

A STUDY ON THE FACTORS THAT AFFECT THE SUCCESS RATE OF DIGITAL TRANSFORMATION

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

ADHITHYAN S

REGISTER NO:42410211



**DEPARTMENT OF BUSINESS
ADMINISTRATIONSCHOOL OF MANAGEMENT
STUDIES**

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

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JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI- 600119**

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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **ADITHYANS 42410211** who carried out the Project Training “**A STUDY ON THE FACTORS THAT AFFECT THE SUCCESS RATE OF DIGITAL TRANSFORMATION**” under my supervision from October 2023 to December 2023.

Internal guide

External Guide

**Dr. BHUVANESWARI. G, MBA., Ph.D.
Dean – School of Management Studies**

Submitted for Viva voce Examination held on _____

Internal Examiner

External Examiner

DECLARATION

I ADITHYAN S (42410211) Hereby declare that the Project Report entitled "**A STUDY ON THE FACTORS THAT AFFECT THE SUCCESS RATE OF DIGITAL TRANSFORMATION**" done by me under the guidance of **Ms. SHAHINA BEGUM** Assistant Professor, School of Business Administration is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE: CHENNAI

ADITHYAN S

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ABSTRACT

The digital transformation is revolutionizing the manufacturing industry, and this study explores the pivotal factors influencing its success. By surveying employees in manufacturing units, this research uncovers essential insights into the challenges and opportunities associated with digital transformation. Demographic analysis reveals a diverse workforce, underscoring the need for customized training programs that cater to different age groups and experience levels. These programs empower employees to embrace digital technologies confidently.

Effective leadership support, strategic vision, and investments in technology are vital for mitigating resistance to change and facilitating a successful digital transformation. Additionally, data management, application quality, and well-composed teams play a pivotal role in enhancing decision-making, product and service quality, and operational efficiency. Belief in digital transformation's potential to attract new customers and increase profitability underscores its transformative power. To realize these outcomes, organizations must align digital strategies with financial goals.

In conclusion, this research offers practical recommendations for manufacturing units to navigate the complexities of digital transformation. By following these guidelines, organizations can foster a digital-ready culture, improve their digital capabilities, and seize the opportunities presented by emerging technologies to stay competitive in an ever-evolving landscape.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

In today's environment, the question is no longer whether established companies need to digitally transform, but how. More often than not, building digital capabilities is not the biggest hurdle to doing so – it's getting stakeholder buy-in and accountability and breaking down organizational siloes and process hurdles that are the real challenges. Success lies in the ability of teams to work together across organizations: within the business, with a transformation partner and within a wider partner ecosystem. Here are 10 concrete, consistent components behind every successful digital business transformation:

1. Set clear goals – it's not just about technology

Culture is extraordinarily critical – if you take the people out of transformation, the transformation is very easy. An organization is embodied by its people, who form the culture. It's easy to get lost in the weeds of capability choices, personal agendas, and crucially, the real responses of organizations and people who resist change. That's why an organization must be clear on what change it wants to achieve.

Clarity of direction when making decisions is the most powerful tool a client can provide to their teams. It enables them to look beyond the work right in front of them and understand how it connects to the transformation of the business. How do you start changing cultural behaviors? How do you get buy-in from people in the organization but also within the ecosystem? Nigel Vaz, CEO of Publicis Sapient, describes transformation as a journey, not a destination. Click below to hear what he thinks is the most important thing an organization can learn to enable itself to develop cultures that constantly succeed.

2. Align teams around a shared vision

One person cannot drive transformation alone. Whether it's the CEO or chairman of the board, it makes no difference. Aligning a core team is critical. At the end of the day, these are the leaders that the broader organization will look to for direction and guidance.

3. Have C-Level buy-in

Clear sponsorship and support can make a huge difference in getting the resources and attention the transformation program requires. When a business' senior leadership is invested in reshaping the company, it creates incredible momentum across broader teams. Especially in the early months of the transformation, it's critical that the first programs are successful. Senior-level support can drive the right accountability and visibility to sustain the energy around the transformation.

4. Be transparent with shared outcomes

Accountability and clarity on business outcomes is one of the most critical components of a successful transformation. Part of the reason transformations fail is because of a lack of accountability. Be clear on shared outcomes the company is focused on and on the shared behaviors that will yield those outcomes. Co-creation of vision and outcome can help the leadership team see their role and accountability within the transformation program. Leaders need to also embody the change they want to see. They are motivating their teams to do something new, something unknown. Role modelling the behaviors that will produce the outcomes creates a path for others to do the same.

5. Seize quick wins and communicate

Change is hard. Quick wins are an important way to signal progress. Initial communication is likely geared towards setting a big strategic picture, but teams will soon want to see operational progress and how their work is contributing to the overall transformation. People want to see where they fit into the change, but they also want to see how their leaders are reacting to it. It's not just about what to communicate, but how. Authenticity is everything.

6. Move fast

Strategy is often framed as the art of knowing where to play and how to win, set in a context of a few years. But in reality, businesses enter conversations with transformation partners saying, "Don't tell me what you can do. Show me." Rapid prototyping enables teams to build out the most ambiguous (or ambitious) ideas to see how they translate in real life and what they enable.

7. Make thoughtful governance choices

Setting out to transform a business is much like building a start-up. The team needs to include people who balance critical expertise with a belief in the vision being created together. It's important to be mindful of governance at the senior level and to create autonomous, small, cross-functional teams.

8. Choose partners who are a fit for the team

A partner ecosystem is composed of partners who fill capability gaps and co-create. As important as the tangible characteristics of partners are, so are the intangibles. Do partners engender trust? Are they the kind of people that everyone wants to work with on a day-to-day basis? How will they collaborate to bring all the teams on the journey?

9. Keep teams small and cross-functional

Small, multidisciplinary teams provide a way to break through operational silos and create progress faster. You can also see the power of smaller teams in prototyping and piloting efforts. Rapid response teams, for instance, bring together a small, diverse set of capability leaders to bring prototypes to life in a matter of weeks.

10. Consider new approaches to funding

One significant operational hurdle for clients is the need to fund an environment of continuous improvement. As an organization becomes more digitally sophisticated, the faster it will need to move. Programs can't wait for annual budget cycles and likely need to move more quickly than quarterly as well. One option is a VC-funding approach where teams pitch ideas on a more frequent basis to gain funding for phases of work. Instead of funding the end outcome upfront, funding is based on meeting specific milestones. Another approach is to look at business transformation as from a portfolio perspective. Instead of making one big bet, make a series of bets across the business. This can help de-risk the overall portfolio while creating space for innovation.

It's clear that the pace of technological change has never been higher. Established businesses are struggling to keep up with the rate of change and many are disappearing. There are real

challenges beyond building digital capabilities that clients must overcome. These hurdles exist within the business, with a transformation partner and within a wider partner ecosystem. Digital business transformation is just business transformation for the digital age. It's a holistic approach to changing the way a business thinks, organizes, operates and behaves. This is why a network of great partnerships is essential for transformation – it's a journey, not a destination

CHAPTER 2

REVIEW OF LITERATURE

VARIOUS REVIEWS

The study by (Amaliyah, 2019) examines several factors related to digital transformation and business innovation. The research focuses on the correlation of technological excellence, IT capability, IT alignment with business, and CEO digital leadership to digital transformation and business innovation. Another study investigates the correlation between IT capability and digital transformation in the context of a company's perceived performance. The study proposes that IT capability indirectly affects a firm's perceived performance and that digital transformation mediates this relationship.

Teng has tried to evaluate the relationship between digital transformation and company-perceived performance. Based on those studies, it can be found that digital transformation has a positive relationship with company-perceived performance. They also state specific critical parameters related to perceived financial performance, including sales, return on sales, gross profit, equity, and investment return (Teng, Wu, and Yang, 2022). In order to learn the relationship between digital transformation and operational perceived performance, run statistical tests such T-test (t value = 15.692) and R square ($R^2 = 0.573$), so they found that digital transformation has a positive relation with operational perceived performance.

A study by Rupeika-Apoga, Petrovska, and Bule (2022) examined the relationship between digital orientation and digital capability with digital transformation and the mediating effect of digital transformation from digital orientation on company revenue. Based on their study, the researcher can find that companies that can improve their digital orientation will successfully perform digital transformation and fulfill their ultimate revenue goal.

Another previous research also can found that human capital significantly affects digital transformation (Ghi, N. Q. Thu, N. Q. Huan, and N. T. Trung, 2022).

Most of the previous studies that the author tried to explain above raised case studies on small medium enterprises (SMEs) and were not carried out in Indonesia, no one has tried to review what factors influence the success of digital transformation in the construction

industry, especially the existing construction industry. in Indonesia and associated with company performance. Therefore, the author feels the need to do deeper research regarding what factors can influence the successful implementation of digital transformation and how it relates to company performance (Kane et al Eds. 2015).

Zhang, Zu and Ma (2022) state that digitalization introduces a new organizational rationale for strategic decision-making and impacts factors such as size, scope, and value creation. This shift enforces reevaluating the company's strategy, vision, mission, and culture to align with the demands of the digital era. Furthermore, the digital transformation process is a continuous journey that necessitates ongoing innovation and improvement, particularly considering the rapid evolution of technology.

According to Jonathan (2020), digitalization refers to the process of converting analogue data or processes into a digital format. It utilizes digital technologies to transform traditional processes and services and enable new forms of innovation and creativity. On the other hand, Digital transformation is a process of organizational change in which technology-based digital business models are implemented to enhance performance by improving organizational processes and technology.

Digital technology is being widely used in Sweden's IT sector. According to studies, Sweden's IT industry is one of the most technologically advanced in the world (Tang & David, 2021).

Digital Business Transformation is disrupting businesses in every industry by breaking down barriers between people, businesses and things. By breaking these barriers, they are able to create new products, services and find more efficient ways of doing business. These innovations are happening across organizations of all types, in every industry. But they share a common theme: The ability to transform processes & business models, Empower workforce efficiency and innovation, and Personalize customer/ citizen experiences. To do this, companies need a Digital Business Platform that is outcome driven and enabled by technology (Bonnet and Ferraris, 2013).

Successful organizations must leverage strategy, culture and leadership to harness the potential of digital transformation of business. Organization's digital strategy goal are: improve customer experience, increase efficiency, improve innovation, improve decision making, transform the business. The organization is innovative is innovative compared to

their competitors. Leadership has sufficient skills, experience to lead digital strategy (Bradley et al Eds. 2015).

Kane et al Eds. (2015) stated that, digital business transformation can only be successful if there is a well-founded strategy and leadership. Transformational changes are required to implement the digital transformation, which is related to strategy, leadership and organizational culture. Business practice research has shown that businesses with a successful digital-based business have a clear strategy, commitment to senior management with change, motivated employee involvement in the process, and focusing on changes to customer needs and interests.

S. E. Stief, A. T. Eidhoff, and M. Voeth (2016), stated that, one of the approaches to exploring digital transformation is the grouping of changes in three areas: consumer behavior, business processes and business models.

Schwertner (2017) stated that, in some sectors, digital transformation primarily involves production processes. This is particularly typical for manufacturing companies. Reducing costs by digitizing the processes of developing, testing and producing new products is of paramount importance. Mobile applications are more important to improving the production processes and internal communications of employees than to interact with customers who are mostly not end-users. Large databases and information processing are more focused on production.

Nwankpa and Roumani (2016) mentioned that the industry's traditional value chain of original equipment manufacturers (OEMs), suppliers, retailers and the aftermarket has been disrupted by new, digitally astute entrants in both the existing and extended value chain. New technologies have propelled business model innovations that have challenged and extended the standard value chain in offering new products and services to the consumer.

Duerr et al Eds. (2018) mentioned that, digital transformation requires an in-depth analysis of the current state of business processes and business model in the organization. The analysis precedes the development of a digital transformation strategy. The analysis should answer questions grouped into several areas: Digital Transformation Attitude: Managing Support for Digital Business Strategy; The degree of use of digital technologies in the work of staff; The degree of use of digital communication channels; Digital infrastructure; Digital tools that meet customer needs and internal processes; Investments in digital solutions - what resources can be allocated to processes of digital transformation.

Hewavitharana et al Eds. (2021) analysed on a number of key areas: users, suppliers and partners, investors, organization staff and organization leadership. The analysis should show how an organization's digitization will create more value for consumers, how it will help investor relations, how it will enhance interaction with partners, how it will change corporate culture, and how effectively the change in organization and process to digital transformation.

Sainger (2018) stated that, digital transformation also includes the provision of services of the same high quality through all access channels at any time using cloud services and mobile applications.

D. Walasek and A. Barszcz (2017) stated that, Cloud computing is a new technology for the enterprises. Companies in all vertical markets and company sizes will increasingly rely on public cloud services. Some differences will however apply. Large enterprises (over 250 employees), who already represent more than 80% of current cloud spending, will continue investing more than small and middle enterprises (SMEs). Among SMEs, larger ones (with 100-249 employees) are expected to increase spending faster than smaller ones. Tangible economic benefits are available from the adoption of cloud in the EU amongst enterprises.

Boulton (2018) stated that Leadership of digital transformations is in crisis, with CEOs failing to shepherd or back a coherent strategy. Digital transformation efforts are coming up short in part because digital transformation is as much a leadership issue as it is a strategy, technology, culture and talent issue. Resistance to change can grind transformations to a halt. “The snail’s pace isn’t helping. Only 4 percent of respondents said they realized half of their digital investment in under one year, with the majority of respondents saying it has taken their company two to three years. Digital transformations can die a slow death once implementation or operational costs eclipse savings or revenue growth, tapping a once princely budget.

