

The Role of IT Strategy in Enhancing Digital Transformation Initiatives in Enterprises

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Abstract

Digital transformation has become a strategic necessity for companies to face competition in the digital era. However, not all digital initiatives are successful in achieving their goals. This research aims to examine the role of Information Technology (IT) strategy in supporting the success of digital transformation in the company. Using a qualitative case study approach, data was collected through in-depth interviews with policy makers and analysis of internal company documents. The results show that a well-directed IT strategy that is aligned with business objectives can improve operational efficiency, service quality, and competitiveness of the company. The success is influenced by several factors, such as management support, cross-functional team involvement, digital readiness, and adaptive organizational culture. This research also identifies internal and external challenges, as well as strategic solutions implemented to overcome these obstacles. The findings provide an important contribution for companies in designing more effective IT strategies, while opening up opportunities for further exploration of the influence of external factors in the implementation of digital transformation.

Keywords: IT Strategy, Digital Transformation, Enterprise, Operational Efficiency

Introduction

The rapid development of digital technology has had a major impact on various aspects of life, including in the business world which is now undergoing a comprehensive transformation (Robiul Rochmawati et al., 2023). Digitalization not only changes the way companies communicate and interact with customers, but also changes internal processes, operational models, and long-term growth strategies (Agya, 2022). The emergence of new technologies such as artificial intelligence, cloud computing, big data analytics, and the Internet of Things (IoT) has opened up great opportunities for companies to create higher added value (Rizka Khoirotun Nisaa et al., 2024). These technologies enable process automation, real-time data processing, improved customer experience, and faster and more accurate decision-making (Kustianto et al., 2024). These changes encourage companies to not only adopt technology technically, but also make fundamental transformations in organizational culture, management structure, and strategic approach (Angelina Wijaya Tan et al., 2024). Therefore, digital transformation is no longer just an innovation option, but a strategic necessity to survive and compete in the era of digital economy full of uncertainty and disruption.

Digital transformation has now become an inevitable strategic necessity for companies to maintain competitiveness and relevance in an increasingly dynamic and competitive global market (Ciek Julyati Hisyam et al., 2024). In the midst of growing technological advances, companies can no longer rely on traditional business models that are limited to manual processes or isolated systems (Herget, 2025). Instead, they must transform by integrating digital technology into every aspect of their core business processes (Abdul Sakti, 2024). This process not only includes operational automation, but also includes fundamental changes in how companies interact with customers, how they manage data, and how they utilize

technology to design and deliver more innovative products or services. Through the adoption of technologies such as cloud computing, artificial intelligence, and big data analytics, companies can create significant efficiencies, accelerate data-driven decision-making, and reduce operational costs (Aulia et al., 2023). The integration of these digital technologies also enables companies to improve customer experience by providing services that are more personalized, responsive, and based on more specific needs (Vera Maria et al., 2024). In addition, the application of digital technology allows companies to be more agile in responding to market changes, adapting to evolving consumer trends, and capitalizing on new opportunities that were previously out of reach. In other words, digital transformation is not just about implementing new technologies, but also a fundamental change in the way companies operate, innovate and compete in an increasingly complex market.

Although many companies have adopted digital transformation initiatives, the reality is that many have failed in their implementation (Bellantuono et al., 2021). Digital transformation, which should be an opportunity to improve competitiveness, risks becoming a stalled project, even failing to achieve the desired goals. One of the main causes of this failure is the lack of a clear, targeted information technology (IT) strategy that is aligned with the company's business goals (Kitsios et al., 2022). Without a well-planned IT strategy, companies will find it difficult to determine technology priorities, efficient resource allocation, and how best to integrate digital technology into existing business processes (Osemeike Gloria Eyieyien et al., 2024). In addition, without a clear roadmap, technology adoption tends to be fragmented and does not support the company's long-term goals, resulting in suboptimal results. Therefore, having the right IT strategy is crucial to ensure that every step in digital transformation focuses on achieving broader business goals, such as increased efficiency, product innovation and customer satisfaction.

IT strategy plays a very important role in ensuring that the technology implemented by the company is not only in line with the times, but also supports the overall vision and mission of the organization. Without a proper IT strategy, investments in technology can become undirected, even potentially hindering the company's growth (Maple et al., 2023). Therefore, IT strategy must be carefully designed to ensure that every technology adopted is able to provide maximum added value to the company, both in terms of operational efficiency and in achieving long-term business goals. In addition, the IT strategy also serves as a guide in making decisions related to technology investment and managing ongoing digital change (Maharani Sabban et al., 2024). The success of digital transformation depends not only on the adoption of new technologies, but also on the company's ability to manage the changes that come with these technologies, such as changes in business processes, organizational culture, and managerial structure (Imran et al., 2021). With a clear IT strategy in place, companies can mitigate risks that may arise during the change process and ensure that the implemented technology supports the company's goals holistically.

