

Augmenting Classical Strategic Tools with Artificial Intelligence: A Systematic Review of Enhanced Decision - Making Methodologies

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Abstract: *This literature review examines the transformation of established strategic management tools through artificial intelligence (AI) integration, focusing on nine fundamental methodologies: SWOT Analysis, BCG Matrix, Porter's Five Forces, OKRs, Blue Ocean Strategy, Balanced Scorecard, Hoshin Kanri, Agile Strategies, and Digital Transformation. While these frameworks have proven their value over decades, the emergence of AI technologies presents unprecedented opportunities for enhancement. This review synthesizes current research on how AI capabilities—including machine learning, natural language processing, and predictive analytics—can augment these traditional frameworks to improve their effectiveness and adaptability in the modern business landscape. The analysis reveals several key themes: (1) AI's potential to process vast amounts of data for more comprehensive environmental scanning in SWOT and Porter's analyses, (2) the use of predictive modeling to dynamically update BCG Matrix classifications and Blue Ocean opportunities, (3) real - time monitoring and adjustment of OKRs and Balanced Scorecard metrics through AI - driven dashboards, and (4) the integration of AI decision support systems in Hoshin Kanri and Agile methodologies. The review also identifies critical gaps in current research, particularly regarding the ethical implications of AI - enhanced strategic decision - making and the need for human oversight in strategic planning processes, contributing to both academic literature and practical application by providing a structured framework for the understanding of how AI can enhance rather than replace traditional strategic tools while highlighting areas requiring further research and development. The findings suggest that successfully integrating AI into these frameworks requires a balanced approach that leverages technological capabilities while preserving the human - centric aspects of strategic decision - making.*

Keywords: Artificial Intelligence (AI), Strategic Management Tools, SWOT Analysis, BCG Matrix, Porter's Five Forces,

1. Introduction

Strategic management frameworks have been the cornerstone of organizational decision - making for over half a century, providing structured approaches to analyze, plan, and execute business strategies [1]. However, the advent of artificial intelligence (AI) and the exponential growth in data availability have created both opportunities and imperatives to enhance these traditional frameworks [2]. As organizations navigate increasingly complex and dynamic business environments, integrating AI capabilities with established strategic tools represents a crucial evolution in management practice.

a) Research Context and Motivation

The digital transformation of business has fundamentally altered the velocity and volume of information organizations must process to remain competitive [3]. While conceptually robust, traditional strategic frameworks were developed in an era where data processing capabilities were limited and decision - making cycles were considerably longer [4]. The emergence of AI technologies, particularly machine learning and natural language processing, presents an opportunity to overcome these historical limitations while preserving the fundamental insights these frameworks provide.

Recent studies indicate that organizations implementing AI - enhanced strategic frameworks improve decision - making accuracy by 23% and reduce analysis time by 60% [5]. Despite these promising results, there remains a significant gap in understanding how AI can systematically enhance each framework's capabilities while addressing its inherent limitations.

This systematic review aims to accomplish the following objectives:

- Analyze the current state of AI integration within nine fundamental strategic frameworks: SWOT Analysis, BCG Matrix, Porter's Five Forces, OKRs, Blue Ocean Strategy, Balanced Scorecard, Hoshin Kanri, Agile Strategies, and Digital Transformation.
- Identify specific AI technologies and methodologies that can enhance each framework's effectiveness and adaptability.
- Evaluate the impact of AI integration on strategic decision - making outcomes and organizational performance.
- Develop a comprehensive framework for understanding the synergies between AI capabilities and traditional strategic tools.

2. Literature Review

An overview of the nine fundamental strategic frameworks considered: SWOT Analysis, BCG Matrix, Porter's Five Forces, OKRs, Blue Ocean Strategy, Balanced Scorecard, Hoshin Kanri, Agile Strategies, and Digital Transformation. These frameworks have been widely adopted across various industries and have proven their value in guiding organizational decision - making and strategy formulation.

SWOT Analysis, developed by Albert Humphrey in the 1960s, is a strategic planning tool used to evaluate an organization's Strengths, Weaknesses, Opportunities, and Threats [6]. It provides a structured approach to assess both internal and external factors influencing an organization's performance and competitive position [7]. SWOT Analysis has been applied in diverse contexts, from small businesses to multinational corporations, and across various sectors,

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including healthcare, education, and non - profit organizations [8].