Seebauer (2015) stated that, Many factors, like the economy or product appeal, can affect a company’s success with digital transformation. Digital is a multi-faceted, diffuse approach that involves more than just technology. The appeal of digital and new technology shouldn’t consume or overtake existing systems. Digital transformation are an ongoing process that includes continuous monitoring and intervention from digital and non-digital leaders.

Westerman (2018) stated that, Digital bets did not pay off quickly enough, or richly enough, to counter the drain they represented on the rest of the business. The allure of digital can become all-consuming, causing executives to pay too much attention to the new and not enough to the old. Economy or the desirability of your products, that can affect a company's success as much or more than its digital capabilities. When things are not going so well in the existing business, the call of a new business model can become more powerful than it should.

Abbosh, Nunes, Savic & Moore (2017) stated that, Digital is not just a thing that you can buy and plug into the organization. It is multi-faceted and diffuse, and doesn't just involve technology. Rapidly changing technology threatens firms and industries, putting a squeeze on revenues and requiring firms to improve efficiency and lower costs.

Leslie (2015) shows that the key to enduring growth is digital transformation. However, achieving successful digital transformation remains elusive with 70% or more firms failing in the process. Thus, improving digital transformation success is an important issue.

Nadeem et al. (2018), highlighted that digital transformation is widely affecting various industries particularly healthcare, telecommunications, automotive, banking and manufacturing sectors. Depending on the sector in which the company operates, the level of its digital transformation varies. It is noticeable that the level of digital transformation is also influenced by the changing needs of consumers, by the level of application of high technologies, by the position of company's leadership, by the size of a company.

According to Hess et al. (2016), digital transformation has become a high priority on the leadership agenda of many companies, but it is facing more difficulties than it has been expected.

Collin et al., (2015) stated that application of digital transformations could be found at the micro (organizational) level but consequences could be seen at the mezzo and macro levels. On the other hand, mezzo and macro levels have economic, normative or coercive institutional pressures.

Burns & Scapens, (2000) stated that economic, normative or coercive institutional pressures could create and stimulate challenges for the application of digital transformation at the micro level. According to multidirectional relation between different levels of digital transformation application and on the basis of the previous studies, it was disclosed that

companies could face both external and internal challenges by implementing the digital transformation.

Biahmou et al. (2016) stated a major challenge consists of constantly adjusting products and services to changing conditions and continuously optimizing supply chains by means of modern technologies. Furthermore, an industry itself can be a challenge for implementing the digital transformation in companies considering industry's specificity and maturity.

Imran and Kantola (2019) stated that for optimal performance outcomes, significant operational changes in the external environment (i.e., changes in technologies and markets) must be matched with compatible inter-organizational changes. Contrary to sensing and reconfiguring dynamic capabilities, low levels of seizing are necessary for success in the context of new digital channels.

Moritz (2016) stated that, the internal challenges of digital transformation can be overcome through the perspectives of business models, technology, and knowledge.

From the perspective of business models, challenges may refer to the management aspects such as focusing on the end-to-end digitization of all physical assets and integration into digital ecosystems with value chain partners, integration of “digital” into business models and reshaping customer’s value proposition Reis et al. (2018).

Weber, B., Butschan, J. & Heidenreich, S. (2017) stated that it is also important to mention that financing the digital transformation is a big challenge especially for SMEs, due to the costs related to the identification, development, purchase, and integration of appropriate ICT solutions, which ensure the implementation of digital transformation. A significant challenge of the digital transformation is to focus on the knowledge and skills required. Knowledge capabilities can be seen as a challenge which can influence the need for training and education to improve new professional skills and knowledge.

Yin et al. (2016) researched secure and effective telehealthcare services, which are aligned for future improvements as follows: self-learning and self-improvement, use of wearable devices, standardization, privacy and security are still a challenge

Viriyasitavat (2016) stated that dynamicity in real-time service workflow interoperation creates complexity, in which changes of services’ attributes is in constant occurrence and need appropriate selection process.

Piccinini et al. (2016) indicated that digitalization brings concerns of data security and privacy that can negatively influence users' acceptance of new mobility concepts.

Kerravala (2017) confirmed that new digital-enabling technologies such as the Internet of Things (IoT) and the cloud are creating new entry points that hackers are exploiting at a furious pace. Also, the increased complexity of IT has made it significantly more difficult to secure the environment.

Studies have shown that digital transformation processes may enhance organizational performance because of the transformations of key business operations, which affect products and processes. Furthermore, SMEs that make use of digital transformation processes may lead to effective use of information in enterprises and drive better business performance can access new market opportunities, gain new knowledge regarding their customers, and improve new product development processes more effectively and may contribute to organizational impacts (Neirotti, Cantamessa, & Paolucci, 2008).

Cardona, Kretschmer, & Strobel, (2013) stated that the benefits of digital transformation for SMEs can include improved process efficiency (time and cost savings) and quality (reduced error rates), increased staff productivity, better customer satisfaction, easier access to new markets, strengthened business relations with big companies, ensured business agility, higher return on investments in ICT, reduced administrative overheads and greater focus on core business and wider market opportunities, such as source from a more extensive network of suppliers, and find new customers in new locations.

Carson & Gilmore (2000) stated that the implementation of digital transformation leads to the benefits for SMEs, for large enterprises and the entire industry/economy alike. Hence it could be stated that digital transformation should enable innovation, cost-saving, and productivity in companies.

O'Donnell (2011) mentioned that there are many challenges for companies to succeed in achieving these results and the total commitment of all companies (especially SMEs) internally as well as external alignment are needed. Knowing that SMEs have a significant impact on the industry/economy, it is necessary to analyze the factors that determine the implementation of the digital transformation of SMEs.

According to Matt et al. (2015), increases in sales and productivity, innovations in value creation, as well as novel forms of interaction with customers are examples of potential gains in a successful digital transformation.

Heavin and Power (2018) highlight that digital transformation brings technologies such as machine learning and analytics, which in turn can mean endless opportunities for organizational solutions and increased internal efficiency.

Schallmo et al., (2019) stated that, the DT framework includes the networking of actors such as businesses and customers across all value-added chain segments, and the application of new technologies. As such, DT requires skills that involve the extraction and exchange of data as well as the analysis and conversion of that data into actionable information. This information should be used to calculate and evaluate options, in order to enable decisions and/or initiate activities. In order to increase the performance and reach of a company, DT involves companies, business models, processes, relationships, products, etc.

Hinings, Gegenhuber, and Greenwood (2018) stated that, digital Transformation is the combined effects of several digital innovations bringing about novel actors (and actor constellations), structures, practices, values, and beliefs that change, threaten, replace or complement existing rules of the game within organizations, ecosystems, industries or fields.

According to Vial (2019), digital transformation is a process that aims to improve an entity by triggering significant changes to its properties through combinations of information, computing, communication, and connectivity technologies.

Di Gregorio, Maggioni, Mauri, and Mazzucchelli (2019) researched how digital transformation has disrupted the marketing career path by analyzing the most in-demand marketing skills, and identifying opportunities for future marketing professionals.

Bouncken et al. (2021) examined the key concepts related to business model digitalization; they developed a conceptual matrix for portfolio considerations of firm business model digitalization. Chierici, Tortora, Del Giudice, and Quacquarelli (2021) researched whether and how digital transformation, in terms of digital collaboration, joint efforts with internal/external partners to achieve common goals, and the adoption of digital tools

supporting this practice, affect social innovation capital in the context of small innovative enterprises.

Dengler and Matthes (2018) analyzed the impacts of digital transformation on the labor market, examining in particular the substitution potentials of occupations in Germany. Based on an in-depth case study of the digital transformation completed by the largest construction machinery manufacturer in China

Eden, Burton-Jones, Casey, and Draheim (2019) studied a large Australian healthcare service, identified three workforce transformation practices of flexing, deepening, and revitalizing, all of which appear to facilitate an interlinked digital/workforce transformation, and in turn help overcome the significant challenges involved with them.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH METHODOLOGY

Research Methodology is a systematic way of solving the problem. It includes the overall research design, the sampling procedures, data collection method and analysis procedure. Methodology shall be considered as the methods used in this study in selecting samples, sample size, data collection and various tools for data analysis and interpretation. The present study is an empirical and analytical investigation, including a field survey. The data collected has been analyzed and tabulated in suitable forms, keeping in view the objectives of the study.

3.2 RESEARCH DESIGN:

Research design is the framework of research methods and techniques chosen by a researcher to conduct a study. The design allows researchers to sharpen the research methods suitable for the subject matter and set up their studies for success. In this survey Descriptive Research Design is used. It includes surveys and fact-finding inquiries of different kinds. The major purpose of descriptive research is description of state of affairs, as it exists at present. The survey used members of the population as the main source of data which it used in determining the effect of the variables on the population. The descriptive survey is designed to obtain precise information concerning the status of phenomenon.

3.3 OBJECTIVES OF THE STUDY

- To determine the critical factors that influence the success or failure of digital transformation initiatives in manufacturing units.
- To gauge the perceptions and attitudes of employees within manufacturing units regarding digital transformation.
- To investigate the challenges and obstacles faced during the implementation of digital transformation projects in manufacturing units.
- To provide actionable recommendations and strategies for enhancing the success rate of digital transformation in manufacturing units.

3.4 SCOPE OF THE STUDY

The scope of this study on the factors affecting the success rate of digital transformation in manufacturing units is multifaceted and essential for understanding the dynamics of this critical process within the sector. Firstly, the study will encompass a comprehensive analysis of key factors, including technological, organizational, and human-related aspects, to provide a holistic view of digital transformation in manufacturing. It will delve into issues such as technology adoption, resource allocation, leadership support, and change management strategies. Secondly, the research will focus on employees within manufacturing units, aiming to capture their perceptions, concerns, and readiness for digital transformation. This scope will help identify the human element's role in successful digital initiatives. Lastly, the study's scope will extend to providing practical recommendations and strategies for manufacturing units to enhance their digital transformation success. These insights will guide organizations in leveraging digital technologies to stay competitive and adapt to rapidly evolving industry landscapes. Overall, the study's scope encompasses a comprehensive exploration of factors, challenges, and strategies to facilitate successful digital transformation in manufacturing units.

3.5 TARGET POPULATION

The target population is the group of individuals that the intervention intends to conduct research in and draw conclusions from. In cost-effectiveness analysis, characteristics of the target population and any subgroups should be described clearly. The target population in this study consists of employees of manufacturing units.

Data Collection

A comprehensive questionnaire was prepared to meet out the needs of the objective. Questionnaires for respondents were self-administered which was, therefore, dropped and later picked.

Sources of data

Data collection method is the backbone of the research design. The source of data utilized for analysis and report preparation is both primary and secondary.

Primary data

Primary data was collected through the interview and getting the questionnaires filled. The questionnaire was given only to the employees of manufacturing units who were willing to share their views.

Secondary data: The main source of secondary data was internet.

3.6 SAMPLING TECHNIQUE:

The Convenience Sampling Method is used for the survey. Convenience or opportunistic sampling is the crudest type of non-random sampling. Convenience sampling involves using respondents who are “convenient” to the researcher. There is no pattern whatsoever in acquiring these respondents—they may be recruited merely asking people who are present in the street, in a public building, or in a workplace, for example.

Sampling Unit:

The employees of manufacturing units were met and the survey was made based on their response.

Sampling Area:

The sampling area considered for the current research was manufacturing units located in Chennai.

Sample Size:

70 employees were surveyed during the study period.

Questionnaire Design

Questionnaires were used as the main instruments of data collection in the study. The questionnaire was close-ended. As multi- option are given to the employees for their convenience. 5-point rating scale is used in the study. The use of the close ended question was aimed at controlling responses that gave rise for quantitative analysis. There were two main sections of questions; General information and work information.

Statistical tools:

Simple percentage analysis and tabulation is used to analysis the data. Pie chart and bar diagram is used to give pictorial representation to the analysis.

PERCENTAGE ANALYSIS:

Simple percentage analysis refers to a special kind of ratio in making comparison between two or more data and to describe relations between the data. Percentage can also be used to compare the relative terms, the distribution of two or more series of data.

$$\text{Simple percentage} = \frac{\text{No. Of respondents} \times 100}{\text{Total no. of respondent}}$$

CHI-SQUARE TEST

Pearson's chi-squared test is used to determine whether there is a statistically significant difference between the expected frequencies and the observed frequencies in one or more categories of a contingency table. The basic idea behind the test is to compare the observed values in your data to the expected values that you would see if the null hypothesis is true.

3.7 HYPOTHESIS

Hypothesis 1

H0: There is no relationship between experience of the employees and IT capability of the employees

H1: There is relationship between experience of the employees and IT capability of the employees

Hypothesis 2

H0: There is no relationship between top management commitment and work culture changing factors

H1: There is relationship between top management commitment and work culture changing factors

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 GENDER

The following table shows the gender of the respondents.

Table 1: Gender

S. No.	Gender	No. of Respondents	% Of Respondents
1	Male	36	52
2	Female	34	48
	Total	70	100

The following chart shows the data what has been obtained from the respondents in the pictorial format.

