



Digital Transformation and Sustainable Business Models: Implications for Competitive Advantage in Developing Economies

Freddie Oscar ^{1*}

¹Independent Researcher, Bethesda, Maryland, US

*Email corresponding author's: freddieoscar0319@gmail.com

Received: 8/6/2026

Accepted: 20/7/2026

Published: 30/7/2026

Abstract

Digital transformation has come out as a primary force of organizational change and has transformed the way companies are designing and executing sustainable business models (SBMs) to gain competitive advantage. The introduction of digital technologies into business strategies is the opportunity and challenge in the developing economies, in which institutional constraints and resources limitations are common phenomena. This paper considers how digital transformation can support sustainable business models and its implication on competitive advantage in the developing nations. The study is based on a mixed-methods research design and explores the interaction between digital capabilities, business model innovation, and sustainability-oriented strategies to affect the performance of firms. The results suggest that digital transformation is a strong boost to the efficiency of SBMs as it allows firms to become more efficient in their operations, create innovations, and better adapt to the dynamism in the market. Moreover, the digital capabilities enhance the connection between sustainability practices and competitive performance, and they emphasize the strategic significance of sustainability in the new markets. The research also indicates that companies that use advanced digital technologies and platforms are in a better position to attain sustainable competitive advantage due to innovation and optimization of resources. This research is believed to add to a more holistic approach to the literature on digital transformation, sustainability, and strategic management by incorporating insights into how companies in developing economies can use digitalization to improve their sustainability and competitiveness. The research has both theoretical and practical implications to managers and policymakers who need to propel sustainable growth using digital innovation.

Keywords: Digital transformation; Sustainable business models; Competitive advantage; Developing economies; Business model innovation; Digital capabilities; Industry 4.0; Sustainable performance.

Doi : <https://doi.org/10.64943/ljacs.2026.010201>

INTRODUCTION

The fast development of digital technologies has radically changed the competitive environment, and companies had to reconsider the traditional methods of value creation and strategic positioning. The digital transformation, which includes big data analytics, artificial intelligence, cloud computing, and the Internet of Things, has become a key facilitator of organizational innovation and performance in both the developed and developing economies [1,2]. Meanwhile, growing environmental and social pressures have compelled the implementation of sustainable business models (SBMs) which combine economic aims with environmental and social goals in the basic business strategies. Digital transformation and sustainability are converging, an opportunity that firms can take advantage of to improve efficiency, promote innovation, and gain a competitive edge long-term. In developing countries, however, this integration is complicated by institutional constraints, infrastructural constraints, and the differences in digital readiness. In spite of these obstacles, companies in these settings are moving to a greater degree of harnessing digital technologies to re-engineer business

models, enhance resource use, and adapt to changing market needs [3,4]. According to the findings of previous studies, digital transformation is not only associated with business model innovation, but it also enhances the dynamic capabilities of firms to respond better to environmental uncertainties and competitive pressures [6,7]. In addition, the usage of digital tools and platforms has been associated with higher sustainability performance and competitive position, especially in emerging markets where companies can bypass the traditional stages of development [7,8]. However, prior research tends to investigate digital transformation, sustainability and competitive advantage separately and few studies have focused on their interactions in developing economies. This gap highlights the necessity to have a unified approach that reflects the interactions between digital capabilities and sustainable business models. Thus, the purpose of the study is to explore the impact that digital transformation has on the performance of SBMs and by extension competitive advantage within developing countries, to provide both theoretical and practical value of firms in dynamic and resource-resource-constrained environments.

Literature Review

Sustainable Business Models (SBMs)

The concept of sustainable business models (SBMs) has become prominent as companies are more progressively integrating the issues of the environment and social concern in their strategic operations. SBMs focus on long-term value creation and therefore, are unlike the conventional business models because they balance the economic performance with the sustainability goals. Available sources emphasize that SBMs concern re-organizing value creation, delivery, and capture processes in an attempt to deal with societal and environmental issues and continue to be competitive [9]. Moreover, sustainable business models are also directly connected to organizational resilience and long-term performance, especially in unpredictable and volatile markets [10].

