

# Understanding Digitalization in International Trade Firms with an In-Depth Interview

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**Abstract:** Digitalization stands out as a significant trend reshaping both society and trade. It induces transformations in companies through the integration of digital technologies within their organizational structures and operational contexts. This paper explores digitalization through a lens of diverse case studies conducted to gather data from multiple companies, supplemented by a literature study. The paper introduces the inaugural edition of a digital transformation model, synthesized from the insights gained from these industrial cases, providing a foundational starting point for a methodical approach to address digital transformation. The primary aim of the model is to assist companies in handling the changes linked with digitalization in a systematic manner. Comprising four key steps, the model initiates with situating the company in the digitalization landscape and formulating specific goals. It then proceeds to scrutinize the company's current state in relation to its digitalization objectives. Following this, a roadmap is outlined and implemented to guide the company toward achieving its goals, with the understanding that these steps are iterative and can be revisited multiple times. Despite variations in company situations, these steps offer a systematic approach to navigating digitalization, facilitating the necessary actions for deriving benefits from this transformative process.

**Keywords:** Digitalization, International trade, Industry 4.0

**JEL Classification:** F13

## 1. Introduction

This research takes place against an environment of the significant effects of digitalization on international trade and societal structures. The rapid growth of technology, including robotics, automation, artificial intelligence, and data analytics. Those has caused a global economic revolution in recent times (Demiral & Demiral, 2021). The incorporation of digital technologies into businesses' basic elements. Those which changes their operational frameworks and organizational structures.

Hence, it is at the center of this transition. Moreover, the paper explores the complex network of transformations. That is caused by digitization in businesses involved with international trade. Digital technology absorption is more than just adoption. It actually sets off radical processes that change the fundamentals of how businesses function. Corporations have to implement fresh ideas (Ciuriak & Ptashkina, 2020). Also, it should adjust to new standards, and negotiate the changing landscape of the digital age.

With the use of two distinct methods, this study aims to explain these transformative processes. That extensive review of previous research. Moreover, it has a series of detailed case studies done across various international trade firms. The goal is to establish an extensive comprehension of the effects of digitalization. That is by combining the huge amount of knowledge gathered from scholarly works. Those present with empirical insights from across the world (Caruso, 2017). This investigation is crucial not only to comprehend the existing level of digitization but, also for creating a solid foundation. That is from which to work in order to address broader notion of digital transformation. The research starts by placing the importance of digitalization within the wider context of business and social processes. That makes sure those sections outline the various dimensions of digitalization's influence on enterprises. That focusing particularly on global commerce. Hence, with a focus on the Industry 4.0 technologies driving this transformation (Vuksanović Herceg et al., 2020). The context is set for a comprehensive examination that combines the conceptual foundations from a thorough literature survey with the practical insights from case studies.

## **1.2. Literature Review**

### **1.2.1. Definition & History of Digitalization**

Beyond simply using digital technology, digitalization involves a major shift in society from physical to digital domains. The term "digitalization" is the broad use of digital technology. That is to modify several faces of society, including the conversion of different kinds included in information of digital language (Kuusisto, 2017). The purpose of this part is to set digitalization apart from related concepts such as digitization and digital transformation. Moreover, historical background includes the digitalization may be traced back to the development of information technology. Also, having its historical path is consistent with more general technical progress (Ernst & Frische, 2015). Further, examination of turning points, ranging from the first data

digitization to the latest Industry 4.0 innovations. Understanding this context reveals changes in society and economy that were caused by digitalization.

### **1.2.2. Industry 4.0 Technologies**

Industry 4.0 refers to the fourth industrial revolution. It is which defined by the integration of digital and traditional industrial processes. Understanding how digital technologies are such as robotics, automation, artificial intelligence, 3D printing, machine learning, and data analytics. Those are causing major shifts (Petrillo et al., 2018) That that are referred to as digital integration. This coordination has a significant impact on organizational structures as it goes beyond operational situations. Restructuring Businesses can be know too through learning on how Industry 4.0 is transforming international trade firms by knowing the exact technologies that support it.