Many previous studies on digital transformation have focused on the technology or change management aspects, but rarely have highlighted how information technology (IT) strategy can play a crucial role in driving and strengthening digital transformation initiatives. Most previous research tends to emphasize the application of the latest technology or the management of organizational change processes, without explicitly linking it to how a planned and targeted IT strategy can create synergies between technology, business processes and corporate strategic goals. In fact, without a proper IT strategy, the implementation of advanced

technology will only be an investment that is separate from organizational goals and has less significant impact on the success of digital transformation (Zhang et al., 2023). Therefore, a deeper understanding of how IT strategy can be integrated with the company's business policies is crucial to ensure that every step in digital transformation is aligned with the company's vision and mission, thereby contributing to the achievement of a sustainable competitive advantage.

This research is important to provide a better understanding of how planning and managing information technology (IT) strategy can improve the success of digital transformation in companies. In the complex context of digital transformation, a deep understanding of the relationship between IT strategy and the achievement of business goals is crucial to ensure that companies can make optimal use of technology. This research aims to explore the role of IT strategy in directing and strengthening digital transformation initiatives, as well as to identify key factors that influence the successful implementation of IT strategy in the enterprise. In particular, this research also aims to provide practical insights to managers and decision-makers in the enterprise regarding the importance of aligning IT strategy with business objectives to achieve operational efficiency, sustainable innovation, and competitive advantage in the digital era.

Method

This research uses a qualitative approach with a case study design to dig deeper into the role of IT strategy in improving the success of digital transformation in the company. In this study, data was collected through in-depth interviews with IT managers and decision makers in companies that have implemented digital transformation. The interviews aim to gain an understanding of how IT strategies are designed, implemented and evaluated in the context of digital transformation. In addition, the study also used analysis of company documents, such as annual reports and strategic plans, to complement the interview data and provide broader context. The data analysis technique used is thematic analysis, in which the collected data will be organized into main themes relevant to the research objectives, so as to generate an in-depth understanding of the factors that influence the success of IT strategies in supporting digital transformation (Najmah et al., 2023).

Results and Discussion

1. Results of IT Strategy Implementation in Digital Transformation

In this case study, the company studied had implemented a well-planned information technology (IT) strategy to support their digital transformation initiative. The company started by designing a technology roadmap that aligned IT priorities with long-term business goals. The IT strategy includes using the latest technologies such as cloud computing, big data analytics, and business process automation to improve operational efficiency and speed up decision-making (Gading Rayya Samita et al., 2024). In addition, the company also integrated more sophisticated information systems in its daily operations, enabling better collaboration between departments and facilitating real-time data access. As part of the digital transformation, the company made major changes in the organizational structure, establishing a dedicated team focused on digital innovation and technology utilization. The implementation of this IT strategy is also supported by digital skills development across the organization, ensuring that employees can adopt and utilize new technologies effectively. Overall, the systematic implementation of this IT strategy aims to improve the company's competitiveness in an increasingly digital and dynamic market.

In the implementation of IT strategies, companies adopt various strategic elements relevant to their digital transformation goals. One of the key technologies chosen was cloud computing, which enabled the company to leverage flexible and scalable IT infrastructure, reduce operational costs, and enhance cross-departmental collaboration with real-time data access. In addition, companies are integrating big data and data analytics to support data-driven decision-making, which enables them to analyze customer behavior patterns, predict market trends, and improve operational efficiency. Artificial intelligence (AI) is also used to automate business processes, such as customer service management and risk analysis, which helps improve operational speed and accuracy. The implementation of these technologies not only affects the company's IT systems, but also changes the way the company runs core business processes, such as marketing, distribution and customer service, which are now more connected and data-driven. In addition, significant changes have also taken place in the organizational and management structure, where the company established a dedicated unit for digital and technological innovation, and provided training to employees to develop the digital skills required in an increasingly technology-driven work environment. Thus, the adoption of these technologies not only affects the technical aspects, but also changes the work culture and increases the organization's capacity to adapt to the rapid digital dynamics.