Digital Transformation of Business Strategy

Digital transformation is the process of incorporating digital technologies into the business processes, which radically changes the way companies work and create value. The artificial intelligence, big data, cloud-computing, and Internet of Things technologies have helped companies to become more efficient, improve decision-making, and generate new business opportunities. According to the previous research, organizational agility and innovativeness are major drivers of digital transformation that helps companies to react to market competition [11]. Consequently, digital transformation has been a key aspect of the modern business strategy.

Business Model Innovation and Digital Transformation

Digital transformation and business model innovation have been a topic of extensive research. Digital technologies can help companies redefine their business models by providing new value propositions, streamlining operations, and improving customer interaction. Studies reveal that digital transformation greatly boosts business model innovation, and consequently enhances firm performance and competitiveness [12]. Additionally, digital innovation aids in the creation of the flexible and adaptable business models, which could respond to the swiftly evolving market conditions.

A paradigmatic case of digitally-driven business model innovation in the financial sector is the emergence of Central Bank Digital Currencies (CBDCs), which leverage tokenization and programmable contracts to redefine payment infrastructures and enable new value propositions for both institutions and end-users. The Brazilian Drex experiment illustrates how digital transformation can reshape not only private business models but also public financial architecture, while also exposing the institutional tensions between technological innovation and monetary sovereignty [13]. Additionally,

digital innovation aids in the creation of flexible and adaptable business models, which could respond to the swiftly evolving market conditions.

Additionally, digital innovation aids in the creation of flexible and adaptable business models, which could respond to the swiftly evolving market conditions. However, in developing economies the success of these digitally-enabled business models depends not only on technological capability but also on user trust, which acts as a critical enabler of adoption and sustained engagement with digital financial and service platforms [14].

Digital Age Competitive Advantage

The capabilities of the firm to utilize technology and innovation in the digital age is becoming a key competitive advantage. The digital transformation facilitates competitive positioning as it can be cost-efficient, differentiate, and enhance customer experience. Companies that are able to effectively implement digital technologies can attain a sustainable competitive advantage through operation performance enhancement and unique value propositions [15,16]. Moreover, digital capabilities are found to be key resources which allow firms to maintain competitive advantage in the highly dynamic environment.

Moreover, digital capabilities are found to be key resources which allow firms to maintain competitive advantage in the highly dynamic environment. Beyond technical and operational capabilities, trust-building mechanisms, such as transparency, responsiveness, and user-centric design, have also been identified as strategic assets that reinforce competitive positioning, particularly in emerging markets where institutional volatility heightens user uncertainty [17].

Digital transformation and sustainability in developing economies

Digital transformation and sustainability integration creates rare opportunities and challenges in the developing economies. On the one hand, digital technologies help companies to eliminate resource limitations, enhance efficiency, and be environmentally friendly. Conversely, issues like poor infrastructure, skills, and instability in institutions can create difficulties to successful implementation. In spite of these issues, companies in the developing world are using digital transformation to improve their sustainability performance and competitiveness [18,19]. This underscores the possibility of digitalization as a driver of sustainable development in the emerging markets.

Research Gap

Despite the fact that the existing literature offers great insights into digital transformation, sustainable business model, and competitive advantage, these concepts are commonly studied separately. There are minimal studies that have investigated the combined presence of digital transformation and SBMs and their joint effect on competitive advantage, especially in the framework of developing economies. Besides, the issue of digital capabilities and business model innovation as a mediating mechanism is under-explored. This gap should be addressed to build a holistic picture of how companies may use digital transformation to become more sustainable and gain a competitive edge in the long term.