This significant influence affects society and trade on a larger scale. Those going beyond the boundaries of specific businesses. Studies like Omol (2023), underscore that digitalization is more than just a technological development. It is rather, a driving force behind deep transformations in how societies and business' function. The rapid evolution of international economies, driven by the incorporation of automation. Also, by artificial intelligence, and other innovative technologies. It is evidence of the rippling effects of digitalization. Industries must therefore adjust to this new framework. Those which has significant implications for the dynamics of trade, competition, and the socioeconomic structure as a whole. Knowing the complex impact of digitalization on trade practices and societal structures is essential for seeing the broader implications and developing effective approaches for combating this revolution trend.

Through defining digitization as the systematic method of transforming information into digital form. Hence, Gradillas & Thomas (2023) makes a theoretical advancement in the field. The basic change that takes place as data moves from traditional to digital forms is emphasized in this description. The broad use of digital payment methods is an important turning point in the growth of digitalization. Also, as noted by Zaagsma (2022), to help comprehend the historical context of the issue. This historical perspective highlights the broader effects of digitalization. Those which go beyond simple technological advancements to include major changes in the way information is managed, archived, and applied. That is in a variety of societal and commercial

contexts. These insights provide a fundamental knowledge of the logical foundations and the evolution of digitalization gradually as deep into its definition and history. The arrival of Industry 4.0 technology is an important driver behind the shift that multinational trade companies are experiencing. Chen et al. (2020) emphasizes the critical role that automation, data analytics, and artificial intelligence play to enhance these companies' operational effectiveness. Strange & Zucchella (2017) see the combined incorporation of these technologies. Hence, often referred to as Industry. Those are as a force that severely reshapes traditional company structures. Hence, going beyond simple advancements. The insights these academics have shared highlight the significant changes that the use of innovative digital tools and their consequences for trade practices has brought about. Thus, a thorough examination of how these technologies have impacted international trade is seen.

It is important to draw separate lines between digitization, digitalization, and digital transformation. Those are in order to fully comprehend the intricate nature of digital change. Vrana & Singh (2021) says the main process of digitization involves converting analog information into a digital representation. For more information, Johnson stresses that digitalization includes the wider application and incorporation of digital technologies in many areas of society. According to Baiyere et al. (2020), digital transformation is an idea that includes an entire rewriting of business processes and models, going beyond simple adoption of new technologies. Details of digitalization within international trade firms would be explored more. That is where these inequalities create the environment of disruptive change, this complex knowledge becomes even more important.

The rise of the digital economy, the environment for commerce worldwide has undergone significant changes. Kiran & Nair (2017) have pointed at how the digital economy provides benefits to both buyers and sellers which is through simplifying trade procedures. Ding et al. (2017) has noticed that there is a global shift in the variety of online platforms which is an enable cross-border transactions. A key aspect of investigation is the effect of digital technology on global trade. That is by highlighting the significant impact these changes have on the traditional dynamics of business. Another study suggests for carrying out in-depth interviews stands out as a useful and perceptive method for this study (Muriu, 2021). This qualitative method enables a deeper examination of the complex effects of digitalization on global trade companies. The study wants to provide broad and dependent on context insight. That

is by exploring the experiences, viewpoint. Moreover, by the issues faced by these organizations through direct encounters. A deeper comprehension of the complexities involved in the implementation and adaptation of digital technologies in the variable context of international trade is made possible by the qualitative nature of in-depth interviews.