Based on interviews with decision-makers and analysis of company data, several key factors have been identified as key contributors to the success of digital transformation in this company. One of the key factors was the support and commitment of top management, which was instrumental in setting a clear vision of digital transformation and providing the necessary resources for technology implementation. Employee engagement is also an important factor, with the company successfully educating and involving employees in every stage of the digitization process, from digital skills training to creating a culture of innovation that supports change. In addition, a good collaboration strategy between the IT team and other departments also plays an important role in ensuring that the implemented technology is aligned with the company's operational needs. Effective change management is also a vital element, with companies taking a structured approach to managing the transition to new technologies, including clear communication and stakeholder engagement at all levels of the organization. Finally, the flexibility and adaptability of the company in responding to market and technological changes is also a determining factor, ensuring that digital transformation can continue to evolve and provide sustainable benefits. Overall, the success of digital transformation in this company was influenced by the synergy between strong leadership, employee engagement, collaborative strategies, and the ability to manage change well.

2. The Effect of IT Strategy on Digital Transformation Success

An analysis of the relationship between a clear and targeted IT strategy and the achievement of the company's business goals shows that the implementation of the right IT strategy plays a crucial role in accelerating the achievement of business goals. With its adoption of technologies such as cloud computing, big data, and artificial intelligence (AI), the company managed to improve operational efficiency through process automation, reduced infrastructure costs, and increased operational speed (Supriadi et al., 2024). The IT strategy implemented allows the company to access data in real-time, thus facilitating faster and evidence-based decision-making, which in turn improves productivity and work effectiveness (Dede et al., 2025). In addition, this IT strategy also contributes to improved customer service by enabling better personalization of customer experiences through in-depth data analysis and technology-driven interactions, such as chatbots and integrated CRM platforms. With a more responsive

and data-driven approach, companies can meet customer needs more precisely and effectively. Finally, a purposeful IT strategy supports the achievement of competitive advantage by facilitating continuous innovation and the ability to adapt quickly to market changes. Timely implementation of new technologies helps companies to stay relevant in an increasingly digitized market, as well as improve their long-term competitiveness (Arjang et al., 2025). Overall, this clear and targeted IT strategy is the pillar that supports efficiency, better customer service, and strengthening the company's position in the market.

In comparing the results of this study with digital transformation practices in other companies, it can be seen that each company adopts a different approach in designing and implementing IT strategies, depending on the industry context, company size, and business objectives to be achieved. For example, the companies studied focus more on implementing cloud computing and big data to improve operational efficiency and data-driven decision-making. However, in other industries such as retail, some companies prioritize e-commerce platforms and AI-powered recommendation systems to improve customer experience and support data-driven marketing strategies. Another difference lies in the speed of technology adoption: while the companies in this case study embarked on digital transformation gradually, large technology companies tend to adopt change more aggressively with large investments in IT infrastructure and digital product development. In addition, the companies studied show a strong focus on employee engagement through digital training and organizational culture change, whereas other companies may prioritize investments in automation and technology integration without much attention to the culture change aspect. In this regard, although the basic principles of IT strategy remain consistent, namely improving efficiency, customer service, and competitive advantage each company adapts its implementation according to the challenges and opportunities they face in their respective industries. This shows that although IT strategy can be applied broadly, its implementation must be tailored to the specific characteristics and needs of the company.

3. Challenges Faced in IT Strategy Implementation

In the implementation of digital transformation, companies face various obstacles, both internal and external, that affect the smoothness and success of their IT strategy. One of the main internal challenges is resistance to change from some employees, who feel uncomfortable with new technologies and fear the impact on their jobs. This is often the case in companies that have a workforce with limited technological skills, hindering the effective adoption of new technologies. In addition, the lack of digital skills among employees is also a significant obstacle, as many of them do not have sufficient knowledge to utilize the advanced technologies being implemented, such as big data and artificial intelligence (AI). In this case, companies must allocate time and budget for intensive training programs to enable employees to upgrade their skills. Constraints in resource allocation are also an issue, as companies must balance investments in IT infrastructure with other operational needs, which often limits the budget that can be allocated for digital transformation. On the external side, challenges faced by companies include market uncertainty and regulatory changes that can affect technology adoption. In addition, the difficulty in aligning IT with business objectives is also an obstacle, especially in companies that do not have a clear IT vision or if IT is considered an additional expense rather than an integral part of the business strategy. To overcome these challenges, companies must develop a more holistic approach to managing change and ensure that every element, from employee skills to budget allocation, can be customized to support sustainable digital transformation initiatives.