Methodology

The research design of this study is mixed-method research to analyze how digital transformation can lead to sustainable business models (SBMs) and its effects on competitive advantage in developing economies. The combination of quantitative and qualitative methods gives the study an in-depth insight into the effect of digital technologies on strategic outcomes. A survey was held on the basis of cross-sectional information of the firms engaged in the major industries like manufacturing, services and

agricultural sector with a special concentration on those organizations that are practicing the digital technologies actively. The study tool was developed to quantify important constructs, such as digital transformation, sustainable business models, business model innovation, digital capabilities, and competitive advantage. Moreover, qualitative case analysis was also included to offer more in-depth information on how companies can take advantage of digital transformation to redesign business models and enhance sustainability performance [20,21].

Data Collection

Structured questionnaires were used to gather primary data by administering the questionnaire to managers and business owners who had the strategic decision-making role. A purposive sampling method was used to make sure that the respondents possessed pertinent experience on digital transformation and sustainability practices. The questionnaire was based on five-point Likert scale to quantify important variables. In order to improve the validity of the results, the secondary data sources including industry reports and previous empirical research were also discussed, which allowed triangulating and reinforcing the research strength [22].

Variables and Measurement

In order to investigate the association between the study variables in a systematic manner, the key constructs were identified and operationalized according to the existing literature. These variables represent both the technological and strategic aspects that affect the performance of firms. The measurement framework adopted in this study is presented in Table 1.

Table 1. *Variables and Measurement Framework*

Variable	Description	Measurement Scale	Source Basis
Digital Transformation	Adoption and integration of digital technologies in business processes	Likert Scale (1–5)	Digital transformation literature
Sustainable Business Models	Integration of environmental and social considerations into business strategy	Likert Scale (1–5)	Sustainability literature
Business Model Innovation	Degree of innovation in value creation and delivery mechanisms	Likert Scale (1–5)	Innovation studies
Digital Capabilities	Firm's ability to effectively utilize digital technologies	Likert Scale (1–5)	Digital capability literature
Competitive Advantage	Firm's ability to outperform competitors through differentiation and efficiency	Likert Scale (1–5)	Competitive strategy literature

Source: Elaborated by the author

As shown in Table 1, the study integrates digital transformation and sustainability-related variables to provide a comprehensive framework for analyzing competitive advantage in developing economies.

Analytical Approach

Statistical methods including descriptive statistics, correlation analysis, and regression modeling were used to analyze quantitative data to test the association between variables. Moreover, thematic analysis was employed in analyzing qualitative data to find out common patterns and contextual issues affecting the uptake of the digital transformation and sustainable business models [23,24].

Research Framework

A conceptual framework was created to describe the correlation between the variables of the study and underline the importance of the digital transformation as the idea that contributes to sustainability and competitiveness.

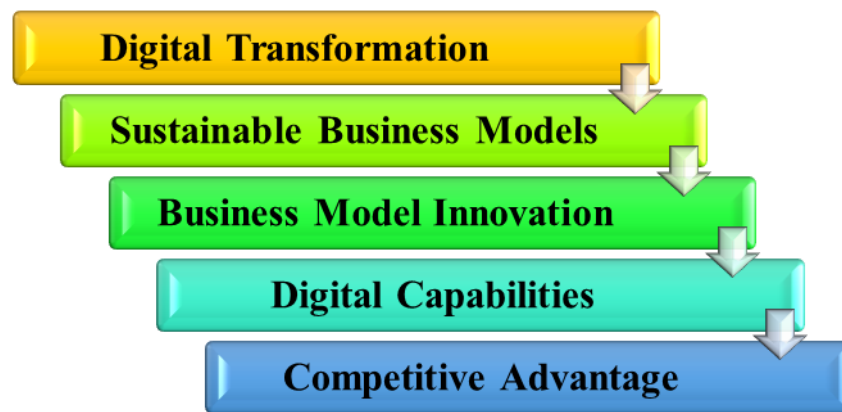


Figure 1. Conceptual Research Framework

Source: Elaborated by the author

The framework indicates that digital transformation enhances sustainable business models, which in turn foster innovation and strengthen digital capabilities, ultimately leading to improved competitive advantage.