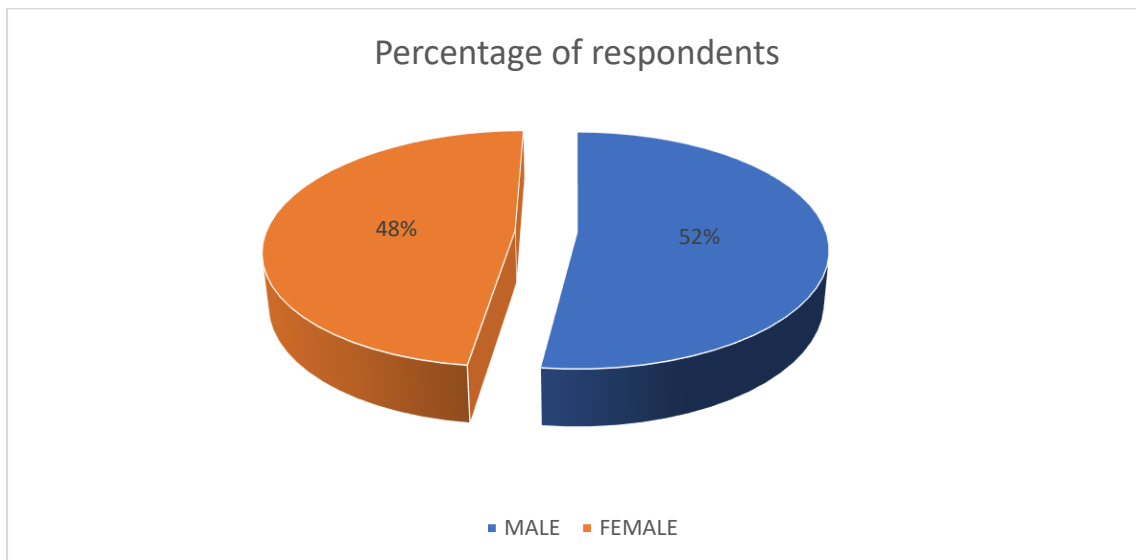


Chart 1: Gender

Interpretation

The above table shows the gender of the respondents. About 52% of the respondents are male and 48% of the respondents are female.

4.2 EMPLOYEE BY AGE

The following table shows the age group of the respondents.

Table 2: Age

S. No.	Age Group	No. of Respondents	% Of Respondents
1	25 and below	10	15
2	26 – 35	37	53
3	36 – 40	12	17
4	41 – 45	6	8
5	Above 46	5	7
	Total	70	100

The following chart shows the data that has been obtained from the respondents in the pictorial format.

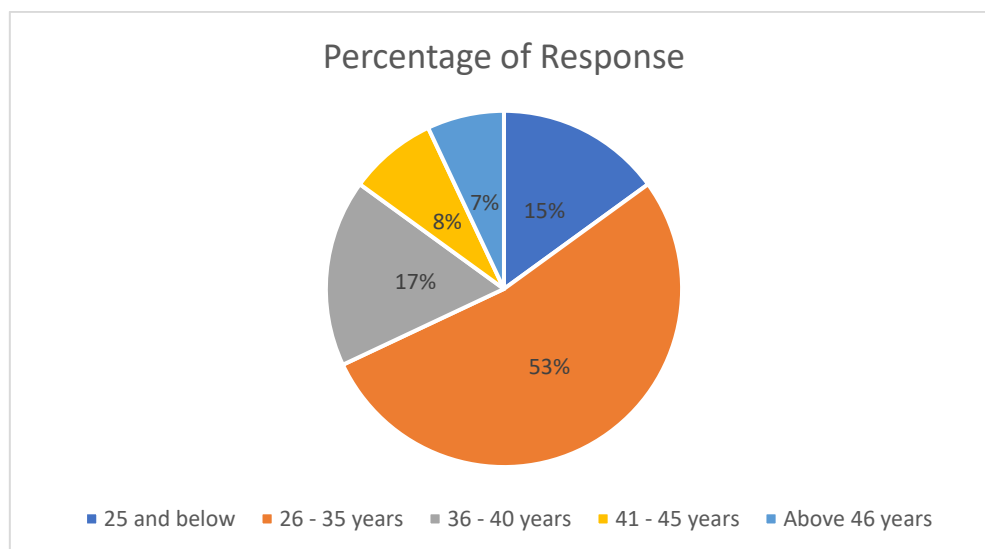


Chart 2: Age

Interpretation

The above table shows the age group of the respondents. About 15% of the respondents are 25 and below years of age, 53% of the respondents are between 26 to 35 years of age, about 17% of the respondents are between 36 – 40 years of age, about 8% of the respondents are between 41 – 45 years of age and about 7 % of the respondents are above 46 years of age.

4.3 EXPERIENCE

The following table shows the experience of the respondents.

Table 3: Experience

S. No.	Experience	No. of Respondents	% Of Respondents
1	Below 1 year	19	27
2	1 to 7 years	24	35
3	8 to 14 years	20	28
4	15 to 20 years	6	8
5	Above 20 years	1	2
	Total	70	100

Here the respondents were asked to express their experience level. The following chart shows the data what has been obtained from the respondents in the pictorial format.

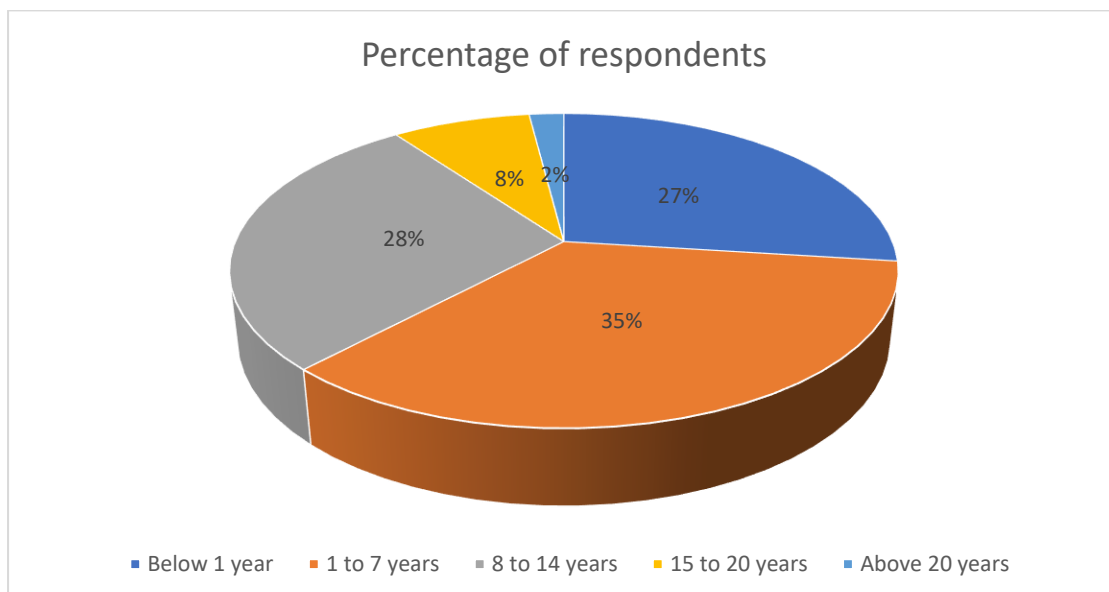


Chart 3: Experience

Interpretation

The above table shows the experience details of the respondents. About 27% of the respondents are having an experience of below 1 year, 35% of the respondents are having experience between 1 to 7 years, about 28% of the respondents are having experience between 8 to 14 years, about 8% of the respondents are having experience between 15 to 20 years and about 2% of the respondents are having experience above 20 years.

TOP MANAGEMENT COMMITMENT

4.4 TOP MANAGEMENT HAS SET A CLEAR VISION REGARDING THE USE OF IT IN SUPPORTING BUSINESS OPERATIONS

The following table shows the respondents view whether the top management has set a clear vision regarding the use of IT in supporting business operations.

Table 4: Top management has set a clear vision regarding the use of IT in supporting business operations

S. No.	Top management has set a clear vision regarding the use of IT in supporting business operations.	No. of Respondents	% Of Respondents
1	Strongly Agree	27	38
2	Agree	28	40
3	Neutral	8	12
4	Disagree	7	10
5	Strongly Disagree	0	0
	Total	70	100

Here the respondents were asked to express their view regarding the respondents view whether the top management has set a clear vision regarding the use of IT in supporting business operations. The following chart shows the data what has been obtained from the respondents in the pictorial format.

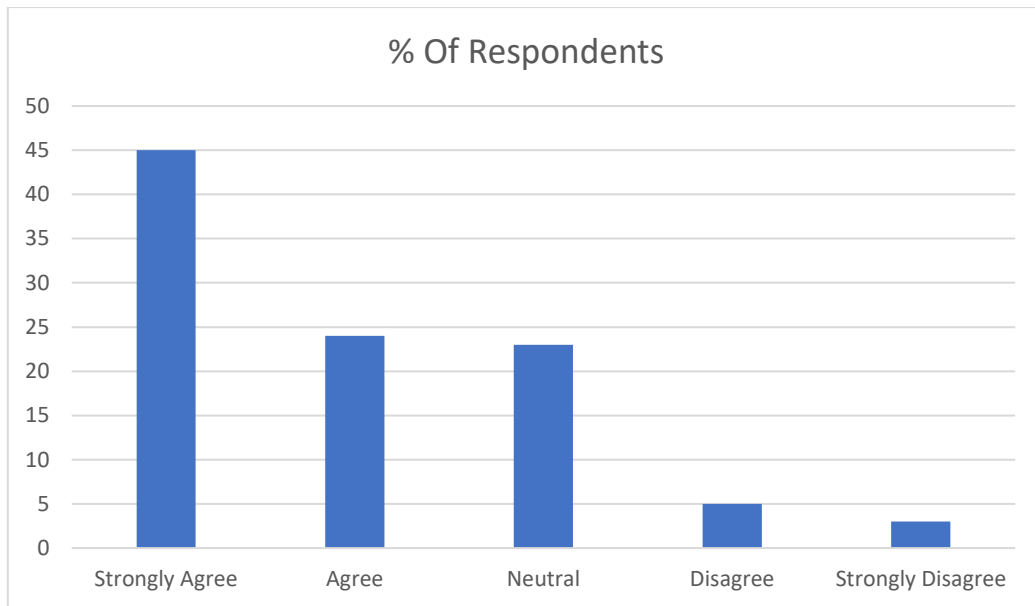


Chart 4: Top management has set a clear vision regarding the use of IT in supporting business operations.

Interpretation

The above table shows the respondent's view regarding whether the top management has set a clear vision regarding the use of IT in supporting business operations. About 38% of the respondents strongly agreed that whether the top management has set a clear vision regarding the use of IT in supporting business operations, about 40% of the respondents agreed that whether the top management has set a clear vision regarding the use of IT in supporting business operations, about 12% of the respondents are in neutral condition that whether the top management has set a clear vision regarding the use of IT in supporting business operations, about 10% of the respondents disagreed that whether the top management has set a clear vision regarding the use of IT in supporting business operations and about 0% strongly disagreed that whether the top management has set a clear vision regarding the use of IT in supporting business operations.

4.5 TOP MANAGEMENT HAS SET SUFFICIENT INVESTMENTS TO INCREASE THE EFFECTIVENESS OF IT USE

The following table shows the respondents view on top management setting sufficient investments to increase the effectiveness of IT use.

Table 5: Top management setting sufficient investments to increase the effectiveness of IT use

S. No.	Top management setting sufficient investments to increase the effectiveness of IT use.	No. of Respondents	% Of Respondents
1	Strongly Agree	32	45
2	Agree	27	38
3	Neutral	10	15
4	Disagree	0	0
5	Strongly Disagree	1	2
	Total	70	100

Here the respondents were asked to express their view regarding the respondents view on top management setting sufficient investments to increase the effectiveness of IT use. The following chart shows the data what has been obtained from the respondents in the pictorial format.

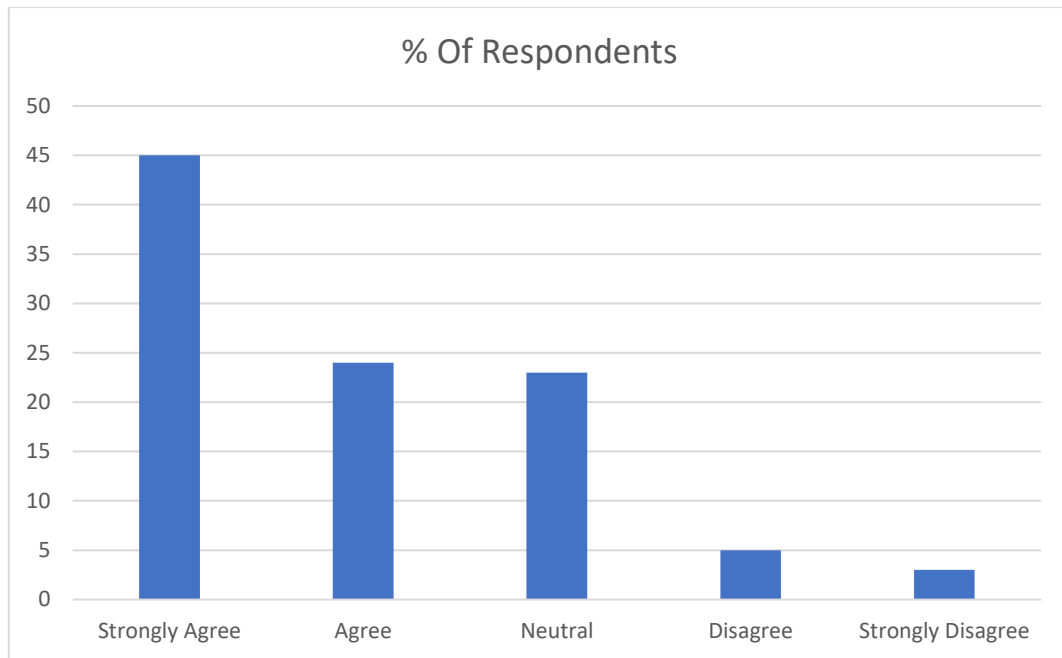


Chart 5: Top management setting sufficient investments to increase the effectiveness of IT use

Interpretation

The above table shows the respondent's view regarding whether the respondents view on top management setting sufficient investments to increase the effectiveness of IT use. About 45% of the respondents strongly agreed that the respondents view on top management setting sufficient investments to increase the effectiveness of IT use, about 38% of the respondents agreed that the respondents view on top management setting sufficient investments to increase the effectiveness of IT use, about 15% of the respondents are in neutral condition that the respondents view on top management setting sufficient investments to increase the effectiveness of IT use, about 0% of the respondents disagreed that the respondents view on top management setting sufficient investments to increase the effectiveness of IT use and about 2% strongly disagreed that the respondents view on top management setting sufficient investments to increase the effectiveness of IT use.

