Digital business strategies and competitive superiority

Muhammed Gul^{ID}

Institute of Social Sciences, Istanbul Medipol University, Istanbul, Turkey

ARTICLE INFO

Article history:

Received 07 April 2019

Received in revis. form 22 June 2019

Accepted 08 July 2019

Keywords:

Digital Business

Transformation

Competitiveness

JEL Classification:

F23

ABSTRACT

Today, where competition among sectors is more intense and harder than ever, enterprises have started to implement innovations in their strategies. These new strategy moves are mainly on technological, informatics and software. The companies have focused on their investments in social network advertising in order to keep themselves in the forefront and increase their profit rates. In this article, it has been determined that businesses can develop their competitive advantage by creating new strategies in digital environment.

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Introduction

In the strategic management literature, many scientists have worked on the concept of value and sustainable competitive advantage. Bowman and Ambrosini (2000) define value creation as contribution to the end-user's benefit of the end product or service, and distinguish it from value capture, which is the difference between revenue and cost generated by the company. Mol et al. (2005) conceptualizes a section that accumulates over multiple value-added stages, often even in a general value proposition. In their model, each stage contributes to a certain proportion of the total value created, but the appreciation of each participant depends on the relative bargaining power of the participants.

The idea that superior performance requires a business to gain and retain an advantage over competitors is at the heart of contemporary strategic thinking. businesses which are in search of an advantage are encouraged to develop superior competence values and manage the lowest delivery cost or differentiation with superior customer value. The bade reimbursement is the above-average market share dominance and profitability for the sector.

Nowadays, when technological developments have accelerated and the Internet era has started, people acquire their needs, information they want to learn, and innovative developments through the internet instead of the traditional methods such as newspapers, magazines, telephone, fax. With these developments, sector companies have started to organize intensive advertising campaigns through websites, web ads and social networks to increase sales numbers, provide customer satisfaction and promote the company.

The competition among the competitors in the sector has changed as to increase its share in the market by addressing the larger masses on social networks and the internet, in addition to quality products, customer satisfaction or reasonable price advantage. Businesses maintain this change in their strategies through platforms such as Facebook, Instagram, twitter.

* Corresponding author. ORCID ID: 0000-0002-5273-1812

This paper will demonstrate an important approach to the importance of social information technologies linking with digital business strategies within a theoretical framework. This paper aims to highlight the linkages between digital business strategies and competitive superiority.

Business strategy and the importance of social information technologies

Strategy is a forward-looking, future-oriented concept. The strategy is related to the activities that companies or institutions should or should not do in the future in order to operate in a sustainable manner and to provide competitive advantage (Ülgen and Mirze, 2007). Considering the current conditions, the companies competing in the global markets need to get support in this regard. The concept of strategy can be communicated to companies through management courses; Sarvan et al. (2003) explained the concept of strategic management with key words and assumptions around 10 management courses (Sarvan et al., 2003). While the design school strategy theorists define the strategy as a move from the current position to the desired point in the future with sustainable competitive advantage; Mintzberg defines it as a set of decisions and activities (Ansoff, 1965; Porter, 1980; Mintzberg, 1994). The strategy is to use the resources available to achieve sustainable competitiveness in order to reach the desired point in the future. When talking about the strategy, Ansoff stated that the external environment should also be analyzed and the Strengths and Weaknesses Opportunities Threats (SWOT) analysis has taken its place in the business strategy (Ansoff, 1965).

While the strategic decision process in companies defines the strategy as a range of activities, the content of the strategic decision defines it as a form or mode resulting from the experiences experienced in the historical development of the enterprise. As such, strategy is a concept that cannot be formulated but learned (Bakoğlu & Özcan, 2010).

The concept of strategy does not seem to be fully realized and developed by ignoring the technological developments in today's conditions. In the last decade, the compliance of information technology plans with organizational objectives has been among the most important concerns reported in the surveys of information systems managers and company managers (Brancheau et al. 1996; Galliers et al. 1994; Neiderman et al. 1991; Rodgers, 1997).

In order to take advantage of information technology opportunities and possibilities, some research has been done on the problem of establishing the relationship between business and IT infrastructure. (Sambamurthy and Zmud 1992).

