

Figure 1 – The selection criteria for the literature review

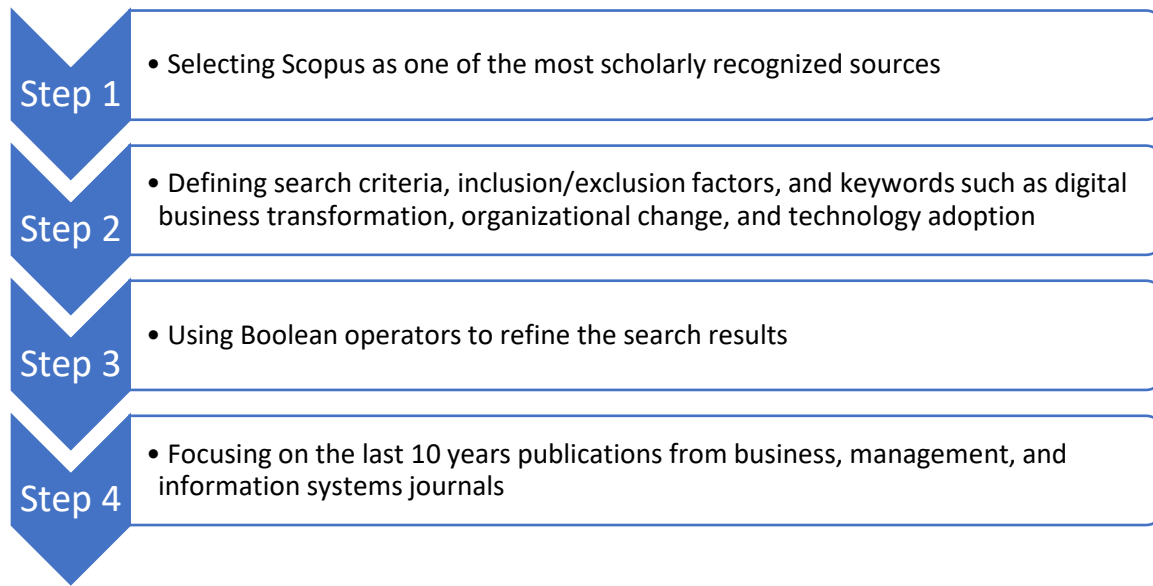


Table 1 – Comparison of conceptual and theoretical frameworks of a digital business transformation

Conceptual/Theoretical Framework	Required items to consider in the digital business transformation	SMEs	Large Firms
Six Keys to Success (Kavadias et al., 2016)	Business Model	*	
Digitization Piano (Wade, 2015)	Business Model, Organization structure, Human resources, Internal processes, IT capabilities, Products/Services, Stakeholders engagement		*
Digital Orchestra (Wade et al., 2017)	Offerings, Channels (Go-to-Market); Customers, Partners, Workforce (Engagement); Processes, IT Capability (Operations); and Structures, Incentives, Culture (Organization)	*	*
Digital Reinvention (Berman et al., 2016)	New Expertise (human resources, orchestrated ecosystem), New Focus (business models, market/customer activation), New Ways to Work (responsive operations, actionable insights)		*
Digital Innovation Strategy (digital goods and services only) (Nylén & Holmström, 2015)	Product (user experience, value proposition), Environment (digital evolution scanning), Organization (skills/human resources, improvisation)	*	*
Technology Acceptance Model 3 (TAM3) (Davis, 1989)	No specific item(s) listed by this framework	*	*
Digital Transformation Framework suggested by Corver and Elkhuisen (2014)	Customer, Product, Organization, Processes and Systems	*	
Digital Transformation Framework suggested by Matt, Hess and Benlian (2015)	User of technologies, Change in value creation, Structural changes, financial aspects		*
Digital Enterprise Integrated Management Framework (Bowersox et al., 2005)	Financial stewardship, Integrated operations, Customer accommodation, Measurement and metrics, Human resources development	*	*
The Unified Theory of Acceptance and Use of Technology 2 (UTAUT2) (Venkatesh et al., 2003)	No specific item(s) listed by this framework	*	*

Adopted from Nwaiwu (2018)

Table 2 – Businesses’ concern about their ability to deal with COVID-19

Company Size	Unconcerned	Somewhat Unconcerned	Neither Concerned nor Unconcerned	Somewhat Concerned	Concerned
SMEs	10%	17%	17%	34%	21%
Large Firms	7%	29%	0%	43%	21%

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