I.T. CAPABILITY

4.6 THE COMPANY CONSTANTLY KEEP USING WITH NEW INFORMATION TECHNOLOGY

The following table shows whether the company constantly uses new information technology.

Table 6: Company constantly uses new information technology

S. No.	Company constantly uses new information technology	No. of Respondents	% Of Respondents
1	Strongly Agree	9	13
2	Agree	46	66
3	Neutral	12	17
4	Disagree	3	4
5	Strongly Disagree	0	0
	Total	70	100

Here the respondents were asked to express their view regarding whether the company constantly uses new information technology. The following chart shows the data what has been obtained from the respondents in the pictorial format.

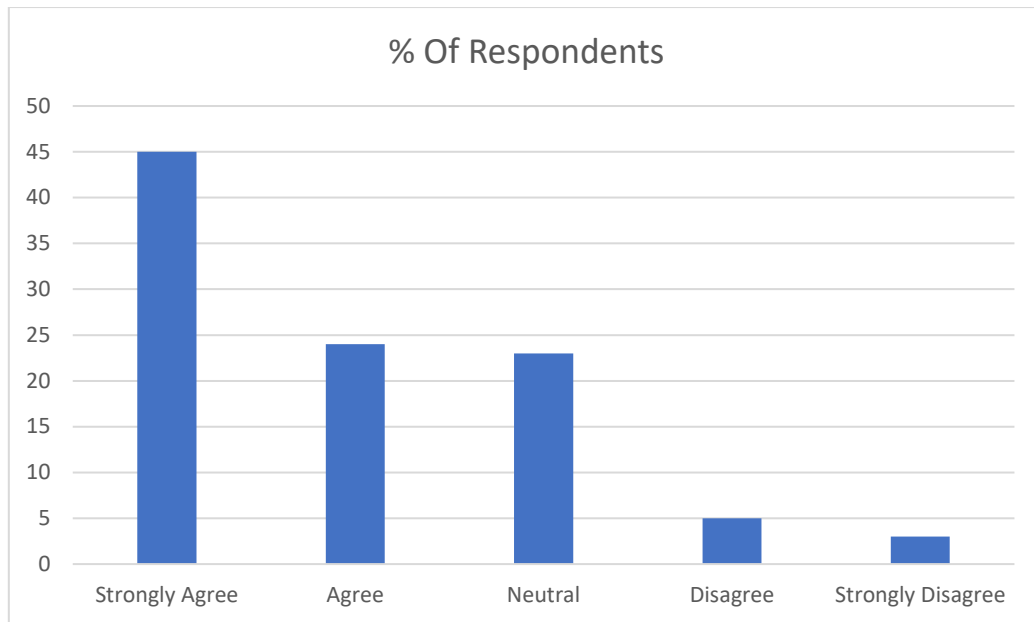


Chart 6: Company constantly uses new information technology

Interpretation

The above table shows the respondent's view regarding whether the company constantly uses new information technology. About 13% of the respondents strongly agreed that the company constantly uses new information technology, about 66% of the respondents agreed that the company constantly uses new information technology, about 17% of the respondents are in neutral condition that the company constantly uses new information technology, about 4% of the respondents disagreed that the company constantly uses new information technology and about 0% strongly disagreed that the company constantly uses new information technology.

4.7 THE COMPANY HAS BEEN INTEGRATING STRATEGIC BUSINESS PLANNING AND IT PLANNING

The following table shows the IT capability whether the company has been integrating strategic business planning and IT panning.

Table 7: The Company has been integrating strategic business planning and IT panning

S. No.	The company has been integrating strategic business planning and IT panning	No. of Respondents	% Of Respondents
1	Strongly Agree	24	34
2	Agree	27	39
3	Neutral	9	13
4	Disagree	6.3	9
5	Strongly Disagree	4	5
	Total	70	100

Here the respondents were asked to express their view regarding whether the IT capability whether the company has been integrating strategic business planning and IT panning. The following chart shows the data what has been obtained from the respondents in the pictorial format.

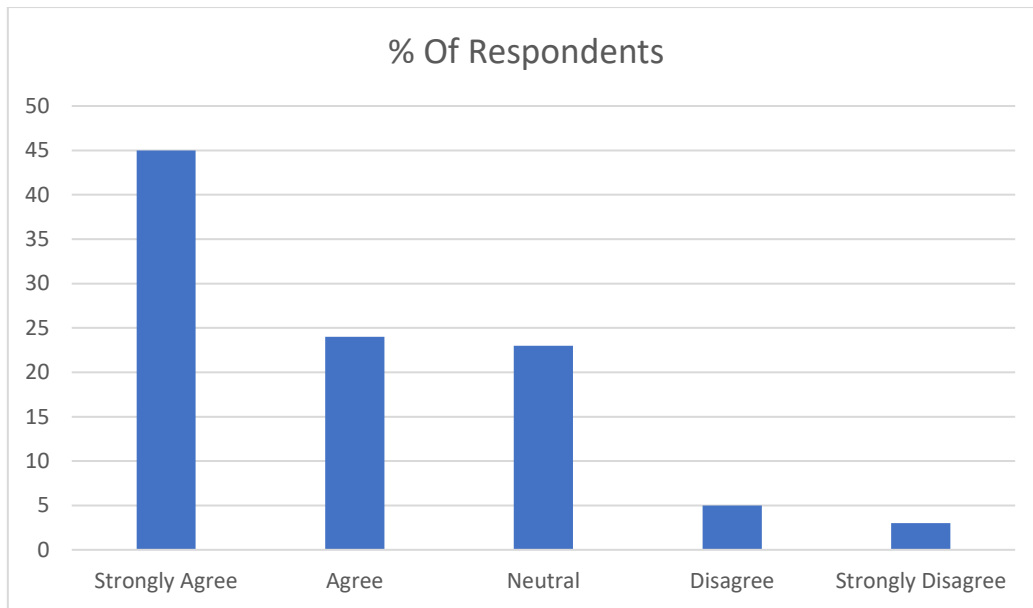


Chart 7: The company has been integrating strategic business planning and IT panning

Interpretation

The above table shows the respondent's view regarding whether the IT capability whether the company has been integrating strategic business planning and IT panning. About 34% of the respondents strongly agreed that the IT capability whether the company has been integrating strategic business planning and IT panning, about 39% of the respondents agreed that the IT capability whether the company has been integrating strategic business planning and IT panning, about 13% of the respondents are in neutral condition that the IT capability whether the company has been integrating strategic business planning and IT panning, about 9% of the respondents disagreed that the IT capability whether the company has been integrating strategic business planning and IT panning and about 5% strongly disagreed that the IT capability whether the company has been integrating strategic business planning and IT panning.

4.8 COMPANY DATA MANAGEMENT IS EXCELLENT

The following table shows IT capability whether company data management is excellent (database, data availability, data accessibility, data sharing, etc.)

Table 8: Company data management is excellent

S. No.	Company data management is excellent	No. of Respondents	% Of Respondents
1	Strongly Agree	32	45
2	Agree	17	24
3	Neutral	16	23
4	Disagree	3	5
5	Strongly Disagree	2	3
	Total	70	100

Here the respondents were asked to express their view regarding whether company data management is excellent. The following chart shows the data what has been obtained from the respondents in the pictorial format.

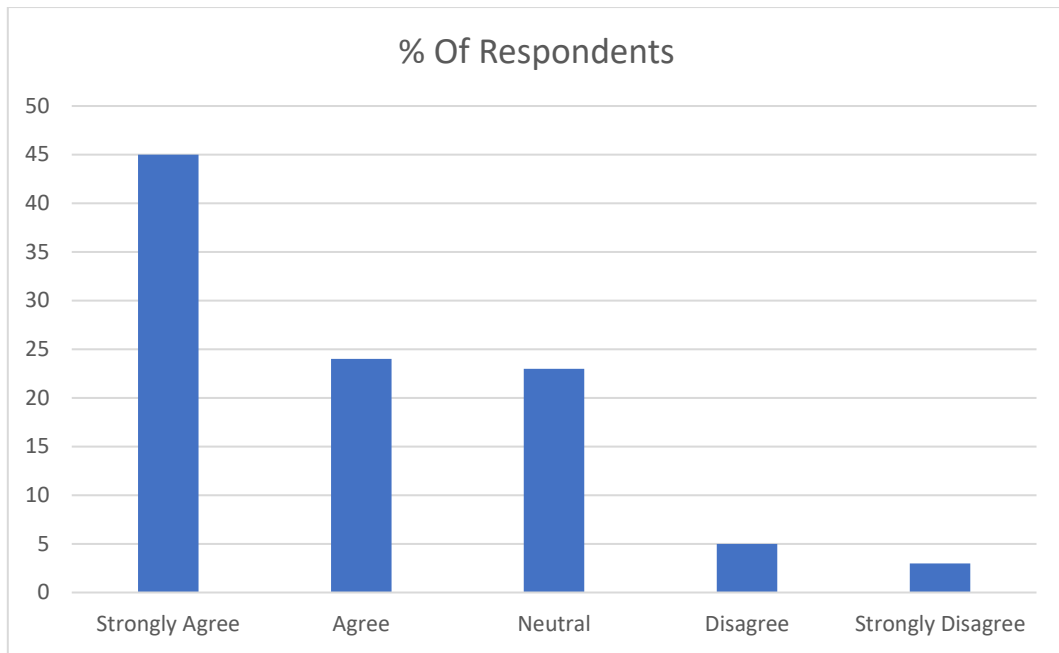


Chart 8: Company data management is excellent

Interpretation

The above table shows the respondent's view regarding whether company data management is excellent. About 45% of the respondents strongly agreed that company data management is excellent, about 24% of the respondents agreed that the company data management is excellent, about 23% of the respondents are in neutral condition that company data management is excellent about 5% of the respondents disagreed that company data management is excellent and about 3% strongly disagreed that company data management is excellent.

4.9 APPLICATION PORTFOLIO & SERVICES ARE IN GOOD CONDITION

The following table shows the IT capability, whether the application portfolio & services are in good condition (ERP & supporting apps, software engineering, etc.)

Table 9: The application portfolio & services are in good condition

S. No.	The application portfolio & services are in good condition	No. of Respondents	% Of Respondents
1	Strongly Agree	13	18
2	Agree	28	40
3	Neutral	18	26
4	Disagree	9	13
5	Strongly Disagree	2	3
	Total	70	100

Here the respondents were asked to express their view regarding whether the application portfolio & services are in good condition. The following chart shows the data what has been obtained from the respondents in the pictorial format.

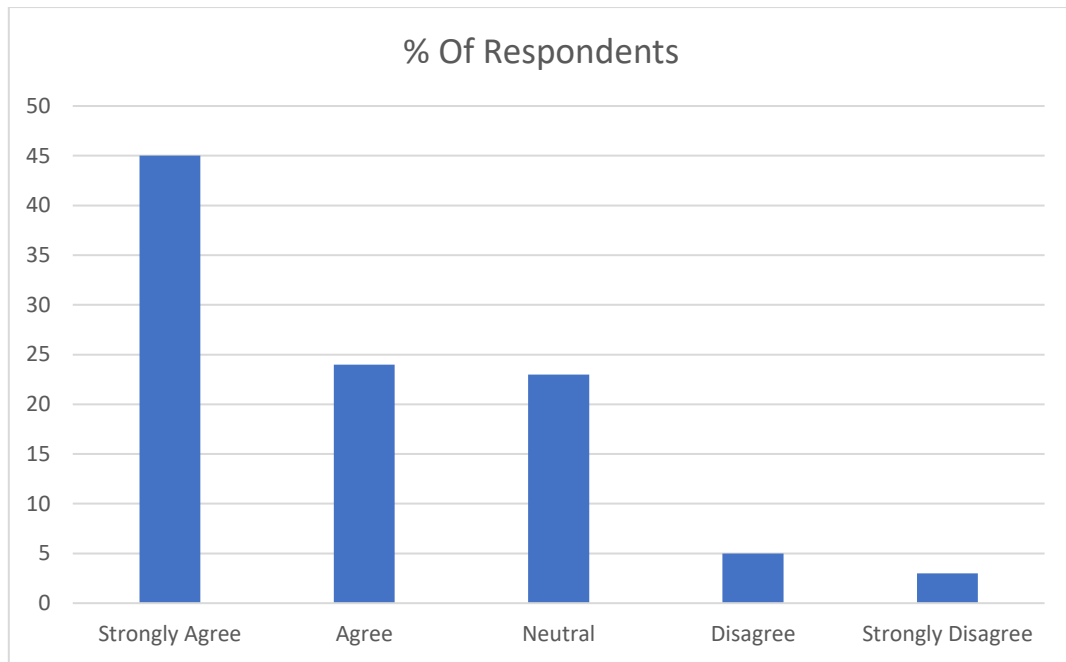


Chart 9: The application portfolio & services are in good condition

Interpretation

The above table shows the respondent's view regarding whether the application portfolio & services are in good condition. About 18% of the respondents strongly agreed that the application portfolio & services are in good condition, about 40% of the respondents agreed that the application portfolio & services are in good condition, about 26% of the respondents are in neutral condition that the application portfolio & services are in good condition, about 13% of the respondents disagreed that the application portfolio & services are in good condition and about 3% strongly disagreed that the application portfolio & services are in good condition.