According to the research, it is seen that there are two approaches to business strategy and information technologies. The first focuses on examining strategies, structures and planning methodologies in organizations (for example, Chan et al. 1997; Handerson and Sifonis, 1988; Tallon and Kraemer 1998; Zviran 1990). Second, it investigates actors in institutions by examining their values, their communication with each other, and ultimately their understanding of each other's fields (Dougherty 1992; Nelson and Coopridge 1996; Subramani et al. 1999).

As a result of the research, they define the compliance of business and social information technologies as the situation where high quality interrelated IT and business plans exist.

The social dimension of harmonization is defined as the situation in which business and IT managers within an organization understand and undertake the business and IT mission, objectives and plans (Reich and Benbasat 1996).

Linking with competitiveness with digital business strategies

Over the past thirty years, the rapid rise in the IT sector has been a functional strategy that must be in line with the business strategy chosen by the company. Even in this so-called adaptation idea (Henderson and Venkatraman 1993), despite the invitation for recognizing the importance of a digital business strategy that shapes business strategy and changes business processes and scope, the process has run very slowly (Venkatraman 1994).

With this adaptation idea where digital business strategy is considered as a functional strategy - largely aligned to the business strategy but essentially underlying -, numerous studies have conducted about a redesign of the business process, including internal audit and approval systems, studies on the business value of the business strategy and, it is seen that the importance of digital business strategy increases as time passes among business development strategies like others (Chan and Reich 2007; Hirschheim and Sabherwal 2001; Hussin et al. 2002; Luftman and Brier 1999; Reich and Benbasat 2000; Sabherwal and Chan 2001; Sabherwal and Kirs 1994; Sledgianowski et al. 2006).

In the last decade, however, impressive advances in information, communication and connectivity technologies have created new functionalities. Therefore, the decade after (.com) has established companies that use global connectivity to adapt to global connections at lower price / performance levels (hardware and software) as well as standard protocols (eg Internet and mobile web). These digital technologies fundamentally reform the traditional business strategy into modular, distributed, functional and global business processes that enable business to be conducted within the limits of time, distance and function (Banker et al. 2006; Ettlie and Pavlou 2006; Kohli and Grover 2008; Rai et al. 2012; Sambamurthy et al. 2003; Straub and Watson 2001; Subramaniam and Venkatraman 2001; Tanriverdi and Venkatraman 2005; Wheeler 2002).

Considering these configurations, different definitions were made by different authors regarding the digital business strategy. According to Davidson and Vaast (2010: 2), digital business strategy is the search for opportunities based on the use of digital media

and other information and communication technologies. Yaghoubi et al. (2012: 1049) emphasizes that digital business strategy is a type of entrepreneurship involving digital products or services, digital distribution, a digital workplace, a digital market, or some combination of these. According to Rashidi et al. (2013: 1), digital business strategy is an area of entrepreneurship where new technological tools such as internet and informatics are used for business. Digital initiatives are characterized by the intensive use of new digital technologies to improve business areas, to invent new types of business, to interact with customers and stakeholders, and to create future business and growth opportunities (Eleftheriadou, 2014: 8).

Digital technologies also provide different forms of dynamic capability suitable for turbulent environments (Pavlou and El Sawy 2006, 2010). Digital technologies transform the structure of social relations in both consumer and business areas through social media and social networks (Susarla and Tan 2012).

Social networks provide opportunities for companies that other marketing and sales techniques cannot offer. Among these opportunities, social networks increase the communication between the company and customers, product advertisers can be identified more easily and the structure of these networks that allow customers to communicate with each other and potential customers (Roberts, 2010: 26). It aims to reduce costs while increasing the rate of profit in the more innovative and fast digital entrepreneurship of business processes by including technological developments in the rapid development of social networks. As in traditional entrepreneurship, digital entrepreneurship has the same concept of creating employment, contributing to economic growth and sustainable development (Bogdanowicz, 2015: 18; Welsum, 2016: 1).

