1. Interview is a series of discussions by the researcher and the research party (respondent) to achieve specific goals.
2. Observation is a way of collecting primary data where researchers carry out observations and understand themselves without outside influence (Robert Yin, 2011).
3. Documentation studies are data collection in qualitative studies, including collecting and examining research documents (Robert Yin, 2011).

Data Analysis Techniques, categorization techniques, internal explanations, arranging in a pattern, selecting data between essential data and data to be taken to make light conclusions to be understood by yourself or others.

The analysis in this study is tracking and systematically arranging field notes on information obtained from interviews. The analysis process includes tracking, organizing, solving, searching for patterns, and determining which parts will be reported according to the research focus. Analysis of informants is carried out continuously, continuously, and repeatedly.

Data analysis is carried out during and after the data is collected. Simultaneously with data collection, analysis (interpretation) was carried out to sharpen the focus of observation and deepen problems relevant to the subject matter studied. Data analysis was

conducted during the data collection process to collect data from interviews to seek the truth of information and direct ongoing analysis. During the data collection process, drafting concepts, categories and hypotheses are also carried out, which is always finalized by field data. The concepts and categories supported by the data are the qualitative research findings.

### III. Results and Discussion

#### Analysis of the Success Indicators of Digital Transformation

The question in this context is about the scope of digital transformation at BNI, which aims to discover a successful digital transformation. Furthermore, for each question, the following categories, patterns, and concepts are obtained:

**Table 1.** Categories, Patterns, and Concepts regarding the Success Indicators of Digital Transformation

Category	Pattern	Concepts
Implementation of Digital Transformation at BNI	Digital transformation has been implemented at BNI in all aspects, both core and operational activities to its peripherals.	The application of digital transformation provides convenience for customers from conventional to digital in conducting financial transactions.
The digital transformation that can be said to be successful	Aspects that can be used as a reference for digital transactions are said to be successful	The provision of digital-based products and services can meet customer needs, desires, and abilities, giving rise to different conveniences and experiences to create a bond with BNI.
Implementation of digital transformation, namely <i>Mobile Banking</i> at BNI	The development of digital transformation in <i>mobile banking</i> can attract customers to use BNI digital products.	System and feature updates continue to be carried out to adjust customer needs.

Source: primary data processed (2021)

Based on table 1 above, information is obtained that:

- a. The implementation of digital transformation at BNI has been carried out in all lines of banking activities, both business activities and operations, to enablers where the implementation makes it easy for customers to carry out banking activities from previously still using an analog (conventional) turned into a digital system.
- b. A digital transformation can be successful if it fulfills several aspects. The products and services provided can accommodate customers' needs, desires, and abilities, provide ease of use and provide a different experience to create a bond or engagement with BNI.
- c. The implementation of digital transformation, especially in mobile banking, is by updating the system (version) and updating features on mobile banking. The latest features in mobile banking are (1) DiKado, (2) Mobile Cash, and (3) QRIS. This is done so mobile banking can continue attracting customers' interest in using it.

### 3.1 Challenges Faced in Digital Transformation

In connection with this, the following categories, patterns, and concepts were obtained:

**Table 2.** Categories, Patterns, and Concepts regarding Challenges in Digital Transformation

Category	Pattern	Concepts
Challenges in carrying out digital transformation	There were several challenges faced in digital transformation	The challenges are divided into 2 (two) aspects, namely (1) networks or signals that are not yet available in remote areas or BNI work outlets are not yet covered by the network and (2) from the customer side regarding limited facilities (gadgets) and <i>knowledge</i> customer

Source: primary data processed (2021)

Based on table 2 above, information is obtained that the challenges faced in carrying out digital transformation are divided into 2 (two) namely:

- a. Network limitations, signals both in *remote* and at BNI work area outlets.
- b. From the customer side, namely:
  1. Limited facilities (*gadgets*) from customers considering that
  2. Not all account holder customers also have facilities (*gadgets*) that can support *mobile banking*, especially customers who receive Social Assistance (Banos).
  3. I have limited knowledge and understanding of *mobile banking*.

### 3.2 BNI Digital Transformation Innovation

In connection with this, the following categories, patterns, and concepts were obtained:

**Table 3.** Categories, Patterns, and Concepts for Support and Implementation of Idea Development at BNI

Category	Pattern	Concepts
Support for implementing new ideas at BNI	Very Supportive	BNI's strategy is to continue developing digital innovation to improve business and operational processes.
Implementation of innovation development at BNI BNI	support innovation and Company development	The existence of (1) BNI Business Innovation Award (Binnova), (2) Corporate Customer Discussion Forum (Company) with BNI

Source: primary data processed (2021)

Based on table 3 above obtained information that:

- a. *Management* strongly supports the implementation of new ideas or technologies carried out by BNI in line with BNI's strategy to continue to develop digital innovations to improve business and operational processes.
- b. BNI management support in the context of developing innovation through 2 (two) ways, namely (1) BNI *Business Innovation Award* (Binnova) event where BNI personnel can express creative ideas related to effectiveness and efficiency of business processes and or unit operations. (2) BNI conducts a discussion forum with corporate customers (the Company) to establish synergy and cooperation that can develop both parties.