4.10 THE COMPANY HAS A CONDUCTIVE CLIMATE THAT SUPPORTS THE TRIAL OF NEW INFORMATION AND TECHNOLOGY

The following table shows the IT capability whether the company has a conducive climate that supports the trail of new information technology.

Table 10: The company has a conducive climate that supports the trail of new information technology

S. No.	The company has a conducive climate that supports the trail of new information technology	No. of Respondents	% Of Respondents
1	Strongly Agree	17	25
2	Agree	29	41
3	Neutral	17	25
4	Disagree	6	8
5	Strongly Disagree	1	1
	Total	70	100

Here the respondents were asked to express their view regarding whether the company has a conducive climate that supports the trail of new information technology. The following chart shows the data what has been obtained from the respondents in the pictorial format.

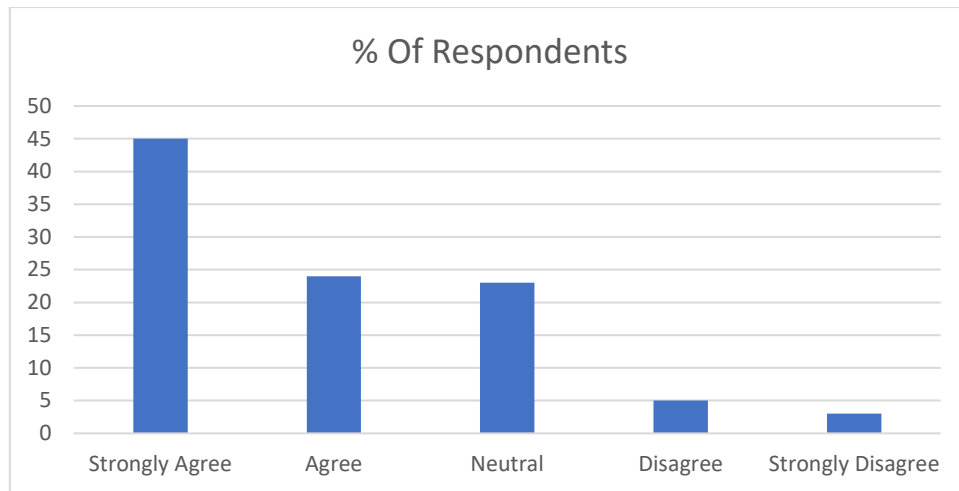


Chart 10: The company has a conducive climate that supports the trail of new information technology

Interpretation

The above table shows the respondent's view regarding whether the company has a conducive climate that supports the trail of new information technology. About 25% of the respondents strongly agreed that the company has a conducive climate that supports the trail of new information technology, about 41% of the respondents agreed that the company has a conducive climate that supports the trail of new information technology, about 25% of the respondents are in neutral condition that the company has a conducive climate that supports the trail of new information technology, about 8% of the respondents disagreed that the company has a conducive climate that supports the trail of new information technology and about 1% strongly disagreed that the company has a conducive climate that supports the trail of new information technology.

EMPLOYEE DIGITAL MINDSET

4.11 WILLINGNESS TO CONTINUOUSLY LEARN WITH THE NEW INFORMATION TECHNOLOGY

The following table shows the employees digital mindset whether the respondent is willing to continuously learn new information technology.

Table 11: The respondent is willing to continuously learn new information technology

S. No.	The respondent is willing to learn new information technology continuously	No. of Respondents	% Of Respondents
1	Strongly Agree	21	30
2	Agree	19	27
3	Neutral	16	23
4	Disagree	9	13
5	Strongly Disagree	5	7
	Total	70	100

Here the respondents were asked to express their view regarding whether the respondent is willing to continuously learn new information technology. The following chart shows the data what has been obtained from the respondents in the pictorial format.

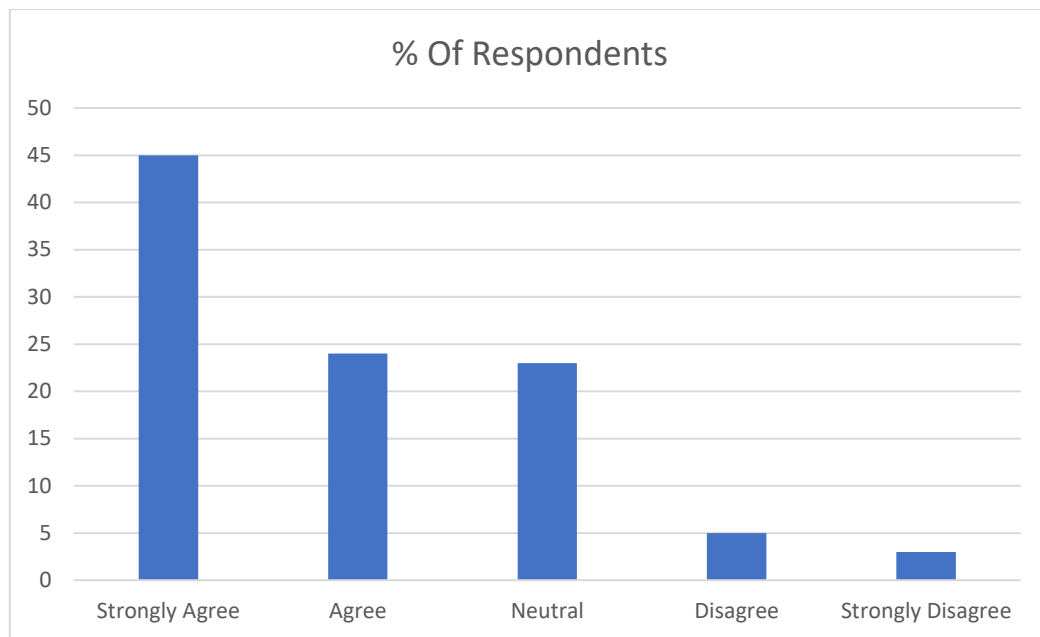


Chart 11: The respondent is willing to learn new information technology continuously

Interpretation

The above table shows the respondent's view regarding whether the respondent is willing to learn new information technology continuously. About 30% of the respondents strongly agreed that the respondent is willing to continuously learn new information technology, about 27% of the respondents agreed that the respondent is willing to continuously learn new information technology, about 23% of the respondents are in neutral condition that the respondent is willing to continuously learn new information technology, about 13% of the respondents disagreed that the respondent is willing to continuously learn new information technology and about 7% strongly disagreed that the respondent is willing to continuously learn new information technology.

4.12 EMBRACING DIVERSITY, SHARING, AND COLLABORATING BY UTILIZING DIGITAL TOOLS AND NEW INFORMATION TECHNOLOGY.

The following table shows the employee's digital mind-set whether they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology.

Table 12: Embrace diversity, sharing and collaborating by utilizing digital tools and new information technology

S. No.	Embrace diversity, sharing and collaborating by utilizing digital tools and new information technology	No. of Respondents	% Of Respondents
1	Strongly Agree	17	24
2	Agree	30	42
3	Neutral	16	23
4	Disagree	6	9
5	Strongly Disagree	1	2
	Total	70	100

Here the respondents were asked to express their view regarding whether they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology. The following chart shows the data what has been obtained from the respondents in the pictorial format.

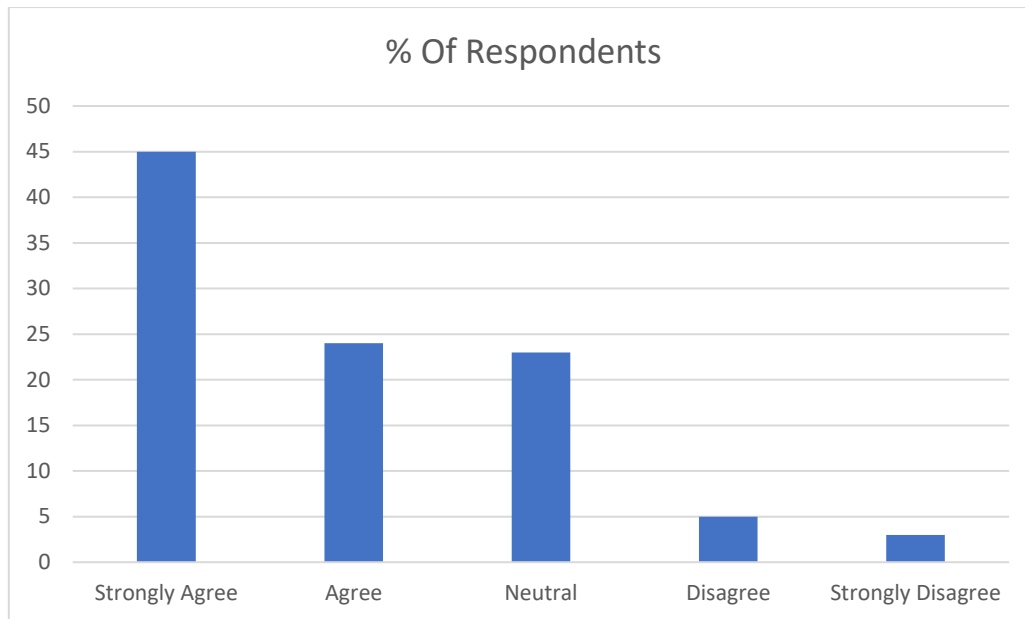


Chart 12: Embrace diversity, sharing and collaborating by utilizing digital tools and new information technology

Interpretation

The above table shows the respondent's view regarding whether they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology. About 24% of the respondents strongly agreed that they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology, about 42% of the respondents agreed that they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology, about 23% of the respondents are in neutral condition that they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology, about 9% of the respondents disagreed that they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology and about 2% strongly disagreed that they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology.

EMPLOYEE DIGITAL SKILL

4.13 ASSEMBLING TEAMS WITH THE RIGHT SKILL MIX IN EVERY DIGITAL PROJECT.

The following table shows the employee's digital skill whether they always assemble teams with the right skill mix in every digital project.

Table 13: Always assemble teams with the right skill mix in every digital project

S. No.	Always assemble teams with the right skill mix in every digital project	No. of Respondents	% Of Respondents
1	Strongly Agree	32	45
2	Agree	17	24
3	Neutral	16	23
4	Disagree	3	5
5	Strongly Disagree	2	3
	Total	70	100

Here the respondents were asked to express their view regarding whether they always assemble teams with the right skill mix in every digital project. The following chart shows the data what has been obtained from the respondents in the pictorial format.

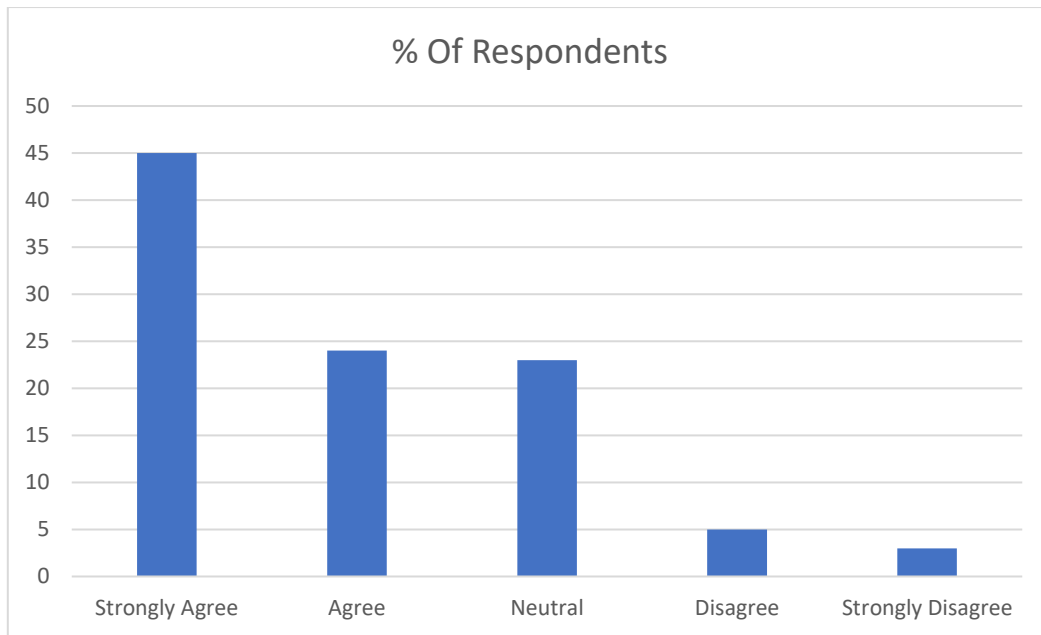


Chart 13: Always assemble teams with the right skill mix in every digital project

Interpretation

The above table shows the respondent's view regarding whether they always assemble teams with the right skill mix in every digital project. About 45% of the respondents strongly agreed that they always assemble teams with the right skill mix in every digital project, about 24% of the respondents agreed that they always assemble teams with the right skill mix in every digital project, about 23% of the respondents are in neutral condition that they always assemble teams with the right skill mix in every digital project, about 5% of the respondents disagreed that they always assemble teams with the right skill mix in every digital project and about 3% strongly disagreed that they always assemble teams with the right skill mix in every digital project.