The spread of advertising related to products and brands is done by modern or traditional appropriate communication means. Facebook is considered as one of the innovative communication tools in the internet network is widely popular for advertisers because it is spread to a wide audience of users (Yousif, 2012: 122).

Facebook, users' country and city, age, gender, profession, interests and so on. It provides a great convenience to the advertisers in terms of their diversity in terms of personal information, finding the target audience of the advertising that needs to reach the addressee directly and making the market classification from a wider perspective. In addition, many studies have shown that personal and demographic factors cause significant differences in the way consumers perceive social media advertisements. (Taylor et al., 2011; Lukka and James, 2014).

In the past, most of the information technologies adopted by organizations were perceived as added tools to increase productivity or lower operating costs. While IT is linked to people's work as a work that can be pushed aside, work can continue (El Sawy 2003). As a result, the broad strategic view was that the IT strategy should align with the firm's business strategy (Henderson and Venkatraman 1993).

However, over the past two decades, the digital infrastructure of business and society has radically changed, and researchers and executives have acknowledged that IT's role has undergone a transformation. IT became involved in the workspace and homes, becoming an inevitable part of both daily routines and business processes. A new idea has been put forward that not only can technology be integrated into the business environment, but IT and business strategy cannot be distinguished from our perception and form a unified structure (El Sawy 2003).

The development of information and technology has often affected trade processes and made fundamental changes in international trade processes. e-Commerce is complex, for instance, customs documents, bill of lading, documents of origin and letter of credit. As a result, e-commerce is intended to simplify the complex processes involved in international trade transactions using Internet and electronic data (Fillis and Wagner, 2005).

Table 1: Differences between E-Commerce and traditional systems

Activity	Traditional Mod	E-Commerce Equivalent
Information collection	Direct Visit	Internet
Marketing	Advertisements, Exhibitions	Website
Pre-Contract Negotiation	Telephone, Fax, Direct Visit	E-mail
Customs Procedures	Paperwork and visiting	Electronic Environment
Banking and Payments	Credit Letters, Bank Drafts	Computer and Digital Technologies
Logistics	Guarantee Letters	Logistics Information System

Social information technologies are an example of a new technology that is deeply embedded in our daily routine and personal interactions; to the point where it is almost impossible to separate business and social processes from underlying IT infrastructures. What's more, social computing creates a shift in empowering users with relatively low technological sophistication to transfer

computing power from organizations to individuals, to show the creativity of the web, to participate in social intervention, to contribute to their expertise, to share content, to enable them to share in bulk. build new tools and disseminate information (Parameswaran and Whinston 2007, p. 753).

Like other capital stocks (eg property, facilities and equipment), IT capital is an economic production factor. Unlike physical goods, designs are information goods and are therefore essentially unrivalled (ie a company can license their designs without losing them). In addition, the value of IT capital may be firm-specific, because a particular set of designs may require complementary assets or capabilities to successfully acquire them (Teece 1986).

Therefore, IT capital can be a source or disadvantage of competitive advantage similar to other company-specific resources. In addition to designs for customer-oriented system components (eg, user interfaces) and architectural design elements (eg programming interfaces or design rules), capital includes internal systems and processes (eg providing flow capability). Content involves the risk of managing credentials or securely processing payments (Baldwin and Clark, 2000).

The current literature in Electronic Commerce has documented several advantages for companies to sell directly over the Internet. These advantages can be classified into these three channels based on the functions performed:

As a communication channel: exchange of information between vendors and buyers. To access, edit and transmit information. To enhance interaction and perceptual experience. Gather information about customers through surveys and competitions for new product development and promotion, relationship building and personalization.

Channel As trading channel: sales activities. To increase visibility and reach a larger customer base. Improve revenue by leveraging cross-selling opportunities. Costs are to simplify processing, thereby reducing task complexity, paperwork, and processing. Customize promotions and sales to individual customers and increase flexibility.

Channel As a distribution channel: physical exchange of product services. Large stocks, storage costs, public services and space renting, etc. To eliminate. Shorten the supply chain and reduce commission and operating costs (Edwards, Handcock, Mullen; 1998).