Reliability and Validity

Internal consistency of measurement items was evaluated with the help of Cronbach alpha to determine reliability. Factor analysis was used to assess construct validity that the variables measure what the theoretical constructs intended. In addition, data triangulation and consistency were used to boost the credibility of the results, and such ethical principles as confidentiality and voluntary participation were strictly adhered to [25,26].

RESULTS

This section records the empirical results of the study with an emphasis on the descriptive statistics, correlation analysis, and regression results. The study assesses how digital transformation, sustainable business models (SBMs), business model innovation, digital abilities, and competitive advantage are related in developing economies.

Descriptive Statistics

The central tendencies and variability of the variables used in the study were determined using descriptive statistics. Such outcomes give us an idea of how much companies embrace the digital transformation and sustainability practices. The previous research also notes the significance of descriptive analysis to comprehend the baseline level of adoption of digital technologies and innovation strategies [27].

The results presented in Table 2 indicate that firms demonstrate moderate to high levels of digital transformation and sustainability integration.

Table 2. Descriptive Statistics

Variable	Mean	Std. Dev
Digital Transformation	3.95	0.66
Sustainable Business Models	3.82	0.70
Business Model Innovation	3.76	0.72
Digital Capabilities	4.01	0.64
Competitive Advantage	3.89	0.68

Source: Elaborated by the author

As shown in Table 2, digital capabilities recorded the highest mean score, indicating their critical role in enabling firms to leverage digital transformation effectively for competitive outcomes.

Correlation Analysis

Correlation analysis was conducted to assess the strength and direction of relationships among the study variables. This step is essential in determining the degree of association prior to regression analysis [28].

The results in Table 3 show positive correlations among all variables, indicating strong interconnections between digital transformation, sustainability practices, and competitive advantage.

Table 3. Correlation Matrix

Variables	DT	SBM	BMI	DC	CA
DT	1				
SBM	0.65	1			
BMI	0.68	0.63	1		
DC	0.72	0.66	0.69	1	
CA	0.74	0.70	0.67	0.76	1

Source: Elaborated by the author

Notably, digital transformation and digital capabilities exhibit the strongest correlations with competitive advantage, suggesting their central role in shaping firm performance in developing economies [29].

Regression Analysis

The analysis of the effect of independent variables on competitive advantage was conducted using multiple regression analysis. The findings suggest that digital transformation, sustainable business models, business model innovation, and digital capabilities all positively and statistically impact competitive advantage.

Digital capabilities proved to be the most significant predictor, then digital transformation, which underscores the significance of technological preparedness and strategic flexibility. The model is also highly explanatory, meaning that the combination of digital transformation and sustainability can greatly contribute to the competitiveness of firms.

Conclusion of the main findings.

The results indicate that companies that promote the idea of digital transformation will be in a better position to develop sustainable business models and gain competitive advantages. Digital capabilities are a critical mediating factor, and they allow firms to successfully use digital technologies and convert it into strategic benefits. Also, business model innovation enhances the connection between digital transformation and competitive outcomes, highlighting the value of innovation-based strategies.