4.14 ORGANIZATION GIVING OPPORTUNITIES TO ACQUIRE DIGITAL SKILLS FOR DIGITAL TRANSFORMATION.

The following table shows the employee's digital skill whether the organization gives opportunities to acquire digital skills for digital transformation.

Table 14: The organization gives opportunities to acquire digital skills for digital transformation

S. No.	The organization gives opportunities to acquire digital skills for digital transformation	No. of Respondents	% Of Respondents
1	Strongly Agree	20	28
2	Agree	23	33
3	Neutral	16	23
4	Disagree	9	13
5	Strongly Disagree	2	3
	Total	70	100

Here the respondents were asked to express their view regarding whether the organization gives opportunities to acquire digital skills for digital transformation. The following chart shows the data what has been obtained from the respondents in the pictorial format.

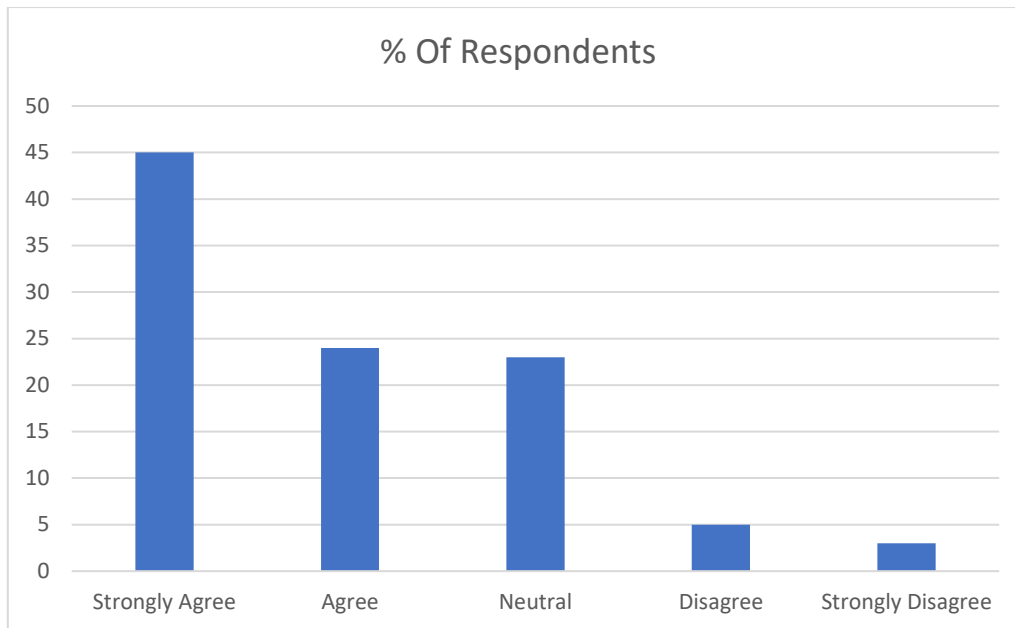


Chart 14: The organization gives opportunities to acquire digital skills for digital transformation

Interpretation

The above table shows the respondent's view regarding whether the organization gives opportunities to acquire digital skills for digital transformation. About 28% of the respondents strongly agreed that the organization gives opportunities to acquire digital skills for digital transformation, about 33% of the respondents agreed that the organization gives opportunities to acquire digital skills for digital transformation, about 23% of the respondents are in neutral condition that the organization gives opportunities to acquire digital skills for digital transformation, about 13% of the respondents disagreed that the organization gives opportunities to acquire digital skills for digital transformation and about 3% strongly disagreed that the organization gives opportunities to acquire digital skills for digital transformation.

WORK CULTURE CHANGING

4.15 DIGITAL APPLICATION MAKES FLEXIBILITY TO WORK

The following table shows the work culture and whether digital application makes flexibility in work.

Table 15: Digital application makes flexibility in work

S. No.	Digital application makes flexibility in work	No. of Respondents	% Of Respondents
1	Strongly Agree	22	31
2	Agree	24	34
3	Neutral	16	23
4	Disagree	5	8
5	Strongly Disagree	3	4
	Total	70	100

Here the respondents were asked to express their view regarding whether digital application makes flexibility in work. The following chart shows the data what has been obtained from the respondents in the pictorial format.

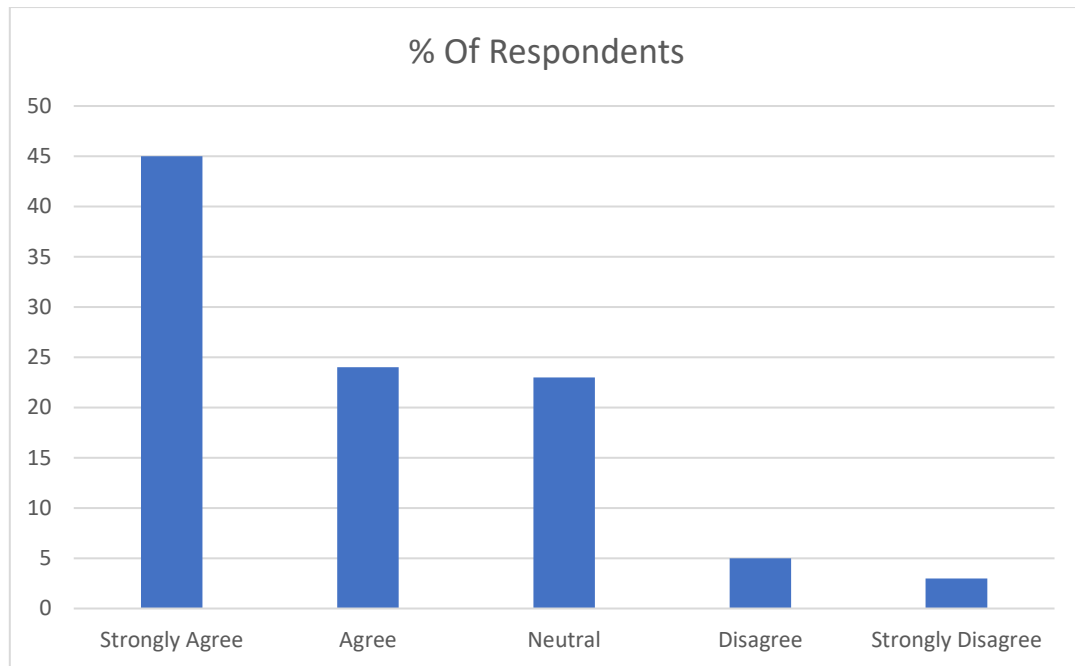


Chart 15: Digital application makes flexibility in work

Interpretation

The above table shows the respondent's view regarding whether digital application makes flexibility in work. About 31% of the respondents strongly agreed that digital application makes flexibility in work, about 34% of the respondents agreed that digital application makes flexibility in work, about 23% of the respondents are in neutral condition that digital application makes flexibility in work, about 8% of the respondents disagreed that digital application makes flexibility in work and about 4% strongly disagreed that digital application makes flexibility in work.

4.16 DIGITAL APPLICATION MAKES WORK FASTER

The following table shows work culture change the digital application making the respondents work faster.

Table 16: The digital application making the respondents work faster.

S. No.	The digital application making the respondents work faster	No. of Respondents	% Of Respondents
1	Strongly Agree	15	21
2	Agree	31	44
3	Neutral	15	22
4	Disagree	6	8
5	Strongly Disagree	3	5
	Total	70	100

Here the respondents were asked to express their view regarding whether work culture change the digital application making the respondents work faster. The following chart shows the data what has been obtained from the respondents in the pictorial format.

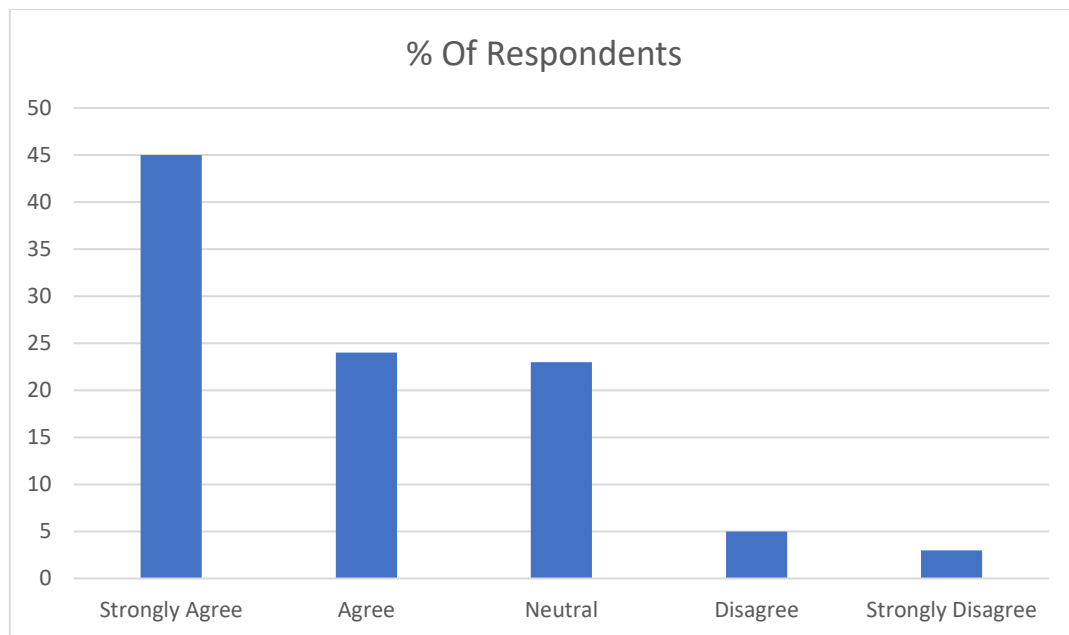


Chart 16: The digital application making the respondents work faster.

Interpretation

The above table shows the respondent's view regarding whether work culture change the digital application making the respondents work faster. About 21% of the respondents strongly agreed that work culture change the digital application making the respondents work faster, about 44% of the respondents agreed that work culture change the digital application making the respondents work faster, about 22% of the respondents are in neutral condition that work culture change the digital application making the respondents work faster, about 8% of the respondents disagreed that work culture change the digital application making the respondents work faster and about 5% strongly disagreed that work culture change the digital application making the respondents work faster.

OPERATIONAL PERCEIVED PERFORMANCE

4.17 DIGITAL INFORMATION CAN IMPROVE THE QUALITY OF PRODUCTS AND SERVICES

The following table shows the operational perceived performance whether the digital information can improve the quality of products and services.

Table 17: The digital information can improve the quality of products and services

S. No.	The digital information can improve the quality of products and services	No. of Respondents	% Of Respondents
1	Strongly Agree	28	40
2	Agree	23	32
3	Neutral	13	19
4	Disagree	5	7
5	Strongly Disagree	1	2
	Total	70	100

Here the respondents were asked to express their view regarding whether the digital information can improve the quality of products and services. The following chart shows the data what has been obtained from the respondents in the pictorial format.

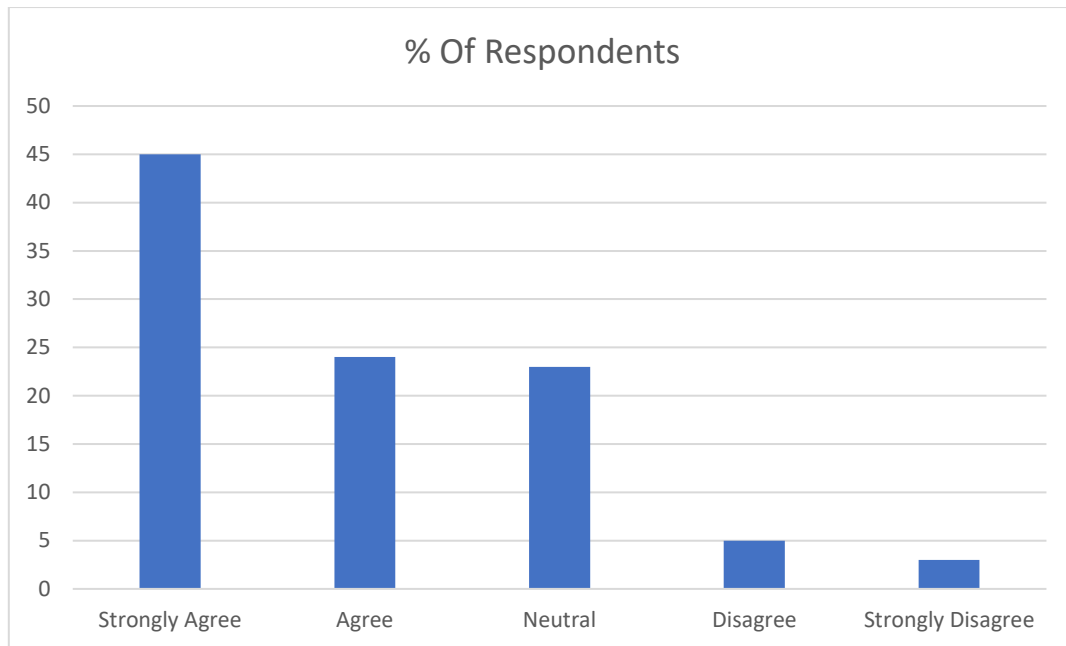


Chart 17: The digital information can improve the quality of products and services

Interpretation

The above table shows the respondent's view regarding whether the digital information can improve the quality of products and services, About 40% of the respondents strongly agreed that the digital information can improve the quality of products and services, about 32% of the respondents agreed that the digital information can improve the quality of products and services, about 19% of the respondents are in neutral condition that the digital information can improve the quality of products and services, about 7% of the respondents disagreed that the digital information can improve the quality of products and services and about 2% strongly disagreed that the digital information can improve the quality of products and services.