Email marketing can be used for a variety of marketing purposes to share information about products and services, promote them, create brands, direct customers to websites, alert customers, and explain the status of orders. Today, marketers use a variety of e-mail techniques such as newsletters, rewards programs, and community building (Brondmo, 2000; Roberts, 2001).

Customer relationship management (CRM) and direct marketing literature through email use show that regular contact with customers helps marketers increase customer loyalty. Direct mail is used to cross-sell and sell, increase customers' buying frequency, and encourage customers to respond and engage in a dialogue. The idea is how often a customer buys or replies to messages and how current the purchase or response is, how loyal the customer is. Direct marketers often use bids to build loyalty (Merisavo and Raulas; 2004: 3).

Micro applications, also called enterprise mash-ups or composite applications, are applications that perform functions ranging from data retrieval (for example, UPS tracking) to data integration (for example, Ski's air-fare comparison). More complex applications that create a business process (for example, AutoSlash, a car rental tracking application that reorganizes the rental process when cheaper options are available). Pahlke and Beck (2010, p. 31 1) describe traditional strategic systems developed through central development processes, which include a large number of developers and have full control over the quality and processes of innovation (Gawer and Cusumano 2002).

The three main components of the micro-application system provide independent or aggregated sources of competitive value. These are called software, processes and information (SPI) (Ives and Vitale, 1988)

Software (S): may be a product (eg baggage monitoring in airline control) or an activator in the provision of information or services;

Processes (P): define steps that interact with software to create an ability (eg data compilation for mining software);

Information (I): It adds value to the firm or customer. The information may have an input or output of the software or may be provided to the consumer independently (for example, advertisers' customer position or tickling of a product when it reaches a product sale price)

If the value of the firm can be seen by external entities, the system that it successfully approves brings with it the risk that competitors will deem it appropriate and imitate. Of course, value allocation by competitors depends on the degree of embeddedness of the system within the scope of complementary assessment. However, the company can protect the system by over-spending the system, but there is a price. This ensures protection of information, customization of design, and loss of opportunities that may arise from openness in sharing software, processes and information. Lack of openness can also prevent customers from interacting with the company. Therefore, when formulating Digital Business Strategy, companies should assess the balance between managing the visibility of the system and the value of micro-applications (Pavlou and El Sawy; 2006).

Traditional business strategy understanding includes acquiring and obtaining new opportunities, transforming these new opportunities into saleable products or services, gaining value, taking risks and realizing the gains (Yaghoubi et al., 2012: 1048).

Digital business strategy, on the other hand, adapts the characteristics of traditional business strategy to the digital field and associates it with better sensitivity to risk, creativity or agility (Van Horne et al., 2016: 296). There are different aspects of digital business strategy than traditional business strategy (Hull et al., 2007: 296-298; Hafezieh et al., 2011: 269-270; Yaghoubi et al., 2012: 1048; Özdemir, 2016: 6). These differences are shown in Table 2 comparatively.

Table 2. Differences between Traditional and Digital Entrepreneurship

<i>Traditional Business Strategy</i>		<i>Digital Business Strategy</i>
Attain a place in he market	Difficult	Easy
Production and storage	Difficult	Easy
Deployment	Slower	Faster
Workplace	Physical Reunion	Digital workplace
Organizational commitment	Easier	More difficult
Contact Style	Face to Face	Using computer and Digital technologie
Organizational structure	Hierarchical	Flexible and collaborative

Source: Hull et al., 2007:296-298; Hafezieh et al., 2011:269-270; Yaghoubi et al., 2012:1048; Özdemir, 2016:6.

There are also differences between the digital business strategy and the traditional business strategy in terms of export revenues. It has become possible to make sustainable exports by making new initiatives in different countries with different product range and digital initiatives. While the growth rate of e-export companies is 92% in 2013-2014, the growth rate of traditional export companies in the five years preceding 2013 is 37%. While the export history of e-exporting companies is 3-4 years, 44% of the firms exporting traditional products cannot export for two consecutive years (Utikad, 2016).

In recent years, many digital business applications have emerged in the world and these applications continue to increase day by day. The companies shown in Table 3 can be given as examples of successful digital enterprise applications in the world (Cezayirlioğlu, 2015).