4. Leadership's Role in Supporting IT Strategy

To overcome the various barriers faced in the implementation of digital transformation, companies are implementing a number of effective solutions to improve the effectiveness of their IT strategies. One of the key solutions is an inclusive managerial approach, where top management is actively involved in the change process and supports employees through transparent communication on the benefits and goals of digital transformation. To overcome resistance to change, the company adopted a participation-based approach by involving employees in the technology planning and implementation process, and providing space for them to provide feedback. In addition, the company launched a comprehensive digital training and skills development program, which includes courses and hands-on training on the use of new technologies such as cloud computing, big data, and AI, as well as improving general digital capabilities. Thus, the company ensures that employees can adapt quickly and utilize technology to the fullest. To address resource constraints, the company prioritizes IT investments, focusing on areas that best support business strategy and long-term goals, as well as optimizing the use of existing resources through the utilization of more cost-effective cloud-based technologies. In terms of aligning IT with business objectives, the company established a strategic team consisting of IT representatives and various other functional departments to ensure that all IT initiatives are aligned with overall company goals. This collaboration enables the company to identify opportunities to improve operational efficiency and create added value for customers. With these solutions, the company was able to reduce barriers and strengthen the implementation of digital transformation more effectively, creating a strong foundation for growth and competitiveness in the digital market.

The successful implementation of an IT strategy relies heavily on close collaboration between the IT team and various other stakeholders within the company. The IT team is not only responsible for technology implementation, but also acts as a strategic partner who works closely with other departments to ensure that the technology implemented is aligned with business objectives. This collaboration starts with the identification of clear business needs, which are then translated into relevant and effective IT solutions. Through joint discussions and planning, the IT team and stakeholders from various functions such as marketing, operations, and customer service are able to identify areas that require technology support to improve efficiency, productivity, and customer satisfaction. One concrete example of this collaboration is the formation of cross-functional teams consisting of representatives from IT and other departments to plan and manage technology implementation in a more coordinated manner. This team is responsible for ensuring that the technology adopted supports existing business processes and provides solutions to the operational challenges faced. In addition, the involvement of executive stakeholders in designing and overseeing the IT strategy is also essential to provide clear direction and full support for digital transformation initiatives. Without effective collaboration between IT teams and stakeholders, the risk of a gap between implemented technologies and actual operational needs can occur, reducing the effectiveness of the IT strategy and slowing down the achievement of business goals. Therefore, the success of digital transformation relies heavily on a joint effort involving all elements in the organization, from executives to front-line employees, to create synergies that support the sustainability and success of IT implementation.

5. Implications and Recommendations for Company Practice

Based on the research findings, there are several practical recommendations for companies that want to develop or strengthen IT strategies in the context of digital

transformation. First, companies need to develop an IT strategy that is explicitly aligned with the vision, mission and long-term business goals. This can be achieved through the active involvement of cross-functional stakeholders in the strategic planning process. Second, it is important for companies to build an organizational culture that is adaptive to technological change, by providing continuous digital training and building an innovative mindset at all levels. Third, companies are advised to adopt an incremental approach to technology implementation, starting from the most critical business areas and potentially having a significant impact on performance. Fourth, companies need to strengthen digital leadership capacity, which is the ability of leaders to understand technology and drive data- and technology-driven organizational change. Fifth, in terms of IT infrastructure, companies should invest in flexible and scalable technologies, such as cloud computing and AI-based platforms, that enable long-term growth and innovation. Finally, companies need to establish a system for regularly evaluating and monitoring the performance of IT strategies, to ensure that every digital initiative delivers measurable results and contributes to achieving competitive advantage. By following these recommendations, companies can strengthen their digital foundation and increase their chances of success in the face of increasingly complex digital transformation challenges.

This research opens up room for further exploration of various aspects that have not been fully revealed in the context of IT strategy and digital transformation. One important implication for future research is the need to further explore the influence of external factors, such as government regulations, competitive pressures, and industry trends and dynamics, on the successful implementation of IT strategies in various sectors. Evolving regulations, particularly related to data security, privacy and technology standards, can be a determining factor in the formulation and implementation of corporate IT strategies. In addition, differences in the level of digital readiness across industries also have the potential to influence the approach and effectiveness of the strategies adopted. Further research could also explore cross-sector or cross-country comparisons, to see how social, cultural and economic contexts play a role in shaping adaptive and successful IT strategies. Furthermore, the influence of organizational culture, digital leadership and IT governance are also important areas that deserve further research to enrich the understanding of the key factors that drive or hinder the success of digital transformation. By expanding the scope and methodological approach, future research is expected to make a more comprehensive contribution in supporting companies to strategically face the challenges of the digital era.

Conclusion

Information Technology (IT) strategy plays an important role in driving the success of digital transformation in the company. When IT strategies are structured in a targeted manner and aligned with business goals, companies are able to improve operational efficiency, service innovation, and competitive advantage. The success of digital transformation is not only determined by technology selection, but also by management support, collaboration between teams, and organizational readiness for change. Even so, obstacles such as internal resistance, limited resources, and external dynamics are still challenges that need to be overcome. This research emphasizes the need for an adaptive and sustainable IT strategy to meet the challenges of the digital era.

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