### 3.3 Service Quality in BNI Digital Transformation

In this regard, the following categories, patterns, and concepts were obtained:

**Table 4.** Categories, Patterns, and Concepts of BNI Service Quality

<b>Category</b>	<b>Patterns</b>	<b>Concept</b>
Characteristics of BNI customers	Requires speed and convenience in conducting transactions	Corporate and individual customers have used digital products and services, customers with high mobility need speed and convenience in the transaction process and have high expectations to get products and services that match their characteristics.
Overview of BNI officers' services for digital transformation	Service officers according to service quality BNI	Additional aspects such as agility, speed of service, <i>empathy</i> , and sharpness of understanding related to providing solutions that meet customer expectations.
Maintain and improve relationships with customers	Approach with customers	(1) Giving gifts, (2) Gathering, (3) Making calls and visits to customers
<i>Service Level of Agreement (SLA) complaint handling BNI Mobile banking</i>	<i>services Complaint handling</i> that is fast and precise	It can be resolved on the same day as the Complaint. Using mobile <i>banking</i> , there has been a solution for each Complaint related to the <i>device</i> .

Source: processed primary data (2021)

Based on table 4 above, information is obtained that:

- a. In banking, service is the key to establishing and improving the partnership between banks and customers. For BNI, the quality of service to customers is essential to the Company's sustainability. Therefore BNI continues to improve service quality by providing the best facilities, products, and services that make it easier for customers to transact.
- b. BNI has a frontline consisting of customer service and tellers rules service quality. Besides that, officers must also have agility, speed in serving customers, empathy, and sharpness of knowledge or understanding to provide solutions. Best and appropriate for customer needs.
- c. The method used to maintain and improve relationships with BNI customers is by providing attractive promos and gifts that customers can use, gathering with community customers, and making calls/visits to selected customers.
- d. Service Level Agreement (SLA) when there is a complaint related to mobile banking, on average, it can be resolved in 1 (one) day or the same day, considering that problems can be resolved with the mobile banking itself.

### 3.4 Organizational Learning at BNI

**Table 5.** Categories, Patterns, and Concepts of Organizational Learning at BNI

Category	Pattern	Concepts
Vision and Mission BNI	Vision and Mission BNI are clear	Having a clear vision and mission assists management in determining corporate.
Forms of organizational learning	Training and competency development for each BNI employee	(1) Training initiated by the unit/Head Office related to improving capability and performance. (2) A talent classification allows sharing and learning between units.
Commitment to learning in creating a competitive advantage	Offline and online learning media that every BNI employee can access	(1) BNI provides training and competency development facilities for BNI personnel by inviting experts, sharing and learning forums, and (2) BNI <i>Corporate University</i> every day by raising the latest issue that every BNI employee can access
Number of training received	Minimum one time in 1 week	

Source: primary data processed (2021)

Based on table 5 above, information is obtained that:

- a. BNI has a clear vision and mission to assist management in determining the right strategic direction.
- b. The form of organizational learning provided at BNI to BNI personnel is intended to improve the soft and hard competencies of each BNI employee and the presence of BNI Corporate University every day that every BNI employee can access.
- c. Commitment to learning to create competitive advantage manifests in training and competency development facilities and discussion forums with expertise in each field.

### 3.5 Digital Transformation to Increase Competitive Advantage

**Table 6.** Categories, Patterns, and Concepts of Digital Transformation to Increase Competitive Advantage

Category	Pattern	Concept
BNI's commitment to creating a competitive advantage	Adapting through digital transformation on the, <i>mobile banking</i>	Utilizing company resources in creating innovations in applications <i>mobile banking</i> so that the features needed by customers can be accommodated.
advantages of <i>mobile banking</i> compared to competitors	Assessed superior to competitors	BNI's mobile banking features are considered easier to use, faster, safer and full-featured

Source: processed primary data (2021)

Based on table 6 above, information is obtained that BNI believes *its mobile banking* can meet customer needs BNI because the features in *mobile banking* are considered more complete, starting from the types of transfer transactions, *e-wallet*, payments, purchases, investments, *life goals*, *digital loans*, *my credit cards*, accounts, *mobile cash*, DiKado,



complete menus so that they can answer every need customer. Furthermore, BNI also believes that digital products in the form of *mobile banking* have advantages compared to competitors, among others, in *mobile banking* that are more complete, easy to use, and easier to use, considering that BNI uses a 1 (one) *Customer Information File* (CIF) mechanism for various customer accounts. In addition, it is safer considering that users must log in (enter *user id* and *password*) before making a transaction. Therefore, there is double security in the form of a *password* when *logging* in and making financial transactions.