Tablo 3. Examples of digital business in the world

Company	Country	Definitions of Companies
Netflix	USA	He world's largest cinema broadcasting company with no movie theatre
Google	USA	The largest application sales company in the world without any application soft
Facebook	USA	The world's largest media company without creating any content
Airbnb	USA	The world's largest accommodation provider with no properties
WeChat	China	The world's largest telephone company with no telecom infrastructure
SocietyOne	Australia	The world's largest bank with no money
Alibaba	China	The world's largest market with no stock
Uber	USA	The world's largest taxi company with no taxis

Reference: Cezayirlioğlu (2015).

Competitive superiority and value chain

The competitive superiority hypothesis has had important results in terms of strategy research, implementation, and teaching. Competitive advantage produced a large amount of academic output, both theoretically and experimentally (Bowen and Wiersema, 1999; Rouse and Daellenbach, 1999). Firms attempt to identify, create and exploit competitive advantages, according to all accounts (Collis and Montgomery, 1995). Porter, 1996) and strategic advantage is universally accepted as a fundamental concept of strategy in the strategic management courses and textbooks (Barney, 1997; Grant, 1998).

The superior proficiencies and resources discussed together represent the ability of a company to do more or better (or both) than its competitors. Superior proficiencies are the distinguishing features of companies that distinguish themselves from the labor force and technological infrastructure of competing firms. Some of the benefits of superior proficiencies stem from the ability to perform individual functions more effectively than other firms. Thus, superior engineering or technical proficiencies can lead to greater precision or reliability in the finished product. More proficiency comes from systems and organizational structure that enable a company to be more responsive and faster to adapt to changes in market requirements (Gregor and Rodgers; 1977).

The companies that aim to gain competitive advantage think that this is possible in today's conditions with technological developments. It has been observed that by investing intensive in data processing hardware and system resources, they have started to produce faster and more reliable solutions to the needs of customers. At the end of these innovative steps, it first helped manufacturers manage inventories, analyze market data and plan new product development efforts (William and Pessemier, 1973)

A value chain first classifies the company's activities into separate steps to design, produce, market, deliver and serve a product. Supporting these specific value creation activities are general activities such as supply chain, human resource management, and technology development, systems linking the value chain and management infrastructure. Only activities that have a large impact on differentiation, that is to say taking into account a large or increasing proportion of costs, should be considered (Griffith, 2006).

It has an advantage when a firm's capacity to supply products is greater than the market demand for production. It can be applied to take advantage of the opportunities of earning shares in the gap that may arise in the markets. The magnitude of this advantage is calculated by subtracting the strategic investment share of the firm from the unit share sold. The main premise is to achieve equilibrium if the share of the firm in traditional mix investments is the same as the market share. If the share of strategic marketing investments falls below the current share of the units sold, the units will decrease in the search for a new equilibrium in consumer preferences at the end of the share (Zhang, 1997).

Differentiation or cost advantage should ultimately be rewarded with shares and/or profitability that are superior to those of competitors. The magnitude and duration of the outstanding earnings will depend on whether the value obtained by the customer and the price premium is greater than the extra cost of differentiating activities. The objectives of the business are the change between the higher immediate profit (realized with the maximum possible price premium) and the increased market share earned by the penetration price. All industries provide equal opportunities to maintain an advantage (Ghemawat 1986).

However, these discussions affect the competitive superiority hypothesis and the theories of superior performance. Under any leading strategy theory, there is a consistently superior performance, there are decisive reasons, and these reasons depend on the concept of competitive advantage. There may be better explanations for superior performance. Empirically observed performance distributions may follow simple heuristic traces or result from a single process, such as problem-solving (Popper, 1972), or researchers may conclude that each superior performance situation is unique, excessive, and non-generalizable (Starbuck 1992).

Conclusion

In today's world, where competition among sectors is increasing day by day, it is observed that, more than local actors, companies competing with stronger companies in the global market should update their strategies day by day. In order to obtain competitive advantage, it is seen that providing the changes made on the strategies they have determined within and outside the company in the digital environment in today's conditions is a necessary strategic transformation rather than a recommendation. It is seen that the companies that closely follow the technological developments and achieve accreditation within their own dynamics perform better than their competitors.