## **2. Methodology**

### **2.1. Sampling**

A key component of research method is sampling. It is the process of choosing a selected group of people. Moreover, selection of objects, and other things. It is from a larger population in order to make conclusions about the population within it. This is a helpful and efficient method of data collection for researching a large and diverse population. Purposive sampling is the sample strategy. It is used in the present research. Choosing participants for the purpose of sampling involves looking at particular criteria pertinent to the goals and objectives of the study. According to Palinkas (2015), this approach is intentional. It is with the researcher selecting individuals based on their ability to provide the data required. Hence, that is to meet the study's goals. For the purposes of this study, the criteria for selection included participation from an array of international trading companies that operate in several industries. Those also includes manufacturing, retail, technology, and transportation. The strategic selection of these businesses guarantees an extensive examination of the effects of digitization on global trade. Hence, that covering a wide range of digitization initiatives, challenges, and outcomes. The study's objective of developing an in-depth understanding of the complex network of industries involved in international trade is in alignment with the use of purposive sampling.

International trade companies have been selected through probability sampling, specifically random sampling to make up the study's sample. Each one adds a special perspective to the subject of digitalization. Representatives from Ahrar, Arcelik, Beko, Breshka, Defacto, H&M, Ikea, Koctas, Lc Waikiki, Netas, Toyota Motors Corporation, Turkish Airlines Cargo, Ulker, Yildiz, Zaman, and Zara were interviewed in-depth. These companies were carefully chosen to ensure a thorough investigation of the digitization across a range of sectors. Also, by operational settings related to international trade.

Engaging with important individuals and groups within the companies selected. It was part of the data collection process. Enabling an adaptable but focused investigation of each company's digitalization journey is important. It is a semi-structured interviews were performed. The purpose of the interview questions was to extract specific information about the difficulties, achievements, and strategic methods that the companies used to incorporate digital technologies (Dolores & Bonvin, 2023). In order to contribute to an extensive understanding of digitalization in international trade enterprises, the interviews were qualitative in character. Additionally, with the goal of capturing the richness of human experiences and opinions.

The 18 companies were based on their need to gain a thorough understanding of how digitalization impacts trade internationally. They were chosen because it acknowledges the complicated web of sectors and industries. Those that are involved in the global trade environment. Through the inclusion of businesses from a variety of industries. Hence, including technology, retail, manufacturing, and flight, the study seeks to capture a diverse range. That is of digitalization efforts, obstacles, and results.

## **2.2. Data Collection Method**

In order to get the data for this study, two methods were used. The study was conducted in one month. One was secondary data which was obtained through an in-depth examination of the literature. The literature review provided a framework for understanding the body of information. That was on digitalization in international trade. So, it was a useful source of secondary data. While other was primary data and was gained through in-depth interviews. (Paiola, M et al.2021) A thorough examination of the fundamental theories and historical background of digitization was made available by this secondary data, which was derived from academic publications. In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation. In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation. (Deterding, N.M, 2021)

In this study there are stakeholders from the 18 chosen companies in-depth for this study. Using this method, experts, managers, and leaders were directly involved with creating digitalization initiatives. Open-ended questions were used in interviews in

order to customize the queries to the particular circumstances of each organization. The goal of this qualitative technique was to collect deep, complicated insights into the views, issues, and experiences related to digitization in global trade. The methodology is in line with a qualitative methodology that provides a comprehensive look of various digitalization environments.

In relation to the survey plan, the length of each interview varied, It was according to the organization's structure and the volume of information provided. Each participant's interview lasted between sixty and ninety minutes on average. The longer time provided an improved understanding of the subject area that was by allowing for a detailed investigation focusing on the particulars behind each company's digitalization path.

### **2.2.1. Reliability and Validation of the In-Depth Interview**

The reliability and validity of the deep interview technique must be guaranteed. It is for the study to have credibility. Pilot research was carried out to assess the validity of the data collected through interviews. One possible approach for assessing the quality of conversational interviewing would be to ask each interviewer to conduct a conversational interview and then assess how accurately the data were collected. (Burla Laila et al.2008) In order to find any uncertainties in the questions or potential problems with the data collection method, a small-scale version of the interviews took place. It was with a select group of participants as part of the experiment. The interview procedure was improved and resulted in consistency. It was ensured through this continuous procedure (Golafshani, 2003).