4.18 DIGITAL TRANSFORMATION CAN ATTRACT MORE NEW CUSTOMER

The following table shows the operational perceived performance whether in the respondent's opinion, digital transformation can attract more new customers.

Table 18: In the respondent's opinion, digital transformation can attract more new customers

S. No.	In the respondent's opinion, digital transformation can attract more new customers	No. of Respondents	% Of Respondents
1	Strongly Agree	29	41
2	Agree	20	28
3	Neutral	15	22
4	Disagree	6	9
5	Strongly Disagree	0	0
	Total	70	100

Here the respondents were asked to express their view regarding whether in the respondent's opinion, digital transformation can attract more new customers. The following chart shows the data what has been obtained from the respondents in the pictorial format.

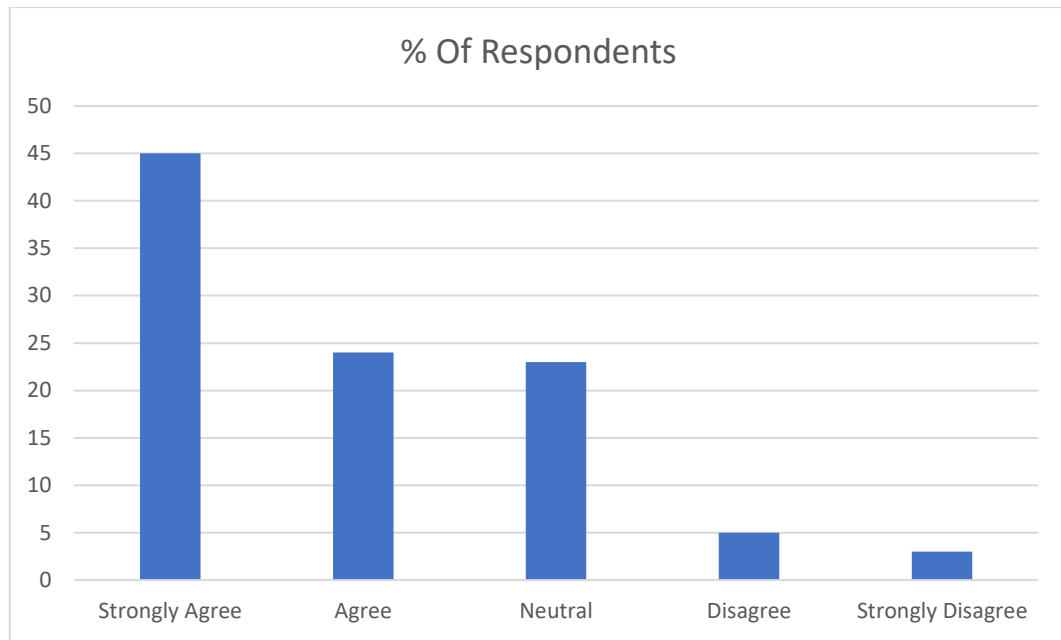


Chart 18: In the respondent's opinion, digital transformation can attract more new customers

Interpretation

The above table shows the respondent's view regarding whether in the respondent's opinion, digital transformation can attract more new customers. About 41% of the respondents strongly agreed that in the respondent's opinion, digital transformation can attract more new customers, about 28% of the respondents agreed that in the respondent's opinion, digital transformation can attract more new customers, about 22% of the respondents are in neutral condition that in the respondent's opinion, digital transformation can attract more new customers, about 9% of the respondents disagreed that in the respondent's opinion, digital transformation can attract more new customers and about 0% strongly disagreed that in the respondent's opinion, digital transformation can attract more new customers.

FINANCIAL PERCEIVED PERFORMANCE

4.19 DIGITAL TRANSFORMATION HELPS A COMPANY INCREASE PROFITABILITY.

The following table shows the financial perceived performance whether in the opinion of the respondents, digital transformation could help a company increase profitability.

Table 19: In the opinion of the respondents, digital transformation could help a company increase profitability

S. No.	In the opinion of the respondents, digital transformation could help a company increase profitability	No. of Respondents	% Of Respondents
1	Strongly Agree	12	17
2	Agree	28	40
3	Neutral	19	27
4	Disagree	10	15
5	Strongly Disagree	1	1
	Total	70	100

Here the respondents were asked to express their view regarding whether in the opinion of the respondents, digital transformation could help a company increase profitability. The following chart shows the data what has been obtained from the respondents in the pictorial format.

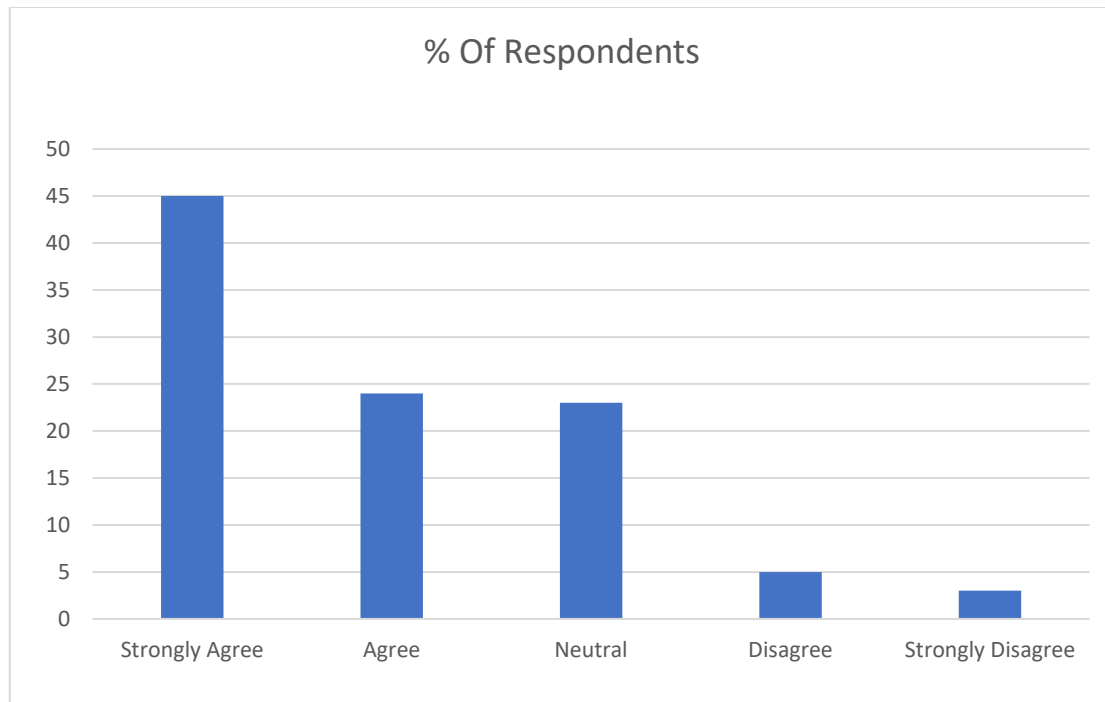


Chart 19: In the opinion of the respondents, digital transformation could help a company increase profitability

Interpretation

The above table shows the respondent's view regarding whether in the opinion of the respondents, digital transformation could help a company increase profitability. About 17% of the respondents strongly agreed that in the opinion of the respondents, digital transformation could help a company increase profitability, about 40% of the respondents agreed that in the opinion of the respondents, digital transformation could help a company increase profitability, about 27% of the respondents are in neutral condition that in the opinion of the respondents, digital transformation could help a company increase profitability, about 15% of the respondents disagreed that in the opinion of the respondents, digital transformation could help a company increase profitability and about 1% strongly disagreed that in the opinion of the respondents, digital transformation could help a company increase profitability.

4.20 DIGITAL TRANSFORMATION CAN IMPROVE A COMPANY'S FINANCIAL HEALTH

The following table shows the financial perceived performance whether in the opinion of the respondent, digital transformation could improve a company's financial health.

Table 20: In the opinion of the respondent, digital transformation could improve a company's financial health

S. No.	In the opinion of the respondent, digital transformation could improve a company's financial health	No. of Respondents	% Of Respondents
1	Strongly Agree	29	41
2	Agree	20	28
3	Neutral	15	22
4	Disagree	6	9
5	Strongly Disagree	0	0
	Total	70	100

Here the respondents were asked to express their view regarding whether in the opinion of the respondent, digital transformation could improve a company's financial health. The following chart shows the data what has been obtained from the respondents in the pictorial format.

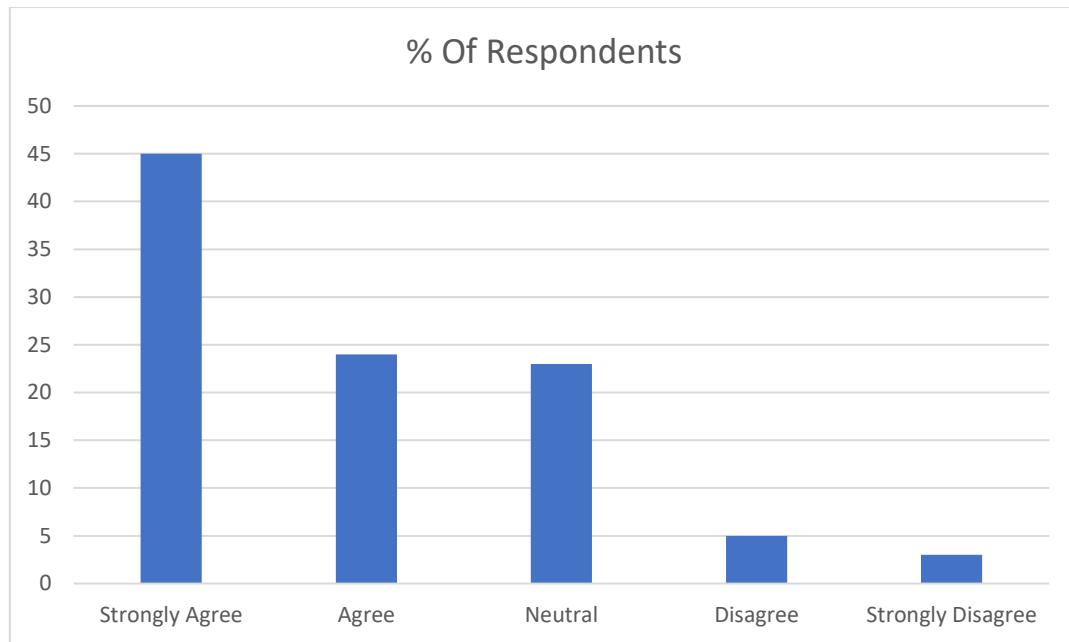


Chart 20: In the opinion of the respondent, digital transformation could improve a company's financial health

Interpretation

The above table shows the respondent's view regarding whether in the opinion of the respondent, digital transformation could improve a company's financial health. About 41% of the respondents strongly agreed that in the opinion of the respondent, digital transformation could improve a company's financial health, about 28% of the respondents agreed that in the opinion of the respondent, digital transformation could improve a company's financial health, about 22% of the respondents are in neutral condition that in the opinion of the respondent, digital transformation could improve a company's financial health, about 9% of the respondents disagreed that in the opinion of the respondent, digital transformation could improve a company's financial health and about 0% strongly disagreed that in the opinion of the respondent, digital transformation could improve a company's financial health.

CHI SQUARE ANALYSIS

4.21 ASSOCIATION BETWEEN GENDER OF RESPONDENTS AND THEIR OPINION THAT DIGITAL APPLICATION MAKES FLEXIBILITY TO WORK

The association between the gender of the respondents and their opinion that digital application makes flexibility to work has been analysed using chi-square test.

