Journal of Economich, Technology and Business (JETBIS)
Volume 4, Number 12 December 2025
p-ISSN 2964-903X; e-ISSN 2962-9330

Reorientation of Digital Platform-Based Business Models: Dynamic Analysis Capabilities and Ambidextrous Strategy for Transforming Indonesian State-Owned Enterprises into a Digital Ecosystem

***Vika Fransisca[1], Wahyu Eko Saputro[2]**
Sekolah Tinggi Ilmu Ekonomi Cirebon, Indonesia[1.2]
*Correspondence: vikafransisca1704@gmail.com

KEYWORDS:
BUMN digital transformation; dynamic capabilities; ambidextrous strategy; platform business model; digital ecosystem

ABSTRACT
Digital transformation has pushed Indonesian State-Owned Enterprises (SOEs) to reorient their business models toward digital platforms to address technological disruption and increasingly complex market dynamics. However, this change requires not only technology adoption but also strengthened organizational capabilities and adaptive strategies. This study aims to analyze how SOEs build and integrate dynamic capabilities (sensing, seizing, transforming) and implementing ambidextrous strategy in an effort to reorient business models towards a digital ecosystem. The study used a qualitative case study approach with five strategic state-owned enterprises as the objects, involving in-depth interviews, internal document studies, and observations of digital strategy implementation. The results show that sensing and seizing capabilities are fundamental in responding to digital opportunities, but the transformation phase faces significant challenges related to bureaucratic structures and organizational culture. Furthermore, an ambidextrous strategy proved crucial in maintaining a balance between exploring digital innovation and exploiting core competencies. State-owned enterprises that are able to implement this strategy in a structured manner demonstrated higher success in building an inclusive, adaptive, and sustainable platform ecosystem. This study provides a conceptual contribution to the public sector digital transformation literature and offers practical guidance for stakeholders in managing the business transition towards a digital ecosystem-based model.

INTRODUCTION

Digital transformation has become a strategic urgency for State-Owned Enterprises (SOEs) in Indonesia in responding to technological disruption and changing consumer preferences. Traditional business models they have relied on are no longer relevant in the face of demands for efficiency, market openness, and the integration of digital-based services (Bhatia et al., 2025; Breusova, 2024; Joshi et al., 2025; Taranova & Uzdenova, 2024; Udenia, 2025). Many SOEs face pressure to increase competitiveness through digitalization of their business models and the adoption of digital platforms as part of their long-term strategy (Bharadwaj et al., 2013; Sebastian et al., 2020; Teece, 2007). However, this change requires not only technology, but also a fundamental transformation in organizational capabilities and strategic decision-making patterns.

Digital transformation in BUMN cannot be carried out solely with a technological approach, but needs to be managed strategically by strengthening dynamic capabilities. *capabilities*) and ambidextrous strategy, namely the ability to balance the exploration of new innovations with the exploitation of existing advantages. This is important so that the business model reorientation process is not only reactive to market trends, but proactive and adaptive to systemic changes(Lanza & Passiante, 2017). When companies fail to build organizational structures that support digital flexibility and experimentation, transformation tends to fail or stagnate.

Dynamic concept *Capabilities* refer to an organization's ability to sense, *seize, and* transform internal assets and processes to respond quickly and effectively to external changes (Eisenhardt & Graebner, 2007). Meanwhile, an ambidextrous strategy emphasizes the importance of balancing

innovation exploration and exploitation of existing resources, which is particularly relevant in the context of digital transformation (O'Reilly & Tushman, 2008; Raisch & Birkinshaw, 2008).

Table 1. Digital Maturity Level and Strategic Innovation of State-Owned Enterprises (2023)

BUMN Category	Digital Maturity (%)	Business Model Innovation (%)
Infrastructure	65.2	41.7
Finance and Banking	78.9	53.4
Energy	60.4	38.9
Transportation	70.1	46.2

Source: Ministry of State-Owned Enterprises of the Republic of Indonesia (2023), BCG Digital Accelerator Report (2023), McKinsey Indonesia (2022)

Various studies have discussed digital transformation in the public sector and state-owned enterprises. Westerman et al. (2011) underscored the importance of *digital mastery* in driving transformation capabilities. In the Indonesian context, Harsono & Prabowo (2021) highlighted the challenges of bureaucratic structures that slow down digital adoption in state-owned enterprises. Meanwhile, a study by Susanti et al. al. (2022) identified a gap between digital strategy and business model implementation in the energy and transportation sectors. However, the relationship between dynamic capabilities, ambidexterity, and platform- based business models have not been explored much in an integrative manner (Lamsihar & Huseini, 2019; Telkom Indonesia, 2024).