To ensure reliability and validity, the study was planned well ahead, incorporating results from the pilot study, then the interviews were recorded and then transcribed, and the coding was reviewed thoroughly; furthermore, once the data was analyzed it was further validated through triangulation with the other sources.

To verify the interview results, pilot study was used. A pilot study is an essential start to the primary research project. It is a small-scale analysis. It is meant to evaluate and improve the research tools, processes, and techniques. Previous to the main study, the pilot study allows researchers to recognize any unknowns. Also, know the difficulties in the research questions. This planning stage allows tools. Including interview guides or survey questionnaires. Those are to be tested and modified to make sure they are appropriate. Researchers increase the overall quality and feasibility of the research

design. That is by obtaining participant input and making necessary modifications. Therefore, the pilot investigation is important for maximizing the success of the main study. It is since they reduce potential problems and improves the chance of receiving reliable and precise outcomes (In, 2017).

Furthermore, secondary data sources that complemented the primary data collection included industry reports and already published literature. Triangulating primary data with secondary data sources. It was such as industry reports and earlier published literature. It further improved the study's reliability. A comparison data from several sources is known as triangulation. Also, it improves the reliability of the results.

### **3. Results**

#### **3.1. Overview of Participants**

Eighteen organizations from a variety of industries, including fashion, technology, aviation, and retail, participated in the study. Every business was vital in establishing the public's perception of how digitization would affect international trade. The companies included were company A, company B, company C, company D, company E. and Company F etc.

#### **3.2. Questionnaire**

The study's questionnaire is divided into two sections. The first section includes in-depth interview questions including 10 questions having digital transformation-related areas. The respondents were asked about the digital transformation strategies. It was for the understanding of their organization. Hence, particularly the business processes that were being transformed. The difficulties encountered in making the shift. They were additionally asked regarding their opinions on digitalization. Age, gender, education, work experience, work arrangement, household income, organization type, and size of the digitalization team were between the demographic questions asked in the second section. In order to support an in-depth analysis of the results, these questions were meant to provide background information and contextual details about the participants.

The demographic questions in the second section, allow us to understand the distribution of the data amongst different groups allowing us to determine how well the sample selected for responding to the questionnaire corresponds a representation of the population.



### 3.3. Findings

The aim of conducting a personal interview survey is to understand the people's responses and gather more information on the study regarding their understanding Digitalization in International Trade Firms. The study's questionnaire is divided into two sections. The first section includes in-depth interview questions including 13 questions having digital transformation-related areas. The respondents were asked about the digital transformation strategies. It was for the understanding of their organization. Hence, particularly the business processes that were being transformed. The difficulties encountered in making the shift. They were additionally asked regarding their opinions on digitalization.

The questions include digital transformation, plans for digital transformation, digital transformation process, business processes in digital transformation, maturity level tool in digital transformation, business processes, old style and digitalized structure difference, results of digitalization process, time effect, future of digitalization, platforms, documentation, and gain from the business.

In the second section, Age, gender, education, work experience, work arrangement, household income, organization type, and size of the digitalization team were between the demographic questions were asked. In order to support an in-depth analysis of the results, these questions were meant to provide background information and contextual details about the participants. The demographic questions in the second section, allow us to understand the distribution of the data amongst different groups allowing us to determine how well the sample selected for responding to the questionnaire corresponds a representation of the population.

When asking about the definition of digital transformation, the question was 'According to your company's understanding, can you define digital transformation?' The 18 companies that took part in the group survey had various views of digital transformation. Some emphasized the move from manual to automated systems. Then, others were concerned with the introduction of digital technology into company operations. A shift in the workplace toward digitization was one of the universal themes. Then, the existence of digital transformation plan consisted of the question of 'Does your company have a digital transformation plan?' The majority of the responses varied between the companies. Some had barely started to come up with these ideas.

Others had complicated schemes which included strategies and milestones associated with digital transformation.