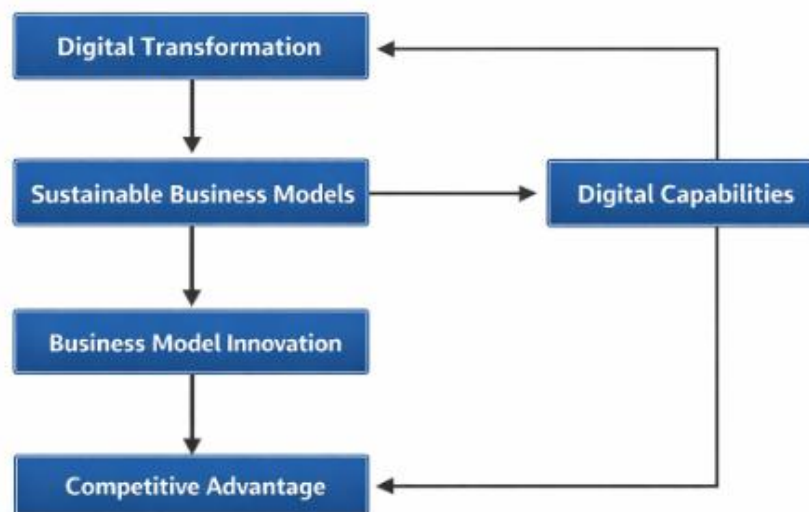


Figure 2. Empirical Results Framework

Source: Elaborated by the author

DISCUSSION

The results of the present study offer solid reasons to believe that digital transformation is crucial to improving sustainable business models (SBMs) and reinforcing competitive advantage in emerging economies. The findings show that digital transformation has a considerable impact on the redesign of the business models, allowing companies to consider sustainability as the part of their strategic processes. This confirms the emerging perspective that digital technologies are not just tools of

operation but strategic facilitators of long-term value creation [30]. The chronological interdependence between digital transformation, SBMs and business model innovation indicates a definite direction in which companies can convert digital investments into competitive advantages. Specifically, the importance of business model innovation supports the notion that companies should not merely implement technologies but re-engineer the process of value creation and delivery. The findings are consistent with previous studies that note that digital transformation boosts innovation and organizational agility that are essential in maintaining competitiveness in dynamic markets [31,32]. Moreover, the findings reveal that companies that are utilizing digital transformation can be in a better position to enhance efficiency, operational costs, and create differentiated offerings.

Moreover, the paper also notes the importance of digital capabilities as a supplemental process by which digital transformation can impact the competitive advantage. There seems to be a close connection between digital capabilities and competitive results, which is why it seems that it is not enough to simply adopt digital technologies; companies have to build the skills, knowledge, and infrastructure to be able to use digital technologies. This observation aligns with the dynamic capabilities view, which indicates the significance of organizational capability to accommodate and redesign resources in line with evolving environments [33,34]. In addition, the findings emphasize the value of contextual influences in the emerging economies where companies are usually plagued by infrastructural and institutional obstacles. Nevertheless, despite these limitations, digital transformation offers companies the prospect to surmount the classical constraints and attain sustainable growth. The two avenues that were discovered in the research through sustainability business models and digital capabilities provide a more detailed picture of how digital transformation leads to competitive advantage. In general, the conclusions add to the body of literature by introducing the concept of digital transformation and sustainability as a single concept and proving that by combining technological innovation and sustainability-focused strategies, firms could attain higher performance[35].

CONCLUSION

The role of digital transformation in enabling sustainable business models (SBMs) has received significant attention recently as it relates to obtaining competitive advantage in developing economies. The results reported here will show that there is a strong positive relationship between digital transformation and both sustainability and competitiveness; digital transformation enables organisations to redesign business models, increase their level of innovation, and improve operational efficiencies. Additionally, the results highlight how SBMs and business model innovation act as mechanisms that enable digital transformation to translate into competitive advantage, and how digital capabilities strengthen this link by enhancing organisational ability to utilise digital technologies. Finally, while this study identifies some of the fundamental issues associated with developing digital competencies and aligning technology investments with strategic sustainability initiatives in resource-constrained settings, it provides a broader framework for understanding how organisations in developing economies can create sustainable competitive advantages by drawing on literature related to digital transformation, sustainability, and strategic management. From a practical standpoint, the findings indicate that managers should focus on developing digital capabilities and innovation-oriented strategies to realise the full value of digital transformation. In addition, it is important for policymakers to provide support for developing digital infrastructure and creating enabling environments for sustainable innovation. Overall, the study emphasises that digital will provide organizations with a distinct opportunity to operate more sustainably than were they to continue doing business in a traditional manner.