Although the concept of *digital transformation* is *dynamic capabilities,* and *ambidextrous While strategy* has been widely discussed separately, very few studies have analyzed the interrelationships between the three simultaneously, particularly in the context of reorienting platform-based business models in Indonesian state-owned enterprises. Furthermore, studies examining how state-owned enterprises develop internal capabilities to adapt to the digital ecosystem are also limited (O'Reilly & Tushman, 2013; Sebastian et al., 2020; Teece, 2014). Therefore, this research is needed to fill this gap in the literature and provide practical insights for policymakers and BUMN leaders.

The novelty of this research lies in its approach which integrates three analytical frameworks— *dynamic capabilities, ambidextrous strategy,* and *platform- based business model* — to understand digital transformation strategies in state-owned enterprises. In addition, this study also uses a multi -unit case study approach, which has not been widely used in the Indonesian context, by analyzing the transformation dynamics in several strategic state-owned enterprise clusters (Eisenhardt & Graebner, 2007; Susanti et al., 2022; Teece, 2007). With this approach, research not only describes changes in business models, but also how organizations develop capabilities and strategies simultaneously.

This study aims to analyze how Indonesian state-owned enterprises reorient their business models based on digital platforms through strengthening *dynamic capabilities* and *ambidextrous implementation strategy.* This study also aims to identify challenges and success factors in the digital transformation process of state-owned enterprises, as well as provide a conceptual framework that can be used as a guide for other public organizations that wish to transition towards a sustainable digital ecosystem (O'Reilly & Tushman, 2013).

The transformation of state-owned enterprises (SOEs) toward a digital platform-based business model is highly relevant to the government's agenda of creating an inclusive and efficient digital economy. The Ministry of SOEs' strategic plan and the national digitalization roadmap emphasize the importance of adapting agile and customer-centric business models. This research will provide empirical evidence and recommendations that can strengthen the implementation of this policy.

This research will focus on five strategic state-owned enterprises (SOEs) in the infrastructure, finance, transportation, and energy sectors that have implemented platform-based digital transformation initiatives. Data will be collected through in-depth interviews, internal company documents, and analysis of annual publications. The analysis will focus on how the companies build sensing, seizing, and transforming capabilities and the balance between innovation exploration and exploitation within an ambidextrous framework.

The structure of this article consists of an introduction, a literature review related to dynamic capabilities, ambidexterity, and platform- based business model, case study research methods, field findings, theoretical and practical discussions, and conclusions and policy implications. With a theoretical and applied approach, this article is expected to be an academic contribution and strategic reference in efforts to build state-owned enterprises as the main drivers of the national digital ecosystem (Sebastian et al., 2020; Teece, 2007; Westerman et al., 2011).

RESEARCH METHODS

This research uses a qualitative approach with an exploratory case study method to deeply understand the process of reorienting the business model of state-owned enterprises based on digital platforms within a dynamic framework. capabilities and ambidextrous Strategy. This approach was chosen because it aligns with the research objectives, which aim to explore complex phenomena that have not been comprehensively studied, particularly in the context of state-owned enterprises in Indonesia. Qualitative research allows researchers to capture the internal dynamics of organizations, strategic decision-making processes, and actual practices involved in digital transformation.

The population in this study comprised all state-owned enterprises (SOEs) implementing digital transformation initiatives using a business platform approach. From this population, five SOEs were selected as samples using a purposive sampling technique based on three main criteria: level of involvement in business model digitalization, representation of strategic sectors (infrastructure, transportation, energy, and finance), and availability of supporting internal data. These five companies were selected because they have well-documented digital transformation roadmaps and have implemented ambidextrous strategies in the context of exploring and exploiting digital innovation.

The main instrument used in this study was a semi-structured interview guide developed based on the dynamic dimension. capabilities (sensing, seizing, transforming) and the principles of ambidextrous strategy. This interview guide was used to gain insights from key informants such as the digital transformation director, the head of the information technology division, the innovation manager, and other stakeholders directly involved in the formulation and implementation of the SOE's digital strategy. In addition to interviews, additional instruments in the form of document observation sheets and field notes were also used to capture the organizational context and ongoing practices.

purposively selected key informants, analysis of internal and external company documents (such as annual reports, digitalization roadmaps, and business transformation presentations), and triangulation through indirect observation of digital products, service platforms, and organizational infrastructure supporting the transformation. Data collection was conducted both in-person and online, depending on each company's accessibility and policies. The collected data was then systematically coded to ensure the validity and reliability of the information.