The other question focused on the implementation of digital transformation process; the question consisted of 'Does your company have a digital transformation process in place?' A group of answers included the organizations' shared perspectives. That is on their continuing attempts for digital transformation. Some portrayed mature implementation stages with the incorporation of digital technology into current procedures. Hence, others were in the beginning phases. Also, digitally transformed business processes contained the question 'Which business processes are digitally transformed in your company?' The group of replies were mixed in a sense that the eighteen companies presented an array of digital transformation topics. These included a restructuring of worldwide departmental workflows. Also, accounting operations, marketing plans, and managerial systems. Moreover, the utilization of digital transformation maturity evaluation tool included the question 'Does your company have a digital transformation maturity evaluation tool?' Group of responses included the responses varied. It was with some organizations using complex evaluation methods to assess their digital maturity. While the others lacking any particular systems established to do so.

Transition from Paper-Based to paperless structure held the question that 'How hard was the process of transition between the old style (paper-based) and digitalized (paperless) structure?' Group of responses included the businesses described the challenges they encountered. That is all through the shift. Such as resistance to change, technical issues, and the length of time. It certainly takes to get used to new digital processes. Moreover, expected results from digitalization process consisted the question of 'What are your expected results from the digitalization process?' Group of Replies: Expected outcomes included improved efficiency, streamlined workflows, enhanced data accuracy, and increased competitiveness in the global market. Collaborative responses included the improved efficiency, optimized processes, greater information quality, and heightened efficiency. It is in the global marketplace were expected results.

Conducting tests and measuring time savings included the question of 'Did you already conduct any tests, such as estimating the time saved by implementing digital solutions?' Group of replies stated that a few businesses ran investigations to assess

the obvious advantages of digitalization. Such as efficiency increases and time-saving methods. Vision of the future of digitalization had the question of 'How do you see the whole future of digitalization?' Group of responses contained the participants' views for future developments. Also, increased reliance on digital technologies, and more integration into business operations have been expressed through their progressive responses.

Timeline for full integration with digital platform's question included 'How long do you think it will take to fully integrate with the digital platform used in the company?' Group of responses include that there were differences in timelines. Also, some companies expecting integrating to happen quickly. Though, others understood that the process was complicated and expected a more gradual change. Moving on, other question was of documentation produced or stored digitally that included the question of 'Which documentation is produced or stored digitally in your company? In which formats?' The group of replies included participants described the various kinds of digitally stored paperwork. Such as contracts, reports, and communication logs. Companies had distinct tastes when it related to digital formats. Also, gains achieved from digitalization included 'What did you gain from the digitalization of the business?' Group of respondents included the responses highlighted a variety of benefits. Those including better decision-making, better customer experiences, and more freedom in response to shifts in the market.

The findings came from the deep discussions with representatives of the eighteen companies. These offer an in-depth and advanced understand of digital transformation within the structure of global trade companies. The variances in responses highlight how complex and broad the digitization process is across different sectors and practical settings.

### **3.4. Limitation of the Study**

This study has several of limitations. In-depth interviews typically involve a small, non-randomized sample. There's a risk of sampling bias if the participants are not representative of the broader population of international trade firms. Participants may provide socially desirable responses or selectively share information, leading to a bias in the data. This can be particularly relevant in topics related to technology adoption and organizational practices. The interviewer's background, perspectives, and communication style can influence the responses. It's crucial to ensure that the

interviewer maintains neutrality and avoids leading questions that could impact the validity of the data. In-depth interviews primarily provide qualitative data. While they offer rich insights, they might lack quantitative measures that could provide a more objective understanding of the prevalence or impact of digitalization in international trade firms.

Its goal was to obtain an extensive knowledge of digital transformation in international trade firms. That is through in-depth interviews with officials of eighteen carefully chosen companies. First off, a larger and more broadened sample may offer more insights than the 18 companies originally selected in the study. It is that were taken into consideration, as they could not accurately represent the mixed nature of international trade. Although the fact that those selected are from a variety of industries, such as technology, retail, manufacturing, and aviation. It's possible that the findings underestimate the complexity of digital transformation in other sectors. The study's emphasis on international trade companies may restrict its use to fewer companies or those that operate in specific regions. Furthermore, the time constraint factor can also be highlighted as a major limitation in the study, not only did it make it more difficult to have additional companies in the study but also with greater time; time-series data could be collected which could either reinforce or improve the findings of the study.