REFERENCES

1. Agustian, K., Mubarak, E. S., Zen, A., Wiwin, W., & Malik, A. J. (2023). The impact of digital transformation on business models and competitive advantage. *Technology and Society Perspectives (TACIT)*, 1(2), 79-93. <https://doi.org/10.61100/tacit.v1i2.55>
2. Zheng, S., & Zhou, Y. (2025). Digital transformation and competitive advantage in manufacturing: The role of business model innovation. *Economies*, 13(7), 209. <https://doi.org/10.3390/economies13070209>
3. Barreto, A., Hadikusumo, R. A., & Ruswandi, W. (2025). Digital Transformation as a Catalyst for Business Performance and Competitive Dynamics in Emerging Economies. *The Journal of Academic Science*, 2(4), 1228-1238.
4. Van Hoang, D., Thi Hien, N., Van Thang, H., Nguyen Truc Phuong, P., & Thi-Thuy Duong, T. (2025). Digital capabilities and sustainable competitive advantages: The case of emerging market manufacturing SMEs. *Sage Open*, 15(2), 21582440251329967. <https://doi.org/10.1177/21582440251329967>
5. Tetteh, F. K., Gyamerah, K. K., Nyamekye, B., Atiki, G., & Ashia, R. (2025). Digital transformation and business model innovation: the relevance of strategic orientations under varying conditions of competitive intensity. *Journal of Manufacturing Technology Management*, 36(3), 621-650. <https://doi.org/10.1108/JMTM-07-2024-0394>
6. Chen, A., Li, L., & Shahid, W. (2024). Digital transformation as the driving force for sustainable business performance: A moderated mediation model of market-driven business model innovation and digital leadership capabilities. *Heliyon*, 10(8). [https://www.cell.com/heliyon/fulltext/S2405-8440\(24\)05540-3](https://www.cell.com/heliyon/fulltext/S2405-8440(24)05540-3)
7. Younas, N., Ejaz, F., Jagirani, T. S., Alwadi, B. M., Ejaz, S., & Hossain, M. B. (2026). Leveraging Digital Transformation for Green Competitive Advantage: Synergistic Role of Circular Economy Practices and Environmental Performance. *International Journal of Energy Economics and Policy*, 16(21), 1057.
8. Wu, S., Cheng, P., & Yang, F. (2024). Study on the impact of digital transformation on green competitive advantage: The role of green innovation and government regulation. *Plos one*, 19(8), e0306603. <https://doi.org/10.1371/journal.pone.0306603>
9. Brenner, B. (2018). Transformative sustainable business models in the light of the digital imperative—A global business economics perspective. *Sustainability*, 10(12), 4428. <https://doi.org/10.3390/su10124428>
10. Mattera, M., Alba Ruiz-Morales, C., Gava, L., & Soto, F. (2022). Sustainable business models to create sustainable competitive advantages: strategic approach to overcoming COVID-19 crisis and improve financial performance. *Competitiveness Review: An International Business Journal*, 32(3), 455-474. <https://doi.org/10.1108/CR-03-2021-0035>
11. Leão, P., & da Silva, M. M. (2021). Impacts of digital transformation on firms' competitive advantages: A systematic literature review. *Strategic Change*, 30(5), 421-441. <https://doi.org/10.1002/jsc.2459>
12. Yacoubian, L. J. (2025). Trust in digital banking: A thematic review of drivers, barriers and emerging evidence in developing countries. *World Journal of Advanced Research and Reviews*, 26(2), 4141–4147. <https://doi.org/10.30574/wjarr.2025.26.2.2140>
13. Du, X., Wang, N., Lu, S., Zhang, A., & Tsai, S. B. (2025). Sustainable competitive advantage under digital transformation: an eco-strategy perspective. *Chinese Management Studies*, 19(3), 758-782. <https://doi.org/10.1108/CMS-01-2024-0077>
14. Shehadeh, M., Almohtaseb, A., Aldehayyat, J., & Abu-AlSondos, I. A. (2023). Digital transformation and competitive advantage in the service sector: a moderated-mediation model. *Sustainability*, 15(3), 2077. <https://doi.org/10.3390/su15032077>