The research procedure began with a preliminary study and identification of strategic issues related to digital transformation in state-owned enterprises. This was followed by case selection and primary data collection through interviews and documents. Each piece of data collected was

recorded, transcribed, and analyzed using a thematic approach focused on identifying patterns and relationships between dynamic processes. capabilities and ambidextrous strategies in the business model reorientation process. Researchers also validated the data through a member-based process. checking with informants to ensure the accuracy of the findings.

The data analysis technique uses a thematic analysis approach (thematic analysis) with reference to a predetermined theoretical framework. Data were openly coded to identify key themes, then categorized based on the main dimensions of the theory, namely sensing, seizing, and transforming for dynamic capabilities, as well as exploration and exploitation within an ambidexterity framework. Each theme was then interpreted in depth to explore the causal relationships and strategic processes that support the reorientation of SOE business models based on digital platforms. The analysis was conducted iteratively until data saturation was reached. The final results were then synthesized into a conceptual narrative that represents the strategic practices and transformative challenges of SOEs in building a national digital ecosystem.

RESULTS AND DISCUSSION

Sensing Capabilities in Identifying Digital Ecosystem Opportunities

One of the key findings of this study is how state-owned enterprises (SOEs) build *sensing capabilities* to capture market dynamics, technology, and changes in consumer behavior. Interviews with several innovation and technology directors revealed that sensing is conducted not only through market studies or external benchmarking, but also through collaboration with digital startups and academics. This approach strengthens the organization's ability to proactively anticipate systemic change (Eisenhardt & Graebner, 2007; Sebastian et al., 2020; Teece, 2014).

Most of the SOEs studied have established dedicated digitalization units or innovation labs that serve as strategic radars for identifying opportunities for developing new digital services. These units often report directly to the CEO or chief commissioner, demonstrating the importance of sensing within the overall business transformation agenda (Bharadwaj et al., 2013; Westerman et al., 2011).

However, sensing capabilities remain fragmented. Some companies tend to rely on technology vendors to provide market insights, while this can hinder internal capabilities in building long-term sensing advantages (Harsono & Prabowo, 2021; Susanti et al., 2022; Teece, 2007). This shows the importance of investing in human capital and internal data intelligence.

Interviews also indicated that the sensing process is becoming increasingly data-driven through the use of analytics and big data platforms integrated with user applications. This facilitates real- time mapping of customer behavior trends and supports faster strategic decision-making (Eisenhardt & Graebner, 2007).

Some state-owned enterprises have even begun using AI systems to detect patterns of product and service lag, previously only detectable from monthly reports. This reflects a shift from passive sensing to *predictive sensing* (Bharadwaj et al., 2013; Westerman et al., 2011).

Thus, sensing capabilities are the initial foundation in reorienting business models, as they determine the speed and accuracy of companies in entering the new digital landscape.

Seizing Strategies to Capitalize on Digital Opportunities

Once an opportunity is identified, *the seizing stage* becomes crucial for allocating resources and designing a platform-based business model capable of executing the idea. In the context of state-

owned enterprises (SOEs), seizing strategies are often associated with the formation of digital subsidiaries, business unit spin- offs, and cross-sector collaboration through digital ecosystems (Eisenhardt & Martin, 2000; Sebastian et al., 2020; Teece, 2007).

Most of the state-owned enterprises (SOEs) in this study have restructured their organizations to become more agile in seizing digital opportunities. For example, one state-owned transportation company integrated its IT, digital marketing, and business development units into a single directorate, accelerating service innovation (Harsono & Prabowo, 2021).

The platform models used are diverse, ranging from *B2B integrated platforms* to *customer-centric apps that enable* end-to-end digital experiences. This forms the foundation for creating a value network. networks) instead of just selling products or services (Bharadwaj et al., 2013; Lanza & Passiante, 2017; Teece, 2007).

Table 2. Digital Platform Adoption in Selected SOEs

State-Owned Enterprises Sector	Platform Type	Strategic Objectives
Transportation	Multimodal App	User service integration
Finance	Digital Ecosystem	Inclusive financial services
Energy	Smart Grid Platform	Operational & data efficiency
Infrastructure	B2B Construction Hub	Project supply chain efficiency

Source: Analysis of internal documents & annual reports (2023)

However, the main challenges in the seizing process are budget allocation and internal bureaucratic resistance. Some projects fail to capitalize because there is no flexible digital investment mechanism and not all stakeholders understand the logic of the business platform (Teece, 2014; Susanti et al. et al., 2022; Westerman et et al., 2011).