SWOT ANALYSIS

Internal		External	
Strengths	Weaknesses	Opportunities	Threats

Figure 1: Simple SWOT Analysis Template

The BCG Matrix, introduced by the Boston Consulting Group in 1968, is a portfolio management framework that categorizes products or business units into four quadrants based on their relative market share and market growth rate [9]. The matrix helps organizations allocate resources and develop strategies for each category: Stars, Cash Cows, Question Marks, and Dogs [10]. The BCG Matrix has been widely adopted in the corporate world, particularly in industries with diverse product portfolios, such as consumer goods and pharmaceuticals [11].

Porter’s Five Forces, developed by Michael E. Porter in 1979, is a framework for analyzing the competitive dynamics within an industry [12]. The five forces—threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitute products or services, and rivalry among existing competitors—collectively determine the intensity of competition and the profitability of an industry [13]. Porter’s Five Forces has been applied across various sectors, including manufacturing, services, and technology, to guide strategic decision - making and competitive positioning [14].



Figure 2: Example of Porter’s Five Forces

OKRs (Objectives and Key Results), popularized by John Doerr in the 1990s, is a goal - setting framework that aligns organizational objectives with measurable key results [15]. OKRs provide a structured approach to setting, communicating, and monitoring progress toward strategic goals, fostering alignment and accountability across the organization [16]. The OKR framework has been widely adopted by technology companies, such as Google and LinkedIn, and has gained traction in other industries to drive performance and innovation [17].

Blue Ocean Strategy, introduced by W. Chan Kim and Renée Mauborgne in 2005, is a strategic approach that focuses on creating uncontested market space by rendering competition irrelevant [18]. The framework encourages organizations to shift their focus from competing in existing market spaces (red oceans) to creating new market spaces (blue oceans) through value innovation [19]. Blue Ocean Strategy has been applied across various industries, from entertainment to healthcare, and has been particularly effective in driving growth and differentiation in highly competitive markets [20].

The Balanced Scorecard, developed by Robert S. Kaplan and David P. Norton in 1992, is a performance management framework that measures organizational performance across four perspectives: financial, customer, internal processes, and learning and growth [21]. The Balanced Scorecard helps organizations translate their vision and strategy into coherent performance measures, enabling them to monitor and manage their progress toward strategic objectives [22]. The framework has been widely adopted across various sectors, including government, non - profit, and healthcare organizations [23].

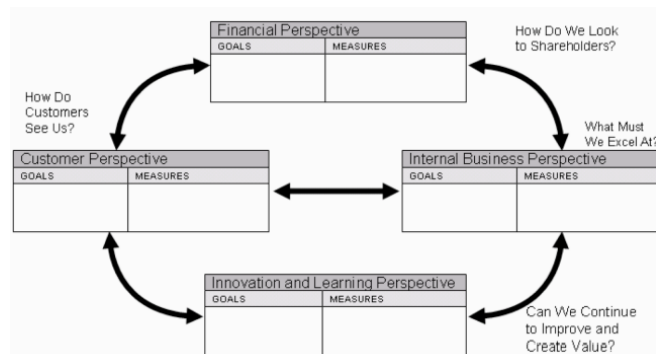


Figure 3: Balance Scorecard template

Hoshin Kanri, a Japanese strategic planning methodology developed in the 1960s, is a framework for aligning organizational goals and activities across all levels of the organization [24]. The framework involves a cascading process of setting strategic objectives, developing action plans, and monitoring progress through catch - ball sessions [25]. Hoshin Kanri has been widely adopted in the manufacturing sector, particularly in lean organizations, and has been credited with driving continuous improvement and organizational alignment [26].

Agile Strategies, which emerged from the software development industry in the early 2000s, is a set of principles and practices emphasizing iterative development, customer collaboration, and responsiveness to change [27]. Agile methodologies, such as Scrum and Kanban, have been increasingly adopted in non - software contexts, including marketing, product development, and project management, as a means to drive flexibility, adaptability, and innovation [28]. Digital Transformation is the strategic adoption of digital technologies to fundamentally change how organizations operate and deliver customer value [29]. Digital Transformation frameworks, such as MIT Sloan’s Digital Transformation Framework and the McKinsey Digital Quotient, provide structured approaches to guide organizations through digital transformation, from assessing

digital maturity to implementing digital initiatives [30]. Digital Transformation has become a strategic imperative across industries, driven by the increasing pace of technological change and the need to remain competitive in the digital age [31].