15. Bindeeba, D. S., Tukamushaba, E. K., & Bakashaba, R. (2025). Digital transformation and its multidimensional impact on sustainable business performance: evidence from a meta-analytic review. *Future Business Journal*, 11(1), 90. <https://doi.org/10.1186/s43093-025-00511-z>
16. El Hilali, W., El Manouar, A., & Janati Idrissi, M. A. (2020). Reaching sustainability during a digital transformation: a PLS approach. *International Journal of Innovation Science*, 12(1), 52-79. <https://doi.org/10.1108/IJIS-08-2019-0083>
17. Wenting, C., & Yahya, S. (2024). The Impact of Digital Transformation on Sustainability Performance of Enterprise in China: The Role of Competitive Advantage as a Mediator. *Global Business & Management Research*, 16(4).
18. Ayutaya, K. C. N., Thaweepaiboonwong, J., & Pimpaporn, T. (2026). Industry 4.0 technologies adoption and competitive advantage: Mediating roles of circular economy and sustainable manufacturing in emerging economies. *Digital Business*, 100168.
19. Odinakachi, O. F., Joshua, O. R., & Ojochide, J. J. Integrating Sustainable Business Practices, Digital Transformation, and Strategic Management for Competitive Advantage and Organizational Performance in Nigerian Manufacturing Firms.
20. Yacoubian, L. J., & Ketenchian, G. (2026). *Drex and the institutional boundaries of digital money: Brazil's interrupted CBDC experiment* [Working paper]. SSRN. <https://doi.org/10.2139/ssrn.5812422>
21. Suharyadi, D., Adhi, S. B., & Irawan, R. (2025). Leveraging Digital Transformation for Sustainable Competitive Advantage in Emerging Markets: A Managerial Perspective. *Jurnal Informatika Ekonomi Bisnis*, 846-851. <https://doi.org/10.37034/infec.v7i4.1294>
22. Mataruka, L., Zishiri, C., Muzurura, J., Mkumbuzi, W. P., & Garatsa, C. (2024). Enhancing performance of Zimbabwean service-based firms through digital transformation and sustainable competitive advantage: a structural equation analysis. *African Journal of Commercial Studies*, 5(1), 7-20. <https://doi.org/10.59413/ajocs/v5.i1.2>
23. Carbonell Garcia, D., Van Klyton, A., & Tavera-Mesias, J. F. (2025). The moderating effect of digital transformation on environmental turbulence in emerging economies-advancing business model innovation research. *Benchmarking: An International Journal*, 1-31.
24. Mohamed Hashim, M. A., Tlemsani, I., & Duncan Matthews, R. (2022). A sustainable university: Digital transformation and beyond. *Education and Information Technologies*, 27(7), 8961-8996.
25. Saqib, N., & Satar, M. S. (2021). Exploring business model innovation for competitive advantage: a lesson from an emerging market. *International Journal of Innovation Science*, 13(4), 477-491. <https://doi.org/10.1108/IJIS-05-2020-0072>
26. Shanti, R., Siregar, H., Zulfainarni, N., & Tony. (2023). Role of digital transformation on digital business model banks. *Sustainability*, 15(23), 16293. <https://doi.org/10.3390/su152316293>
27. Philbin, S., Viswanathan, R., & Telukdarie, A. (2022). Understanding how digital transformation can enable SMEs to achieve sustainable development: A systematic literature review. <https://doi.org/10.26784/sbir.v6i1.473>
28. Mafukidze, B.S., & Chiutsi, A.T. (2025). Digital Transformation and Competitive Advantage in SMEs: Evidence from Zimbabwe. *Open Access Library Journal*, 12 (12), 1-24.
29. Shehata, G.M., & Montash, M.A. (2020). Driving the internet and e-business technologies to generate a competitive advantage in emerging markets: Evidence from Egypt. *Information Technology & People*, 33 (2), 389-423. <https://doi.org/10.1108/ITP-10-2017-0360>
30. Kılıç, C., & Atilla, G. (2024). Industry 4.0 and sustainable business models: An intercontinental sample. *Business Strategy and the Environment*, 33(4), 3142-3166. <https://doi.org/10.1002/bse.3634>
31. Kahveci, E. (2025). Digital transformation in SMEs: enablers, interconnections, and a framework for sustainable competitive advantage. *Administrative Sciences*, 15(3), 107. <https://doi.org/10.3390/admsci15030107>