Seizing success depends heavily on transformational leadership and the presence of digital champions at the executive level. Without this support, many sensing ideas fail to achieve real execution (Eisenhardt & Graebner, 2007).

Thus, seizing strategy is a bridge between digital vision and business realization, which is very important for the success of platform-based business model reorientation.

Transforming : Managing Structural and Cultural Change in Organizations

Transforming stages in a *dynamic framework Capabilities* are a critical stage in the reorientation of BUMN business models (Situmorang et al., 2025). Field findings show that although many BUMNs are successful at the sensing and seizing stages, major challenges arise in the transforming phase, particularly in terms of changing organizational structures and work cultures that are too bureaucratic and non-adaptive (Harsono & Prabowo, 2021).

One transformation strategy implemented by state-owned enterprises (SOEs) is the establishment of semi-autonomous digital work units, where work rules and decision-making processes are made more flexible (Adebayo & Ackers, 2023b, 2023a). This aims to create an environment for experimentation and innovation that is not hampered by legacy organizational hierarchies (Eisenhardt & Martin, 2000). However, challenges arise when the results of these digital units must be integrated back into the parent organization. There is a gap between the speed of digital

innovation and the readiness of conventional structures to adopt it. This causes internal friction and, in some cases, hinders the scalability of the developed digital solutions.

Transforming work culture is also a crucial element. Several state-owned enterprises have adopted agile work methods and OKRs (Objectives and Key Results) to replace traditional, rigid KPIs. The goal is to create a culture that is adaptive to rapid iteration and focused on measurable short-term results (Eisenhardt & Graebner, 2007; Sebastian et al., 2020; Westerman et al., 2011).
It was also found that digital capability training is insufficient without a shift in leadership patterns. Transformation will only be successful if supported by *digital leadership* capable of acting as role models and agents of change (O'Reilly & Tushman, 2013; Teece, 2014). Therefore, transforming is not only about technology and structure, but also involves a paradigm shift in the way of thinking, acting, and innovating across all levels of the organization.

Ambidextrous Strategy in Maintaining the Balance between Exploration and Exploitation

One of the biggest challenges in transforming state-owned enterprises (SOEs) toward a digital business model is maintaining a balance between exploring new innovations and exploiting existing core competencies. In this context, an *ambidextrous approach is crucial. Strategy* is an important framework analyzed in this study. Several successful SOEs are those that are able to manage both poles simultaneously without sacrificing operational stability (O'Reilly & Tushman, 2013).

ambidextrous strategy is implemented through structural separation. ambidexterity), where exploration units such as digital labs are left to run on their own, but remain linked to the core business through the integration of innovation results. This approach has proven effective in creating space for experimentation while maintaining performance accountability (Teece, 2014; Westerman et et al., 2011; McKinsey, 2022).

Conversely, in companies that lack a clear ambidextrous strategy, conflicts often arise between digital and traditional units. Differences in work culture and performance expectations lead to miscommunication and resistance in adopting innovation (Harsono & Prabowo, 2021; Lanza & Passiante, 2017; Susanti et al., 2022)

Table 2. Strategic Tension Between Exploration and Exploitation

Dimensions	Exploration	Exploitation
Focus	Innovation, experimentation	Efficiency, optimization
Organizational structure	Flexible, adaptive	Hierarchical, standardized
Risk	Tall	Low
Performance Indicators	Learning, new ideas	Output, ROI

Source: Adapted from March (1991), (O'Reilly & Tushman, 2008)

This study also found that ambidexterity is not only implemented structurally, but also through ambidextrous leadership. Leaders who are able to think strategically for the long term, while also understanding short-term operational needs, have a significant influence on the success of the transformation (O'Reilly & Tushman, 2013; Raisch & Birkinshaw, 2008; Sebastian et al., 2020).

In practice, the balance between exploration and exploitation is also reflected in a proportional digital investment portfolio where SOEs not only pursue digital efficiency but also open up space

for new technological experiments such as AI, blockchain, or the metaverse (Teece, 2014; BCG, 2023; McKinsey, 2022).

Thus, an ambidextrous strategy plays a key managerial role in ensuring that business model reorientation is not a short-term project, but rather a long-term foundation for a sustainable digital ecosystem.