This digital transformation, the increase in smartphone usage and the customer's approach to innovative approaches are reflected in the businesses' own usage. In order to keep pace with digital transformation, information and communication technologies have been used in business processes and the concept of digital business strategy has emerged. It is seen that successful company implementations that adopt the understanding of digital business strategy which differs from traditional strategies in terms of certain criteria such as market entry, production, storage, distribution, workplace, organizational commitment, communication style and organizational structure, have shown great gains in the future.

Based on these results, it is expected that digital entrepreneurship will have more widespread application areas in the world in the future. For this reason, businesses should consider the developments in digital technologies as opportunities, and use technologies appropriate to their own culture, goals, structures and processes to go beyond customer expectations and develop new business models. In addition to government grant, there is a need for centers to provide consultancy and training for entrepreneurs on digital transformation.

As a result of this article, it is foreseen that companies that have not been able to form or develop their digital business strategy will lose their competitive advantage among their competitors and lose their position in the sector.

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Appendix A: Literature review table of studies on digital business strategies

Author	Subject	Components	Findings
Sabinda and Ramrathan (2017)	Influence Of Information Technology On Organization Strategy	information technology, strategy, strategic alignment model, business models, digital, market, disruption, phenomenology	Last, a key measure that organizations can implement to ensure that business and technology align and form two parts of the same coin is to create cross-functional roles.
Nylen and Holmstron (2015)	Digital innovation strategy: A framework for diagnosing and improving digital product and service innovation	Digital innovation; Strategy; Value proposition; User experience; Improvisation	As noted, industry accounts of digital innovation typically include failures to adapt. Therefore, we encourage successful examples to be documented, involving both new entrants' and incumbent firms' experiences of managing digital innovation.
Bharadwaj, El Sawy, Pavlou and Venkatraman (2013)	Digital Business Strategy: Toward a Next Generation of Insights	Digital business strategy, scope of digital business strategy, scale of digital business strategy, speed of digital business strategy, digital business strategy value creation and capture	We identify four key themes to guide our thinking on digital business strategy and help provide a framework to define the next generation of insights. The four themes are (1) the scope of digital business strategy, (2) the scale of digital business strategy, (3) the speed of digital business strategy, and (4) the sources of business value creation and capture in digital business strategy. After elaborating on each of these four themes, we discuss the success metrics and potential performance implications from pursuing a digital business strategy.
Woodard, Ramasubbu, Tschang and Sambamurthy (2013)	Design Capital and Design Moves: The Logic of Digital Business Strategy	Design capital, design moves, digital options, technical debt, IT	We also identify two salient dimensions of design capital, namely, option value and technical debt. Using embedded case studies of four firms, we develop a rich conceptual model and testable propositions to lay out a design-based logic of digital business strategy. This logic highlights the interplay between design moves and design capital in the context of digital business strategy and contributes to a growing body of insights that link the design of digital artifacts to competitive strategy and firm-level performance.