32. Musau, N. N., & Muathe, S. M. (2025). Digital transformation strategy: the quest for competitive advantage among commercial banks in Kenya. *International Journal of Research in Business and Social Science*, 14(5), 1-24.
33. Nair, K. (2025). Digital Transformation as a Catalyst for Firm Performance in Emerging Economies: A Study of Productivity, Innovation, and Competitive Advantage. *Journal of Applied Business, Economics and Strategic Management*, 8(1).
34. Pasqualino, R., Demartini, M., & Bagheri, F. (2021). Digital transformation and sustainable oriented innovation: A system transition model for socio-economic scenario analysis. *Sustainability*, 13(21), 11564. <https://doi.org/10.3390/su132111564>
35. Sookbumroong, W., & Phornlaphatrachakorn, K. (2023). New product development capability, sustainable competitive advantage, digital transformation, and marketing performance: Evidence from Thailand. *International Journal of Business*, 28(4), 33-54.

التحول الرقمي ونماذج الأعمال المستدامة: آثاره على الميزة التنافسية في الاقتصادات النامية

الملخص

برز التحول الرقمي كقوة دافعة رئيسية للتغيير التنظيمي، مُحدثًا نقلة نوعية في كيفية تصميم الشركات وتنفيذها لنماذج الأعمال المستدامة بهدف اكتساب ميزة تنافسية. ويُمثل إدخال التقنيات الرقمية في استراتيجيات الأعمال فرصة وتحديًا في آن واحد في الاقتصادات النامية، حيث تُعد القيود المؤسسية ومحدودية الموارد من الظواهر الشائعة. تتناول هذه الورقة البحثية كيفية دعم التحول الرقمي لنماذج الأعمال المستدامة، وتأثيره على الميزة التنافسية في الدول النامية. وتعتمد الدراسة على منهجية بحثية مُتكاملة، وتستكشف التفاعل بين القدرات الرقمية، وابتكار نماذج الأعمال، والاستراتيجيات المُوجهة نحو الاستدامة، وتأثيرها على أداء الشركات. وتشير النتائج إلى أن التحول الرقمي يُعزز كفاءة نماذج الأعمال المستدامة بشكل كبير، إذ يُتيح للشركات تحسين كفاءة عملياتها، وابتكار حلول جديدة، والتكيف بشكل أفضل مع ديناميكية السوق. علاوة على ذلك، تُعزز القدرات الرقمية الصلة بين ممارسات الاستدامة والأداء التنافسي، وتؤكد على الأهمية الاستراتيجية للاستدامة في الأسواق الجديدة. تشير الأبحاث أيضًا إلى أن الشركات التي تستخدم التقنيات والمنصات الرقمية المتقدمة تتمتع بوضع أفضل لتحقيق ميزة تنافسية مستدامة بفضل الابتكار والاستخدام الأمثل للموارد. ويُعتقد أن هذه الأبحاث تُساهم في إثراء الأدبيات المتعلقة بالتحول الرقمي والاستدامة والإدارة الاستراتيجية، وذلك من خلال دمج رؤى حول كيفية استخدام الشركات في الاقتصادات النامية للرقمنة لتحسين استدامتها وقدرتها التنافسية. وللأبحاث آثار نظرية وعملية على المديرين وصناع السياسات الذين يسعون إلى دفع عجلة النمو المستدام باستخدام الابتكار الرقمي.

التحول الرقمي: نماذج الأعمال المستدامة؛ الميزة التنافسية؛ الاقتصادات النامية؛ ابتكار نماذج الأعمال؛ القدرات الرقمية؛ الثورة الصناعية الرابعة؛ الأداء المستدام.