Despite efforts to guarantee validity and reliability, the qualitative type of data acquired through in-depth interviews includes partiality and possibility of prejudice. The study's historical limitations may have restricted findings from taking into account. It is the most recent developments in the rapidly changing field of digital transformation. Furthermore, the examination was limited in scope and duration. Hence, an additional study, comprising surveys or longitudinal studies, might provide a deeper appreciation of the changing nature of digital change. Future research may be able to go more into the examination of external factors. Those including changes in law and economic situations. Hence, which were not thoroughly examined in this study. Although these drawbacks, the study's conclusions offer insightful information about the digitalization initiatives of multinational corporations. Those highlighting opportunities, obstacles, and various points of view that should be taken into consideration given the limitations of the research.

#### 4. Discussion

A comprehensive review shows a common dedication to strategic digital transformation among the 18 surveyed organizations. Ahrar, Arcelik, Beko, Breshka, Defacto, H&M, Ikea, Koctas, Lc Waikiki, Netas, Turkish Airlines Cargo, Ulker, Yildiz, Zaman, and Zara are just a few of the companies that demonstrate unique approaches for using digital technologies into their business processes. Highlighting efficiency, client value, and responding to market changes are common topics. Opposition to change and concerns about data security are common obstacles that show how difficult it is to make the transition from paper to digital systems. Results that are anticipated include better decision-making, lower costs, more operational efficiency, and better customer experiences. It is clear that the organization is committed to ongoing creativity and technological adaptation. Businesses stress how crucial training for staff and cross-functional collaboration are to the success of digitalization. Digitalization has profound implications as it not only improves competitiveness but also nurtures a creative and sustainable culture. Difficulties experienced during the shift emphasize the necessity of effective change management techniques. The implications for the future highlight enhanced customer-centricity and operational effectiveness. Also, positioning digitization as a strategic key to long-term success. Businesses' advancements have an effect that goes beyond internal walls, affecting guidelines within the industry and reshaping business in the digital age.

The conclusions reached from the study performed among the 18 groups highlight the strategic importance. Also, transformative power of digitalization in the workplace of today. Above all, the survey indicates that an effective digital transformation requires an approach that is in line with the unique objectives. Additionally, with the industry particulars, and structure of each company. It is not a traditional undertaking. A smooth and secure transition to digital processes is made feasible by the challenges faced during the transition. Those which include concerns about data security and resistance to change. These highlights the vital role that good change management and cybersecurity measures play in providing these actions.

Furthermore, the report shows that digitization involves a culture change within firms just as much as a technology development. The importance to offer employees with training and adaptability highlights the significance of developing a workforce that accepts technology innovations. Also, encouraging a culture that values continuous learning and creativity. A common topic is collaboration between functions, which

suggests that supply chain, marketing, finance, and IT departments. Also, it must coordinate with one another in order for digitalization initiatives to be effective. In terms of outcomes, the projected advantages such as more effective decision-making, cost savings, increased operational efficiency, and improved customer experiences. Those all highlight the many benefits of digitization. Beyond immediate efficiency improvements, there are future strategic implications that position businesses for long-term success, competitiveness, and flexibility in the face of dynamic market changes.

Additionally, the survey's results show that businesses consider digitization as an active strategy to influence the direction. That is of their respective sectors as well as an answer to the issues they face today. The focus on innovative technologies like blockchain, AI, and machine learning shows an intelligent strategy that equips businesses to stay flexible. Also, the ahead of the curve in a corporate climate that is changing rapidly. Overall, the survey's results highlight the fact that digital transformation is a strategic imperative. That is which affects industry standards. Also, organizational culture, and the path businesses will take in the digital age. But rather than only being a tool for operating betterment. Businesses who adopt a comprehensive approach to digitalization will be able to not only meet current challenges but also take the lead in reshaping the industry in which they operate.