Reorienting Business Models Towards an Integrated Digital Ecosystem

The reorientation of Indonesian state-owned enterprises' business models is leading to the formation of a digital ecosystem that connects various actors—from government, customers, business partners, to technology startups. This model no longer focuses on a linear value chain, but rather on *a platform- driven one. ecosystem* that enables collaboration and value exchange across entities (Bharadwaj et al., 2013; Sebastian et al., 2020; Teece, 2007).

Field findings indicate that several state-owned enterprises (SOEs) have begun building digital ecosystems, for example by integrating financial, transportation, and logistics services into a single superapp. This approach enables higher user acquisition and retention, while also generating in-depth data insights (Westerman et al., 2011).

However, this transformation requires a shift in perspective, seeing SOEs no longer as mere service providers but as orchestrators within a broader ecosystem. This requires regulatory flexibility, synergy between SOEs, and stronger technological readiness (Harsono & Prabowo, 2021; Lanza & Passiante, 2017; Raisch & Birkinshaw, 2008).

This reorientation also changes the revenue model and value structure of state-owned enterprises, from one based on physical assets to one based on data, networks, and digital services. This opens up new monetization opportunities such as subscriptions, API-based services, and the provision of national digital infrastructure (Teece, 2014; BCG, 2023; Sebastian et al. et al., 2020).

One important implication is the need for alignment between digital strategy and organizational capabilities. Without adequate sensing, seizing, transforming, and ambidexterity capabilities, new business models will be difficult to operationalize effectively (Eisenhardt & Martin, 2000; Harsono & Prabowo, 2021).

Thus, the reorientation of platform-based business models is not a substitution process, but a strategic evolution that demands the readiness of organizational structures, culture, and leadership to move towards an integrated and inclusive digital ecosystem.

CONCLUSION

Study This aim For analyze how Indonesian state-owned enterprises are reorienting their business models digital platform based through strengthening dynamic capabilities and implementing an ambidextrous strategy. Findings study show that the reorientation process This No only need integration digital technology, but also transformation strategic through strengthening three dimensions capability Dynamic : sensing, seizing, and transforming. Sensing capabilities enable BUMN to detect opportunities within digital ecosystem in general more responsive, while seizing ensures company capable capitalize opportunity the in a way effective through allocation source Power strategic. Transforming into phase critical For manage change structural and cultural organization to accommodate business models new, more agile and collaborative. More furthermore, ambidextrous strategies are proven become framework important in balance exploration innovation

new with exploitation capabilities and resources Power existing. successful state-owned enterprises adopt ambidextrous approach structural and leadership tend more capable creating a platform business model that is adaptive, inclusive, and capable develop in digital ecosystem. Research this also emphasizes that business model reorientation platform based not only transformation technology, but strategic processes term length required harmony between structure organization, culture work, and strong digital vision. With Thus, the results study This can become contribution conceptual and practical in support digital transformation of Indonesian state-owned enterprises sustainable.

REFERENCES

Adebayo, A., & Ackers, B. (2023a). Adoption of the combined assurance model by South African state-owned enterprises (SOEs). *National Accounting Review*, *5*(1). https://doi.org/10.3934/NAR.2023004

Adebayo, A., & Ackers, B. (2023b). Theorising hybridity in state-owned enterprises (SOEs). *Journal of Management and Governance*, *27*(4). https://doi.org/10.1007/s10997-022-09646-5

Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. (2013). Digital Business Strategy: Toward a Next Generation of Insights. *MIS Quarterly*, *37*(2), 471–482. https://doi.org/10.25300/MISQ/2013/37:2.3

Bhatia, S., Yadav, H., & Tariq, Mohd. S. (2025). Impact of Digital Transformation on the Traditional Business Model. *Gyan Management*. https://doi.org/10.1177/09747621251329646

Breusova, A. (2024). GREEN ECONOMY AND SUSTAINABLE DEVELOPMENT: A NEW PARADIGM FOR TRADITIONAL BUSINESS MODELS. *Reliability: Theory and Applications*, *19*(Special issue 6). https://doi.org/10.24412/1932-2321-2024-681-1163-1170

Eisenhardt, K. M., & Graebner, M. E. (2007). Theory Building from Cases: Opportunities and Challenges. *Academy of Management Journal*, *50*(1), 25–32. https://doi.org/10.5465/amj.2007.24160888

Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic Capabilities: What Are They? *Strategic Management Journal*, *21*(10–11), 1105–1121.