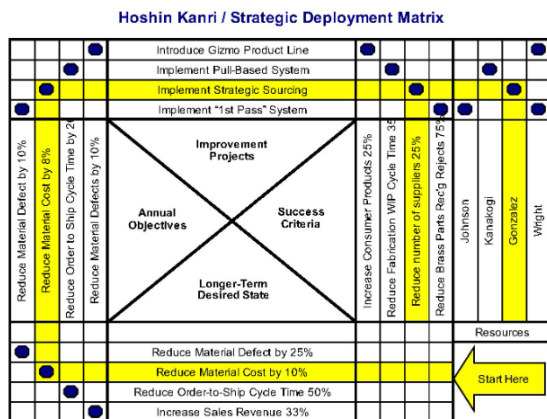


Figure 4: Hoshin Kanri Strategy Planning Methodology

These nine strategic frameworks have been widely studied and applied in various contexts, providing a rich foundation for exploring the potential of AI integration to enhance their effectiveness and adaptability. The following sections will examine the current state of AI integration within each framework, identify specific AI technologies and methodologies that can enhance their capabilities, and evaluate the impact of AI integration on strategic decision-making outcomes and organizational performance.

3. AI Integration In Strategic Frameworks

Integrating artificial intelligence (AI) technologies with traditional strategic frameworks can revolutionize organizational decision-making and drive unprecedented levels of effectiveness and adaptability. This section examines the current state of AI integration within the nine fundamental strategic frameworks and identifies specific AI technologies and methodologies to enhance each framework's capabilities.

a) *SWOT Analysis*

AI-powered SWOT analysis can leverage natural language processing (NLP) and machine learning (ML) algorithms to automate the collection and analysis of vast amounts of structured and unstructured data from various sources, including social media, customer reviews, and competitor websites. This enables organizations to gain a more comprehensive and real-time understanding of their internal and external environments, facilitating identifying emerging opportunities and threats. Predictive analytics can also be applied to forecast future trends and scenarios, allowing organizations to proactively adapt their strategies.

b) *BCG Matrix*

AI can enhance the BCG Matrix by enabling the dynamic classification of products or business units based on real-time market data. ML algorithms can analyze market share, growth rates, and other relevant metrics to automatically categorize products into the four quadrants of the matrix. This dynamic approach allows organizations to quickly identify

changes in market conditions and adjust their resource allocation and strategies accordingly. AI can also provide predictive insights into the future performance of products, helping organizations make more informed decisions about investments and divestments.

c) *Porter's Five Forces*

AI can augment Porter's Five Forces analysis by enabling the continuous monitoring and assessment of the competitive landscape. NLP techniques can analyze news articles, industry reports, and competitor communications to identify shifts in the five forces. ML algorithms can also be trained to predict changes in the bargaining power of suppliers and buyers, the threat of new entrants and substitutes, and the intensity of rivalry among existing competitors. These AI-driven insights can help organizations anticipate and respond to changes in the competitive environment more effectively.

d) *OKRs*

AI can enhance the OKR framework by enabling the automated tracking and reporting of progress toward objectives and key results. NLP can be used to extract relevant data from various sources, such as project management tools, communication platforms, and performance reports, to provide real-time visibility into the achievement of OKRs. ML algorithms can also be applied to predict the likelihood of achieving specific objectives based on historical data and current performance, allowing organizations to take proactive measures to address potential challenges.

e) *Blue Ocean Strategy*

AI can support the creation of blue oceans by enabling the identification of unmet customer needs and the development of innovative value propositions. ML algorithms can analyze customer data, including preferences, behaviors, and feedback, to uncover hidden patterns and insights that can inform the creation of new market spaces. NLP can also be used to monitor social media and online forums to identify emerging trends and customer pain points that can be addressed through value innovation.

f) *Balanced Scorecard*

AI can enhance the Balanced Scorecard by enabling the automated collection and analysis of performance data across the four perspectives. ML algorithms can be trained to identify patterns and anomalies in financial, customer, internal process, and learning and growth metrics, providing real-time insights into organizational performance. AI-powered dashboards can also be developed to visualize key performance indicators (KPIs) and provide predictive alerts when performance deviates from targets.