Gender

S. No.	Gender	No. of Respondents	% Of Respondents
1	Male	36	52
2	Female	34	48
	Total	70	100

Digital application makes flexibility in work

S. No.	Digital application makes flexibility in work	No. of Respondents	% Of Respondents
1	Strongly Agree	22	31
2	Agree	24	34
3	Neutral	16	23
4	Disagree	5	8
5	Strongly Disagree	3	4
	Total	70	100

Null Hypothesis: There is no significant difference between the gender of the respondents and their opinion that digital application makes flexibility to work

Alternative Hypothesis: There is significant difference between the gender of the respondents and their opinion that digital application makes flexibility to work

O – Observed Frequency

E – Expected Frequency

Expected frequency of any cell = $\frac{(\text{Row total of any cell}) * (\text{Column total of any cell})}{\text{Overall Total}}$

Overall Total

Table No: 4.23 Chi Square Analysis

Digital application makes flexibility in work Gender	SA	A	N	D	SD	Row Total
Male	12	14	6	2	2	36
Female	10	10	10	3	1	34
Column Total	22	24	16	5	3	70

O	E	O-E	(O-E) ²	(O-E) ² / E
12	11.3	0.7	0.49	0.04
14	12.34	1.66	2.75	0.22
6	8.22	-2.22	4.92	0.59
2	2.57	-0.57	0.32	0.12
2	1.54	0.46	0.21	0.13
10	10.68	-0.68	0.46	0.04
10	11.65	-1.65	2.72	0.23
10	7.77	2.23	4.97	0.64
3	2.42	0.58	0.33	0.13
1	1.45	-0.45	0.20	0.13
			Calculated Value	2.32

Calculated Value = 2.32

Degrees of Freedom = $(r-1) * (c-1) = (2 - 1) * (5 - 1) = 4$

Level of Significance = 5%

Table value = 9.49

Here the calculated value is lesser than the table value ($CV < TV$ i.e $2.32 < 9.49$). So, accept H_0 , hence there is no significant difference between the gender of the respondents and their opinion that digital application makes flexibility to work. This implies that all the employees irrespective of their gender believe that digital application makes flexibility to work.

CHAPTER 5

FINDINGS, SUGGESTION AND CONCLUSION

5.1 FINDINGS OF THE STUDY

- About 52% of the respondents are male and 48% of the respondents are female.
- About 15% of the respondents are 25 and below years of age, 53% of the respondents are between 26 to 35 years of age, about 17% of the respondents are between 36 – 40 years of age, about 8% of the respondents are between 41 – 45 years of age and about 7 % of the respondents are above 46 years of age.
- About 27% of the respondents are having an experience of below 1 year, 35% of the respondents are having experience between 1 to 7 years, about 28% of the respondents are having experience between 8 to 14 years, about 8% of the respondents are having experience between 15 to 20 years and about 2% of the respondents are having experience above 20 years.
- About 38% of the respondents strongly agreed that whether the top management has set a clear vision regarding the use of IT in supporting business operations, about 40% of the respondents agreed that whether the top management has set a clear vision regarding the use of IT in supporting business operations, about 12% of the respondents are in neutral condition that whether the top management has set a clear vision regarding the use of IT in supporting business operations, about 10% of the respondents disagreed that whether the top management has set a clear vision regarding the use of IT in supporting business operations and about 0% strongly disagreed that whether the top management has set a clear vision regarding the use of IT in supporting business operations.
- About 45% of the respondents strongly agreed that the respondents view on top management setting sufficient investments to increase the effectiveness of IT use, about 38% of the respondents agreed that the respondents view on top management setting sufficient investments to increase the effectiveness of IT use, about 15% of the respondents are in neutral condition that the respondents view on top management setting sufficient investments to increase the effectiveness of IT use, about 0% of the respondents disagreed that the respondents view on top management setting sufficient investments to increase the effectiveness of IT use and about 2% strongly disagreed that

the respondents view on top management setting sufficient investments to increase the effectiveness of IT use.

- About 13% of the respondents strongly agreed that the company constantly uses new information technology, about 66% of the respondents agreed that the company constantly uses new information technology, about 17% of the respondents are in neutral condition that the company constantly uses new information technology, about 4% of the respondents disagreed that the company constantly uses new information technology and about 0% strongly disagreed that the company constantly uses new information technology.
- About 34% of the respondents strongly agreed that the IT capability whether the company has been integrating strategic business planning and IT panning, about 39% of the respondents agreed that the IT capability whether the company has been integrating strategic business planning and IT panning, about 13% of the respondents are in neutral condition that the IT capability whether the company has been integrating strategic business planning and IT panning, about 9% of the respondents disagreed that the IT capability whether the company has been integrating strategic business planning and IT panning and about 5% strongly disagreed that the IT capability whether the company has been integrating strategic business planning and IT panning.
- About 45% of the respondents strongly agreed that company data management is excellent, about 24% of the respondents agreed that the company data management is excellent, about 23% of the respondents are in neutral condition that company data management is excellent about 5% of the respondents disagreed that company data management is excellent and about 3% strongly disagreed that company data management is excellent.
- About 18% of the respondents strongly agreed that the application portfolio & services are in good condition, about 40% of the respondents agreed that the application portfolio & services are in good condition, about 26% of the respondents are in neutral condition that the application portfolio & services are in good condition, about 13% of the respondents disagreed that the application portfolio & services are in good condition and about 3% strongly disagreed that the application portfolio & services are in good condition.
- About 25% of the respondents strongly agreed that the company has a conducive climate that supports the trail of new information technology, about 41% of the

respondents agreed that the company has a conducive climate that supports the trail of new information technology, about 25% of the respondents are in neutral condition that the company has a conducive climate that supports the trail of new information technology, about 8% of the respondents disagreed that the company has a conducive climate that supports the trail of new information technology and about 1% strongly disagreed that the company has a conducive climate that supports the trail of new information technology.

- About 30% of the respondents strongly agreed that the respondent is willing to continuously learn new information technology, about 27% of the respondents agreed that the respondent is willing to continuously learn new information technology, about 23% of the respondents are in neutral condition that the respondent is willing to continuously learn new information technology, about 13% of the respondents disagreed that the respondent is willing to continuously learn new information technology and about 7% strongly disagreed that the respondent is willing to continuously learn new information technology.
- About 24% of the respondents strongly agreed that they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology, about 42% of the respondents agreed that they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology, about 23% of the respondents are in neutral condition that they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology, about 9% of the respondents disagreed that they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology and about 2% strongly disagreed that they embrace diversity, sharing and collaborating by utilizing digital tools and new information technology.
- About 45% of the respondents strongly agreed that they always assemble teams with the right skill mix in every digital project, about 24% of the respondents agreed that they always assemble teams with the right skill mix in every digital project, about 23% of the respondents are in neutral condition that they always assemble teams with the right skill mix in every digital project, about 5% of the respondents disagreed that they always assemble teams with the right skill mix in every digital project and about 3% strongly disagreed that they always assemble teams with the right skill mix in every digital project.

- About 28% of the respondents strongly agreed that the organization gives opportunities to acquire digital skills for digital transformation, about 33% of the respondents agreed that the organization gives opportunities to acquire digital skills for digital transformation, about 23% of the respondents are in neutral condition that the organization gives opportunities to acquire digital skills for digital transformation, about 13% of the respondents disagreed that the organization gives opportunities to acquire digital skills for digital transformation and about 3% strongly disagreed that the organization gives opportunities to acquire digital skills for digital transformation.
- About 31% of the respondents strongly agreed that digital application makes flexibility in work, about 34% of the respondents agreed that digital application makes flexibility in work, about 23% of the respondents are in neutral condition that digital application makes flexibility in work, about 8% of the respondents disagreed that digital application makes flexibility in work and about 4% strongly disagreed that digital application makes flexibility in work.
- About 21% of the respondents strongly agreed that work culture change the digital application making the respondents work faster, about 44% of the respondents agreed that work culture change the digital application making the respondents work faster, about 22% of the respondents are in neutral condition that work culture change the digital application making the respondents work faster, about 8% of the respondents disagreed that work culture change the digital application making the respondents work faster and about 5% strongly disagreed that work culture change the digital application making the respondents work faster.
- About 40% of the respondents strongly agreed that the digital information can improve the quality of products and services, about 32% of the respondents agreed that the digital information can improve the quality of products and services, about 19% of the respondents are in neutral condition that the digital information can improve the quality of products and services, about 7% of the respondents disagreed that the digital information can improve the quality of products and services and about 2% strongly disagreed that the digital information can improve the quality of products and services.
- About 41% of the respondents strongly agreed that in the respondent's opinion, digital transformation can attract more new customers, about 28% of the respondents agreed that in the respondent's opinion, digital transformation can attract more new customers, about 22% of the respondents are in neutral condition that in the respondent's opinion,

digital transformation can attract more new customers, about 9% of the respondents disagreed that in the respondent's opinion, digital transformation can attract more new customers and about 0% strongly disagreed that in the respondent's opinion, digital transformation can attract more new customers.

- About 17% of the respondents strongly agreed that in the opinion of the respondents, digital transformation could help a company increase profitability, about 40% of the respondents agreed that in the opinion of the respondents, digital transformation could help a company increase profitability, about 27% of the respondents are in neutral condition that in the opinion of the respondents, digital transformation could help a company increase profitability, about 15% of the respondents disagreed that in the opinion of the respondents, digital transformation could help a company increase profitability and about 1% strongly disagreed that in the opinion of the respondents, digital transformation could help a company increase profitability.
- About 41% of the respondents strongly agreed that in the opinion of the respondent, digital transformation could improve a company's financial health, about 28% of the respondents agreed that in the opinion of the respondent, digital transformation could improve a company's financial health, about 22% of the respondents are in neutral condition that in the opinion of the respondent, digital transformation could improve a company's financial health, about 9% of the respondents disagreed that in the opinion of the respondent, digital transformation could improve a company's financial health and about 0% strongly disagreed that in the opinion of the respondent, digital transformation could improve a company's financial health.

5.2 SUGGESTION

- Given the diverse age groups and experience levels of the respondents, manufacturing units should implement customized digital training programs. These programs should cater to the specific needs of employees in different age brackets and experience ranges. For example, targeted training for older employees can help bridge the digital skills gap and boost their confidence in utilizing new technologies.
- Organizations should actively cultivate a culture that embraces digital tools and fosters collaboration through digital platforms. Encouraging employees to adapt to digital applications that enhance flexibility in work can improve efficiency. Promoting the idea that digital transformation can attract new customers and increase profitability can motivate employees to embrace these changes.
- Manufacturing units must invest in continuous skill development opportunities for their workforce. Offering learning and development initiatives to acquire digital skills and providing a conducive environment for employees to continuously learn new information technology is crucial.
- Top management plays a pivotal role in the success of digital transformation. It is essential that they set a clear vision regarding the use of IT in supporting business operations and allocate sufficient investments to increase the effectiveness of IT use. This support is integral to overcoming resistance and driving a successful transformation.
- Manufacturing units should focus on enhancing data management and the quality of application portfolios. Improvements in these areas can lead to better decision-making, product and service quality, and overall operational efficiency.
- Organizations should prioritize assembling teams with the right skill mix in every digital project. This ensures that projects are executed efficiently, drawing upon a diverse range of skills and expertise.
- The belief that digital transformation can improve a company's financial health should be realized through strategic planning and investment. Manufacturing units should align their digital strategies with financial goals and continuously monitor and evaluate the impact on profitability.

5.3 CONCLUSION

The findings of this study on the factors affecting the success rate of digital transformation in manufacturing units provide valuable insights and recommendations for organizations seeking to harness the power of technology to drive innovation and competitiveness. The demographics of the respondents, comprising a balanced gender distribution and a wide age range, emphasize the importance of tailoring digital transformation strategies to cater to the needs and preferences of a diverse workforce. Customized training programs, designed to address the varying levels of digital proficiency and adaptability, can empower employees to embrace technological change with confidence.

The survey also highlights the significance of leadership support and strategic vision in digital transformation. Clear guidance from top management, coupled with adequate investments in technology, can mitigate resistance to change and pave the way for a successful transformation journey. Moreover, the study underscores the role of data management, application portfolio quality, and team composition in achieving digital success. Improvements in these areas can lead to enhanced decision-making, product and service quality, and operational efficiency. The belief in digital transformation's potential to attract new customers and increase profitability aligns with the transformative power of technology. To realize these outcomes, organizations should align their digital strategies with financial goals and monitor their progress.

By heeding these recommendations, manufacturing units can navigate the complexities of digital transformation, foster a digital-ready culture, and seize the opportunities that technology affords. In doing so, they position themselves for success in an increasingly digital and competitive landscape.

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ANNEXURE

QUESTIONNAIRE

1. Gender

- ☐ Male
☐ Female

2. Age Group

- ☐ Below 25 years
☐ 25-30
☐ 31-35
☐ 36-40
☐ 41-45
☐ 45 and above

3. Experience

- ☐ Below 1 year
☐ 1 – 7 years
☐ 8 – 14 years
☐ 15 – 20 years
☐ More than 20 years

Factors affecting success rate of digital transformation

S. No	Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	Top Management Commitment					
4	Top management has set a clear vision regarding the use of IT in supporting business operations					
5	Top management has set sufficient investments to increase the effectiveness of IT use.					

	IT Capability					
6	The company constantly keeps current with new information technology					
7	The company has been Integrating strategic business planning and IT planning.					
8	Company data management is excellent (database, data availability, data accessibility, data sharing, etc.)					
9	Application portfolio & services in good condition (ERP & supporting apps, software engineering, etc.)					
10	The company has a conducive climate that supports the trial of new information and technology.					
	Employee Digital Mindset					
11	I am Willing to continuously learn with the new information technology					
12	I embrace diversity, sharing and collaborating by utilizing digital tools and new information technology.					
	Employee Digital skill					

13	I always assemble teams with the right skill mix in every digital project.					
14	The organization gives opportunities to acquire digital skills for digital transformation.					
	Work Culture Changing					
15	The digital application makes flexibility to work					
16	The digital application makes me work faster					
	Operational Perceived Performance					
17	In My Perception, Digital Information Can Improve the quality of products and Services					
18	In My Perception, Digital Transformation can attract more new customer					
	Financial Perceived Performance					
19	In My Perception, Digital Transformation Can help a company increase Profitability.					
20	In My Perception, Digital Transformation can improve a company's financial health					