## **5. Conclusion**

In summary, the survey of a wide range of companies in industries like manufacturing, retail, and international commerce provides a thorough picture. That of their efforts to go through digital transformation. The stories share commonalities in terms of potential and obstacles despite differences in industries. To improve their general productivity hence, customer experiences, and operational efficiency, these businesses. Those are aggressively adopting digital technologies. It is recognized that there would be difficulties whereas moving from traditional to digital structures. Including, reluctance to change and worries about data security. All of the expected results, however, consistently highlight enhanced decision-making, cost reductions, and higher efficiency.

The results highlight the significance of developing a workforce competent in technology. Those promoting cross-functional cooperation, and providing continuous training programs for successfully handling the complexities of digital transformation.

The effects highlight the importance of strong change management plans. Those specialized digital transformation plans, and rigorous cybersecurity measures. In addition, the survey offers insightful advice. Hence, advising businesses to focus on continuous improvement, integrate digital tools wisely, and make strategic investments in developing technology. The survey's results provide an outline for success in the constantly changing business climate as these companies navigate their digital transformation journeys. In order to guarantee these companies' durability as well as their continued growth. That competitiveness must be prepared to innovate, cooperate, and adapt.

The comprehensive survey of various companies, including AHRAR İTHALAT VE İHRACAT LİMİTED ŞİRKETİ, Arçelik, Beko, BRESHKA, Coca-Cola, DeFacto, H&M, IKEA, Koçtaş, Nestlé, Netas, Toyota, Turkish Airlines Cargo, Ülker, Yıldız Holding, and Zara offers useful details about their various approaches to digital transformation. These businesses are making use of digital technologies to improve their business operations while preserving their competitiveness. Those are in a variety of industries, like manufacturing, retail, and international trade. The results illustrate typical challenges that businesses face when they move from printed to digital structures; those including resistance to shift and worries about data protection. All of the expected results, nevertheless, are more productivity, lower expenses, better customer service, and improved decision-making. In order to build a staff that is technologically savvy, the study emphasizes the value for worker adaptability, cross-functional teamwork, and continuous training programs.

Recommendation to businesses, customizing their digital transformation strategies are important. Also, they make expenditures in change management. Moreover, strengthen cybersecurity protocols, encourage cross-functional cooperation, and give employee training top priority. There is also likelihood of focus on developing technologies, strategically integrate digital tools. Hence, encourage continuous creativity, put measurement and assessment tools into place, and get ready for emerging trends. These insights give businesses an outline for effectively navigating the process of digital transformation, ensuring their competitiveness and adaptability in a changing business environment.

Service companies can overcome conventional service-related business limits by applying digital technology and digitalizing business activities. Digital technologies

facilitate the acceleration of service processes and help break the still-frequently-assumed connection between services and human activity. Researchers also shows that in this area, service businesses may improve service availability and efficiency. It's interesting to note that we see no impact of continuous digitization on the knowledge base of the enterprises linked to services. Only digital knowledge is affected by changes to the knowledge base.

The recommendations of this study should also be further investigated. It should be in order to add to the body of knowledge which is already available on digital transformation in international trade businesses. Hence, based on recommendations made to academics. Researchers are asked to carry out additional research on specific elements of digitalization. Such as how it affects smaller businesses or how it affects different regions. Studies that follow the growth of strategies for digital transformation over time, known as longitudinal research. Also, it can offer significant insights into the durability and implications of these efforts. Additionally, in order to improve the contextual understanding of the opportunities and challenges related to digitalization. The academics are urged to take into account other elements in their study. It is such as changes in laws and the state of the economy. A deeper awareness of the different effects and adjustments needed in different companies. It can be gained by comparative studies performed across industries or geographical areas.

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