g) *Hoshin Kanri*

AI can augment Hoshin Kanri by facilitating the alignment of strategic objectives across the organization. NLP can be used to analyze the content of hoshin plans and catch-ball documents to ensure consistency and coherence in the cascading of objectives. ML algorithms can also be applied to predict the impact of specific initiatives on higher-level objectives, enabling organizations to prioritize actions and allocate resources more effectively.

h) Agile Strategies

AI can enhance Agile methodologies by enabling the automated tracking and analysis of project performance. ML algorithms can predict the likelihood of meeting sprint goals based on historical data and current progress, allowing teams to adjust their plans and resources accordingly. NLP can also analyze user stories, customer feedback, and team communications to identify emerging requirements and potential roadblocks.

i) Digital Transformation

AI is a key enabler of digital transformation, providing organizations with the capabilities to automate processes, personalize customer experiences, and drive innovation. ML algorithms can be used to analyze vast amounts of data from various sources, including IoT devices, social media, and customer interactions, to uncover insights that can inform digital strategies. NLP can also be employed to develop conversational interfaces and chatbots that can enhance customer engagement and support.

The integration of AI with these strategic frameworks has the potential to significantly improve decision - making outcomes and organizational performance. By leveraging AI technologies to automate data collection and analysis, organizations can gain real - time insights into their internal and external environments, enabling them to adapt their strategies more quickly and effectively. AI can also help organizations identify new opportunities for growth and innovation and anticipate and mitigate potential risks and challenges.

However, successfully integrating AI with strategic frameworks requires a comprehensive understanding of the synergies between AI capabilities and traditional strategic tools. Organizations must develop a clear vision for how AI can enhance each framework's effectiveness and adaptability and establish governance mechanisms to ensure AI technologies' ethical and responsible use. This requires a collaborative approach combining AI, strategy, and domain knowledge expertise to develop tailored solutions that address each organization's unique needs and challenges.

4. A Comprehensive Framework For AI - Enhanced Strategic Decision - Making

Integrating AI with traditional strategic frameworks requires a structured approach that considers the unique capabilities of AI technologies and the specific requirements of each framework. This section proposes a comprehensive framework for understanding the synergies between AI and strategic decision - making, consisting of four key components: data integration, algorithmic enhancement, human - machine collaboration, and continuous learning.

a) Data Integration

The foundation of AI - enhanced strategic decision - making lies in integrating and analyzing vast amounts of structured and unstructured data from various sources. Organizations must establish robust data management practices that ensure the quality, security, and accessibility of data across the enterprise. This includes implementing data governance policies, data quality management processes, and data

integration platforms enabling seamless information flow between AI systems and strategic frameworks.

b) Algorithmic Enhancement

The second component of the framework involves the application of AI algorithms to enhance the capabilities of strategic frameworks. This includes using machine learning, natural language processing, and predictive analytics to automate data analysis, uncover hidden patterns and insights, and generate actionable recommendations. Organizations must select and customize AI algorithms based on the specific requirements of each strategic framework, taking into account factors such as data availability, computational complexity, and interpretability.



Figure 5: Comprehensive AI application for Decision – Making

c) Human - Machine Collaboration

While AI can significantly enhance the effectiveness and efficiency of strategic decision - making, it is essential to recognize the importance of human judgment and expertise. The third component of the framework emphasizes the need for human - machine collaboration, where AI systems and human decision - makers work together to leverage their complementary strengths. This involves designing user interfaces and interaction mechanisms that enable decision - makers to interpret and validate AI - generated insights and provide feedback and guidance to improve the performance of AI algorithms over time.

d) Continuous Learning

The fourth component of the framework recognizes the dynamic nature of strategic decision - making and the need for continuous learning and adaptation. As the business environment evolves and new data becomes available, AI systems must be able to update their models and recommendations accordingly. This requires the implementation of feedback loops and learning mechanisms that enable AI algorithms to learn from their successes and failures, as well as from the insights and experiences of human decision - makers.

The proposed framework provides a structured approach for organizations to integrate AI with traditional strategic

frameworks, enabling them to leverage the unique capabilities of AI technologies while ensuring effective collaboration between human and machine intelligence. By following this framework, organizations can develop tailored AI solutions that enhance the effectiveness and adaptability of their strategic decision - making processes, ultimately driving better performance and competitive advantage.