#### IV. Conclusion

The strategy of PT. Bank Negara Indonesia (Persero), Tbk (BNI), which is a state-owned company (BUMN) so that digital transformation becomes successful is to create digital products that can accommodate the needs of customers, both corporate and individual, provide convenience in conducting activities or transactions so that customers are more *engaged* with BNI. When products and services are developed and offered, they can meet customer expectations or needs to provide a different experience than competing banks. The digital products offered have been used continuously by customers. In other words, BNI's products are created by the users' or customers' needs, desires, and abilities.

The challenges companies face in digital transformation are communication networks, especially in *remote* areas or areas where internet signals are limited, considering that *mobile banking* will be disrupted without a stable network. The network is not yet supported for remote areas, so it impacts the accessibility of *mobile banking*. The limitations of gadgets are that not all customers have accounts, their gadgets *support* *mobile banking*, limited network coverage at BNI Regional 05 outlets or work areas, and limited *knowledge* of *mobile banking*.

The digital transformation factors in creating competitive advantage include three aspects: first, innovation, the application of new ideas or technologies at BNI, namely by having a forum to channel ideas, creativity, and innovation from every BNI person, namely the BNI *Business Innovation Award* (Binnova) event. Binnova is the highest event for continually screening ideas and business innovations from BNI employees to develop innovations and creative ideas in daily work routines.

The second digital transformation factor in creating a competitive advantage is service quality. For BNI, the quality of service to customers is an essential thing in the Company's sustainability. Therefore PT. BNI continues to improve service quality by providing the best facilities, products, and services that can make it easier for customers to transact. PT. BNI continues to take practical steps to improve the quality of service to customers by way of collaboration between corporate customers; the goal is to help simplify business processes and improve the business run by corporate customers by cooperating with BNI. In addition, BNI's customers also have many preferences in using bank products and services. In the services provided by banks, the most important things customers need are speed, convenience, and security in the transaction process, both conventional and digital transactions.

The third factor is the need for organizational learning given at BNI to BNI personnel, which is intended to measure each BNI employee's soft and complex competencies. Several forms of organizational learning at BNI are:

- a. The training was initiated by the unit or Head Office by inviting expertise in each field with the aim of increasing the capability and performance of each BNI employee.
- b. The formation of four talent classification quadrants for each selected individual (based on performance) where the highest talent will be given a platform to be able to share and learn with other employees.
- c. The space is given to be able to measure the soft competencies and hard competencies of each BNI employee which will later be facilitated with training according to the development area of each BNI employee.

In the organizational learning process there is a clear commitment to learning in order to create a competitive advantage for the company. Some of these commitments are proven in the form of:

1. With the existence of a discussion forum by inviting expertise in accordance with the latest issues that are broadcast live via BNI Corporate University TV streaming which can be accessed by all BNI personnel.
2. Learning and filling out mandatory modules such as Code of Conduct, Good Corporate Governance BNI, and others

BNI believes mobile *banking* can meet customer needs and is superior to other banking competitors. This is because *mobile banking* has several different features from other competitors, such as:

- a) More user-friendly
- b) Fast transaction
- c) Safe
- d) Has complete features
- e) Customer confidentiality is maintained, considering BNI's mobile banking uses 1 CIF (*Customer Information File*) for various customer accounts, so customers only need one mobile banking to store multiple accounts.

This study is limited in scope due to the small number of interviews, although it can attest to its representativeness. A much larger number of interviews would help broaden the scope and possibly reveal more exciting findings, thereby broadening and validating the factors of the research findings. Further research is needed to achieve more generalizable results about the topics taken.