Harsono, M., & Prabowo, H. (2021). Organizational Inertia and Digital Transformation in Indonesian State-Owned Enterprises. *Journal of Strategy and Management*, *14*(3), 421–438. https://doi.org/10.1108/JSMA-04-2021-0070

Helfat, C. E., & Peteraf, M. A. (2003). The Dynamic Resource-Based View: Capability Lifecycles. *Strategic Management Journal*, *24*(10), 997–1010. https://doi.org/10.1002/smj.332

Joshi, A., Spilbergs, O. A., & Mikelsone, E. (2025). The Impact of Digital Transformation on Traditional Business Models: Challenges and Opportunities. *Journal of Marketing & Social Research*.

Lamsihar, A. T., & Huseini, M. (2019). TRANSFORMASI BUDAYA DAN INOVASI PERUSAHAAN BUMN. *Inovbiz: Jurnal Inovasi Bisnis*, *7*(1). https://doi.org/10.35314/inovbiz.v7i1.935

Lanza, G., & Passiante, G. (2017). Ambidextrous Leadership for Digital Transformation in Public Organizations. *Journal of Strategy and Management*, *10*(3), 386–403. https://doi.org/10.1108/JSMA-02-2017-0016

March, J. G. (1991). Exploration and Exploitation in Organizational Learning. *Organization Science*, *2*(1), 71–87. https://doi.org/10.1287/orsc.2.1.71

O'Reilly, C. A., & Tushman, M. L. (2008). Ambidexterity as a Dynamic Capability: Resolving the

Innovator's Dilemma. *Research in Organizational Behavior*, *28*, 185–206. https://doi.org/10.1016/j.riob.2008.06.002

O'Reilly, C. A., & Tushman, M. L. (2013). Organizational Ambidexterity: Past, Present, and Future. *Academy of Management Perspectives*, *27*(4), 324–338. https://doi.org/10.5465/amp.2013.0025

Raisch, S., & Birkinshaw, J. (2008). Organizational Ambidexterity: Antecedents, Outcomes, and Moderators. *Journal of Management*, *34*(3), 375–409. https://doi.org/10.1177/0149206308316058

Sebastian, I. M., Ross, J. W., Beath, C. M., Mocker, M., Moloney, K. G., & Fonstad, N. O. (2020). How Big Old Companies Navigate Digital Transformation. *MIS Quarterly Executive*, *18*(3), 197–213. https://doi.org/10.17705/2msqe.00017

Situmorang, P., Purba, J. T., & Hariandja, E. S. (2025). STRATEGIC BUSINESS TRANSFORMATION AND CORPORATE SUSTAINABILITY: EXAMINING THE ROLE OF DYNAMIC AND DIGITAL CAPABILITIES. *Jurnal Manajemen*, *22*(1), 38–54. https://doi.org/10.25170/jm.v22i1.6577

Susanti, D., Wibowo, A., & Nugroho, Y. (2022). Challenges in Implementing Digital Business Models in Indonesian SOEs. *Jurnal Strategi Bisnis Indonesia*, *15*(2), 91–104.

Taranova, I., & Uzdenova, F. (2024). GREEN ECONOMY AND SUSTAINABLE DEVELOPMENT: TRANSFORMING TRADITIONAL BUSINESS MODELS. *Reliability: Theory and Applications*, *19*(Special issue 6). https://doi.org/10.24412/1932-2321-2024-681-1347-1354

Teece, D. J. (2007). Explicating Dynamic Capabilities: The Nature and Microfoundations of (Sustainable) Enterprise Performance. *Strategic Management Journal*, *28*(13), 1319–1350. https://doi.org/10.1002/smj.640

Teece, D. J. (2014). The Foundations of Enterprise Performance: Dynamic and Ordinary Capabilities in an (Economic) Theory of Firms. *Academy of Management Perspectives*, *28*(4), 328–352. https://doi.org/10.5465/amp.2013.0116

Telkom Indonesia. (2024). *Knowledge Power Up, Inisiatif Telkom Dalam Akselerasikan Budaya Belajar dan Inovasi Karyawan*. Www.Telkom.Co.Id.

Udenia, M. (2025). The Influence of Digital Transformation on Traditional Business Models. *International Journal of Advanced Research and Multidisciplinary Trends (IJARMT)*, *2*(1).

Westerman, G., Bonnet, D., & McAfee, A. (2011). The Digital Capabilities Your Company Needs. *MIT Sloan Management Review*, *55*(2), 23–29.