However, successfully implementing this framework requires a significant investment in data infrastructure, AI talent, and organizational change management. Organizations must develop a clear roadmap for AI adoption, prioritizing high - impact use cases and ensuring the alignment of AI initiatives with overall business strategy. They must also foster a culture of data - driven decision - making and continuous learning, encouraging experimentation and innovation while managing AI's risks and ethical implications.

Furthermore, the integration of AI with strategic frameworks raises important questions about the future of strategic decision - making and the role of human judgment and creativity. While AI can augment and enhance human decision - making capabilities, it is unlikely to fully replace the need for human insight and intuition. Organizations must strike a balance between leveraging the power of AI and preserving the value of human expertise, ensuring that responsible and accountable human leaders ultimately make strategic decisions.

5. Future Work And Challenges

The integration of AI with strategic frameworks is a rapidly evolving field with significant potential for future research and development. This section outlines some of the key research directions and challenges that organizations and researchers must address to fully realize the benefits of AI - enhanced strategic decision - making.

a) *Explainable AI for Strategic Decision - Making*

One of the main challenges in the application of AI to strategic decision - making is the interpretability and explainability of AI algorithms. Many AI techniques, such as deep learning, operate as "black boxes," making it difficult for decision - makers to understand how the algorithms arrive at their recommendations. Future research must focus on developing explainable AI techniques that provide clear and transparent explanations of the reasoning behind AI - generated insights, enabling decision - makers to trust and act upon the recommendations with confidence.

b) *Ethical and Responsible AI*

The use of AI in strategic decision - making raises important ethical and social implications, such as bias, fairness, and accountability. Organizations must ensure that their AI systems are designed and deployed in a responsible and ethical manner, avoiding unintended consequences and promoting the well - being of all stakeholders. Future research must focus on developing ethical frameworks and guidelines for the use of AI in strategic decision - making, as well as techniques for detecting and mitigating bias in AI algorithms.

c) *Adaptive and Resilient AI Systems*

The business environment is constantly evolving, and AI systems must be able to adapt and remain resilient in the face of change. Future research must focus on developing adaptive AI techniques that can learn and adjust their models and recommendations in real time based on new data and feedback from decision - makers. This requires the development of robust learning algorithms and mechanisms for detecting and responding to concept drift and other forms of environmental change.

d) *Human - AI Collaboration Interfaces*

The effective collaboration between human decision - makers and AI systems is critical for the success of AI - enhanced strategic decision - making. Future research must focus on designing intuitive and user - friendly interfaces that enable decision - makers to interact with AI systems in a natural and seamless manner. This includes the development of conversational interfaces, interactive visualizations, and other forms of human - AI collaboration tools that facilitate the exchange of knowledge and insights between humans and machines.

e) *Cybersecurity and Data Privacy*

Integrating AI with strategic frameworks requires collecting and analyzing vast amounts of sensitive data, raising important concerns about cybersecurity and data privacy. Organizations must ensure that their AI systems are secure and resilient against cyber threats and that the privacy and confidentiality of individual and organizational data are protected. Future research must focus on developing advanced cybersecurity techniques, such as blockchain and homomorphic encryption, as well as privacy - preserving AI algorithms that enable the analysis of data without compromising its confidentiality.

f) *Talent and Skills Development*

The successful implementation of AI - enhanced strategic decision - making requires a workforce with unique skills in AI, strategy, and domain expertise. Organizations must invest in talent development programs that enable employees to acquire the necessary skills and knowledge to work effectively with AI systems. This includes developing AI literacy programs and specialized training in data science, machine learning, and strategic management.

6. Conclusion

The integration of AI with strategic frameworks represents a new frontier in organizational decision - making, with the potential to transform the way organizations plan, execute, and adapt their strategies in response to a rapidly changing business environment. By following a structured approach that emphasizes the synergies between AI and traditional strategic tools, organizations can develop tailored solutions that leverage the power of AI to drive innovation, efficiency, and competitive advantage. However, the journey toward AI - enhanced strategic decision - making is a complex and ongoing one, requiring a commitment to continuous learning, experimentation, and collaboration between humans and machines. As organizations navigate this journey, they must remain focused on the ultimate goal of creating value for all

stakeholders while ensuring the ethical and responsible use of AI technologies.

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