Singer and Zalmanson (2013)	Content or Community? A Digital Business Strategy for Content Providers in the SocialAge	Premium services, social media, online communities, propensity score matching, UGC, digital business strategy, ladder of participation	we extend our results by estimating a hazard model to study the effect of community activity on the time between joining the website and the subscription decision. Our results suggest that firms whose digital business models remain viable in a world of "freemium " will be those that take a strategic rather than techno-centric view of social media, that integrate social media into the consumption and purchase experience rather than use it merely as a substitute for offline soft marketing. We provide new evidence of the importance of fusing social. computing with content delivery and, in the process, lay a foundation for a broader strategic path for the digital content industry in an age of growing user participation.
Pagani (2013)	Digital Business Strategy and Value Creation: Framing the Dynamic Cycle of ControlPoints	Control points, incremental innovation, disruptive innovation, digital business strategy, value network	This paper broaches a key, unexplored issue in value network management, with implications for researchers in network theory, IS, strategy, knowledge management, alliances, and international business.
Granados and Gupta (2013)	Transparency Strategy: Competing with Information in a Digital World	Digital business strategy, electronic markets, transparency strategy	We contend that in order to compete effectively in a digital business environment, firms should develop a transparency strategy by selectively disclosing information outside the boundaries of the firm. We make the case for transparency strategy by showing why it is relevant in the digital business world, and the consequences of not having such a strategy. We then provide some foundations to develop the strategy and make a call for research.
Grover and Kohli (2013)	Revealing Your Hand: Caveats in Implementing Digital Business Strategy	Digital business strategy, competitiveness, flexibility, phasing, design, digitization	Through a visibility-value framework, and examples drawn from practice, this article illustrates the tradeoffs involved in making these choices as the firm traverses a dynamic business environment. In doing so, it raises sensitivity to an important caveat in digital environments epitomized by hyper-competition and transparency.
Kiş (2018)	Dijital Çağda Yeni Bir Girişimcilik Yaklaşımı: Dijital Girişimcilik	Dijital Değişim, Dijital Teknoloji, Girişimcilik, Dijital Girişimcilik	Gelecekte dijital girişimciliğin tüm dünyada daha yaygın uygulama alanlarına sahip olacağı beklenmektedir. Bu nedenle işletmeler dijital teknolojilerdeki gelişmeleri fırsat olarak değerlendirilip, kendi kültür, hedef, yapı ve süreçlerine uygun teknolojiler kullanarak, müşteri beklentilerinin ötesine geçip, yeni iş modelleri geliştirmelidir.

Vinerean(2017)	Importance of Strategic Social Media Marketing	social media marketing, advertising, customer relationship management, e-word-of-mouth, online consumer behavior, digital marketing, social media, strategy, online marketing	The purpose of this paper is to examine the strategic opportunities of social media marketing for organizations. By providing a comprehensive conceptualization and definition of social media marketing, this research outlines its role in advertising, Customer Relationship Management, and e- Word-of-Mouth.
Tan, Pan, Lu and Huang(2009)	Leveraging Digital Business Ecosystems for Enterprise Agility: The Tri-Logic Development Strategy of Alibaba.com	Enterprise agility, Digital business ecosystems, Organizational strategies, Case study	Digital Business Ecosystems (DBEs) may be crucial to enterprise agility for organizations engaged in intense, inter-network competition, we apply the literature on business ecosystems to analyze the case of Alibaba.com, a B2B portal that organizes one of the largest DBEs worldwide.
Mat, Hess and Benlian(2015)	Digital Transformation Strategies	Digital transformation framework _ Crossfunctional strategy _ Digital technologies	The exploitation and integration of digital technologies often affect large parts of companies and even go beyond their borders, by impacting products, business processes, sales channels, and supply chains. Potential benefits of digitization are manifold and include increases in sales or productivity, innovations in value creation, as well as novel forms of interaction with customers, among others.
Bharadwaj, El Sawy, Pavlou and Venkatraman(2013)	Visions and Voices On Emerging Challenges In Digital Business Strategy	Digital business strategy, competitiveness, flexibility, phasing, design, digitization, , electronic markets, transparency strategy	This section is a collection of shorter “Issue and Opinions” pieces that address some of the critical challenges around the evolution of digital business strategy. These voices and visions are from thought leaders who, in addition to their scholarship, have a keen sense of practice.
Ramilo and Bin Embi(2013)	Critical analysis of key determinants and barriers to digital innovation adoption among architectural organizations	Digital innovation; Architectural organizations; Technologies; Digital innovation barriers	This study involves in-depth evaluation of technological, financial, organizational, governmental, psychological and process barriers encountered in the adoption of digital innovation. Results reveal relevant attributes and patterns of variables, which can be used to establish a framework for digital innovation adoption.
Günther, Mehrizi, Huysman, Feldberg(2017)	Debating big data: A literature review on realizing value from big data	Big data Analytics Literature review Value realization Portability Interconnectivity	Based on this review, we identify two socio-technical features of big data that influence value realization: portability and interconnectivity. We argue that, in practice, organizations need to continuously realign work practices, organizational models, and stakeholder interests in order to reap the benefits from big data. We synthesize the findings by means of an integrated model.
Goerzig and Bauernhansl(2018)	Enterprise Architectures for the Digital Transformation	Digital transformation; Digitization; Industry 4.0; Enterprise architectures	This paper presents the foundation and the first steps aiming at the development of a method for the holistic planning of the digital transformation in small and medium-sized mechanical engineering enterprises.