## References

- Adi Sismanto, S. (2006). *Analisis Pengaruh Orientasi Pembelajaran, Orientasi Pasar Dan Inovasi Terhadap Keunggulan Bersaing Untuk Meningkatkan Kinerja Pemasaran*.
- Anning-Dorson, T. (2018). Innovation and competitive advantage creation: The role of organisational leadership in service firms from emerging markets. *International Marketing Review*, 35(4), 580–600. <https://doi.org/10.1108/IMR-11-2015-0262>
- Asmuni, et al. (2020). Implementation of the principle of sale and purchase transactions through MLM in Brand Branch (BC) PT. Herba Penawar Alwahida Indonesia (HPAI) Tanjungbalai. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No. 4, Page: 3376-3385
- Chahal, H., & Bakshi, P. (2015). Examining intellectual capital and competitive advantage relationship: Role of innovation and organizational learning. *International Journal of Bank Marketing*, 33(3), 376–399. <https://doi.org/10.1108/IJBM-07-2013-0069>
- Correia, R. J., Dias, J. G., & Teixeira, M. S. (2020). Dynamic capabilities and competitive advantages as mediator variables between market orientation and business performance. *Journal of Strategy and Management*, 14(2), 187–206. <https://doi.org/10.1108/JSMA-12-2019-0223>
- Hariana, F. (2020). Pengaruh Kualitas Pelayanan dan Citra Perusahaan Terhadap Keunggulan Bersaing J&T Express di Kecamatan Taman Sidoarjo. *IQTISHADEquity*, 2(2), 93–94.
- Hidayatullah, S., Patalo, R. G., Firdianjah, A., Waris, A., Malang, U., & Malang, P. (2019). Pengaruh sistem informasi pemasaran, kualitas pelayanan dan loyalitas terhadap keunggulan bersaing jatim park group. *Jurnal Teknologi Informasi*, September, 1652–1660. <https://jurnalfti.unmer.ac.id/index.php/senasif/article/view/226/186>
- Hindasah, L., & Nuryakin, N. (2020). The relationship between organizational capability, organizational learning and financial performance. *Journal of Asian Finance, Economics and Business*, 7(8), 625–633. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.625>
- Jian, Z. Q., & Zhou, Y. L. (2015). Corporate social capital, market orientation, organizational learning and service innovation performance: An empirical survey in the pearl river delta of China. *Journal of Industrial Engineering and Management*, 8(2), 303–321. <https://doi.org/10.3926/jiem.1318>
- Kalaitzi, D., Matopoulos, A., Bourlakis, M., & Tate, W. (2019). Supply chains under resource pressure: Strategies for improving resource efficiency and competitive advantage. *International Journal of Operations and Production Management*, 39(12), 1323–1354. <https://doi.org/10.1108/IJOPM-02-2019-0137>
- Kurniawan, A., Rahayu, A., & Wibowo, L. A. (2021). Pengaruh Transformasi Digital Terhadap Kinerja Bank Pembangunan Daerah Di Indonesia. *Jurnal Ilmu Keuangan Dan Perbankan (JIKA)*, 10(2), 158–181. <https://doi.org/10.34010/jika.v10i2.4426>
- Liu, C. H. (2017). Creating competitive advantage: Linking perspectives of organization learning, innovation behavior and intellectual capital. *International Journal of Hospitality Management*, 66, 13–23. <https://doi.org/10.1016/j.ijhm.2017.06.013>
- Oliva, F. L., Semensato, B. I., Prioste, D. B., Winandy, E. J. L., Bution, J. L., Couto, M. H. G., Bottacin, M. A., Mac Lennan, M. L. F., Teberga, P. M. F., Santos, R. F., Singh, S. K., da Silva, S. F., & Massaini, S. A. (2019). Innovation in the main Brazilian business sectors: characteristics, types and comparison of innovation. *Journal of*

- Knowledge Management*, 23(1), 135–175. <https://doi.org/10.1108/JKM-03-2018-0159>
- Paulet, E., & Mavoori, H. (2019). Conventional banks and Fintechs: how digitization has transformed both models. *Journal of Business Strategy*, 41(6), 19–29. <https://doi.org/10.1108/JBS-06-2019-0131>
- Sharma, S. K., & Sharma, M. (2019). Examining the role of trust and quality dimensions in the actual usage of mobile banking services: An empirical investigation. *International Journal of Information Management*, 44(September 2018), 65–75. <https://doi.org/10.1016/j.ijinfomgt.2018.09.013>
- Udriyah, Tham, J., & Ferdous Azam, S. M. (2019). The effects of market orientation and innovation on competitive advantage and business performance of textile smes. *Management Science Letters*, 9(9), 1419–1428. <https://doi.org/10.5267/j.msl.2019.5.009>
- Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *Journal of Strategic Information Systems*, 28(2), 118–144. <https://doi.org/10.1016/j.jsis.2019.01.003>
- Westergren, U. H., Holmström, J., & Mathiassen, L. (2019). Partnering to create IT-based value: A contextual ambidexterity approach. *Information and Organization*, 29(4), 100273. <https://doi.org/10.1016/j.infoandorg.2019.100273>
- Xie, H., Liu, C., & Chen, C. (2007). Relationships among market orientation, learning orientation, organizational innovation and organizational performance: An empirical study in the Pearl River Delta region of China. *Frontiers of Business Research in China*, 1(2), 222–253. <https://doi.org/10.1007/s11782-007-0014-z>
- Zafar, H. (2015). Mediating Impact of Innovation on Relationship between Market Orientation, Organizational Learning, Organizational Culture and Organizational Performance. *Kuala Lumpur International Business, Economics and Law*, 2(7).