	in Small and Medium-Sized Enterprises			
T.Leipzig, Gamp, Manz, Schöttle, Ohlhausen, Oosthuizen, Palm, K. Leipzig(2017)	Initialising customer-orientated digital transformation in enterprises	Industrie 4.0; digital transformation; digitisation; customer expectations; continuous improvement		This paper addresses the problems and challenges faced in digitisation, and develops a model for initialising digital transformation in enterprises. The model is based on a continuous improvement cycle, and also includes triggers for innovative and digital thinking within the enterprise. The model was successfully validated in the German service sector.
Kadar, Moise and Colomba(2014)	Innovation Management in the Globalized Digital Society	Innovation, globalisation, digital society, competency		In this paper we discuss a model of innovation management based on the analysis of the driving forces of change and a framework in which domain and problem definition play an important role. The paper presents also the National Innovation Systems with a special view of Romania's position within the European Union in terms of innovation.
Marko Merisavo and Mika Raulas(2004)	The impact of e-mail marketing on brand loyalty	Electronic mail, Brand loyalty, Marketing strategy, Consumer behaviour		E-mail offers a promising tool to enhance brand loyalty as it helps marketers keep in touch with their customers on a regular basis at low cost. The benefits of an active marketer are described in considerable detail in the customer relationship management (CRM) literature, which suggests that marketers could enhance customer loyalty by being active and in regular contact with their customers
Ömer Torlak and Ufuk Ay(2013)	Facebook'ta Bulunma Amacı ve Facebook Reklamlarına Duyulan İlgi Arasındaki İlişki	Sosyal Medya Reklamcılığı, Facebook Reklamları, Sosyal Ağ Siteleri		Bu araştırmada Facebook'ta bulunma amaçları ile Facebook reklamlarına duyulan ilgi arasında bir ilişki olup olmadığı ölçülmüştür
Ka-Young Oh, DougCruickshank, AlistairR.Anderson (2009)	The adoption of e-trade innovations by Korean small and medium sized firms	e-Trade; Small-medium sized enterprises (SMEs); Diffusion; Technology adoption; South Korea		The purpose of this study was to explore the adoption of e-trade innovations by small-medium sized enterprises (SMEs) operating in South Korea. Employing a modified TAM model, which included the industry environment and convenience factors, we surveyed 164 SMEs to develop a useful refined model of innovation acceptance and continuity of use for international e-trade.
Melody Y. Kiang , T.S. Raghu , Kevin Huei-Min Shang (2000)	Marketing on the Internet — who can benefit from an online marketing approach?	Electronic commerce; Channel selection; Internet marketing; Product classification		The research builds upon the literature in electronic commerce and past research in marketing with the objective of understanding factors that impact a product's adaptability to online marketing. A review of marketing channel choice literature reveals a set of factors and channel choice functions that are considered important in making channel decisions.
	Factors That Influence the Social Dimension of Alignment between Business and	Alignment, communication, shared knowledge		This paper presents findings from a study which investigated the influence of several factors on the social dimension of alignment within 10 business units in the Canadian life insurance industry.

Blaize Horner Reich and Izak Benbasat (2000)	Information Technology Objectives	
George S. Day & Robin Wensley(1988)	Assessing Advantage: A Framework for Diagnosing Competitive Superiority	To overcome possible myopia, the evidence of advantage should illuminate the sources of advantage as well as the manifestations of superior customer value and cost superiority, and should be based on a balance of customer and competitor perspectives.
Thomas C. Powell(2001)	Competitive Advantage: Logical And Philosophical Considerations	competitive advantage; philosophy; logic; epistemology; resource-based view This article explores the logical and philosophical foundations of the competitive advantage hypothesis, locating its philosophical foundations in the epistemologies of Bayesian induction, abductive inference and an instrumentalist, pragmatic philosophy of science

Source: Author