

## THE ROLE OF VALUE ACQUISITION CAPABILITIES IN DIGITAL TRANSFORMATION READINESS: An Analytical Study of the Opinions of a Sample of Faculty Members in Private Universities in the Middle Euphrates Region

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**Abstract:** This exploration aims to unveil the role of worth achievement capabilities oblique its dimensions (relational market assets and intellectual market assets) in digital transformation eagerness athwart its dimensions (digital infrastructure, digital human resources, digital organizational culture, and digital security requirements). The study working a questionnaire to expand the availability of value procurement capabilities and digital revolution gameness among capacity associates in sequestered universities and academies in central Iraqi boondocks. The research problematic was straddling by the central interrogation: To what series do value achievement capabilities endorse to digital transformation enthusiasm? The model size involved of 472 faculty followers. The exploration adopted a descriptive-analytical approach, functioning the statistical posts SPSS version 29 and AMOS version 29. Results were gained for normal spreading, structural equation modeling, reliability coefficient, arithmetic means, standard eccentricities, relative standing, correlation matrix, and regression constant. The results indicated that worth acquisition capabilities represent a pivotal element in enhancing digital transformation enthusiasm. Digital transformation readiness within private academies: It has been publicized that educational establishments that possess the volume to engage, adapt, and exploit digital knowledge in evolving their hypothetical and directorial processes are better equipped to keep pace with digital transformation effectually.

**Keywords:** Value acquisition capabilities, digital transformation readiness.

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**Introduction:** The world is observing a growing acceleration in the implementation of digital transformation as one of the maximum important strategic variations reshaping work decorations and service delivery means within organizations, mostly educational foundations (Gallarza et al., 2011). Value purchase capabilities have emerged as a dynamic approach empowering universities to enhance their attractiveness and raise their equal of readiness for digital conversion (White et al., 2021). These capabilities constitute an unified system of perceptive, executive, and behavioral properties that allow the association to captivate new technologies and acclimatize them to achieve added charge for all stakeholders (Olsson, 2018). This topic is of growing importance in sequestered academies in the Intermediate Euphrates segment, which face ever-increasing encounters in possession bound with present-day digital requirements. This makes cramming the rapport flanked by value procurement capabilities and the close by of digital revolution readiness a scientific and hands-on necessity. Hence, this organized study seeks to contemplate the estimations of a sample of propensity members in these conservatories to reveal the background of this role and percentage its bearing, thus providing a consociate framework to conservation decision-makers in sprouting more effective and acceptable cardinal approaches.

### Part One: Research Methodology

#### First: The Research Problem

Despite the collective adoption of numerical renovation initiatives indoors private seminaries in the Intermediate Euphrates section, the actual enthusiasm of these societies remains potholed and uneven with the necessities of the digital learning atmosphere. A substantial part of this encounter is attributed to the schools' weak investment in charge acquisition proficiencies, which are ultimate to enthralling modern machineries and transforming them hooked on harvests that add value to the informative process. The nonexistence of a clear considerate of the landscape of these capabilities, their readiness, and the extent of their presentation in the academic environment pointers to a gap amongst digital conversion efforts and their favorite outcomes. Hence, the homework's problem is sugarcoated in the (lack of clarity apropos the role that value purchase proficiencies can play in augmenting digital transformation readiness within private universities). This raises interrogations about the extent to which aptitude members are aware

of the reputation of these competencies, the degree of their commitment with them, and their control on the established capacity to implement and implement cardinal machineries. Accordingly, the study seeks to analyze the opinions of a sample of faculty members to explore the nature of this role and identify the strengths and weaknesses that affect the course of digital transformation within these universities.

**Second: The Importance of the Research**

The need arises to test new ideas for dealing with the changes that have occurred in the country over the past years and to determine their applicability in private universities in Iraq. This study is expected to make significant theoretical and practical contributions, as we shed light on a new concept in management literature, namely value acquisition capabilities, and its importance in enhancing the readiness for digital transformation in the activities that organizations seek to implement. Furthermore, it aims to draw the attention of university leaders to the importance of focusing their attention on the value acquisition capabilities of the universities and colleges they manage, and to ensure that their universities and colleges are proactive and pioneering in the field of digital transformation, its sustainability, and the fulfillment of their commitment to the local communities in which they operate.

**Third: Research Objectives**

- 1-To highlight the concepts related to the study variables, namely value acquisition capabilities and digital transformation.
- 2-To reveal value acquisition capabilities in the studied colleges from the perspective of faculty members.
- 3-To explore the role that value acquisition capabilities can play in promoting the digital transformation of faculty members in the studied colleges.

**Fourth: Hypothesis Framework and Hypothesis Development**

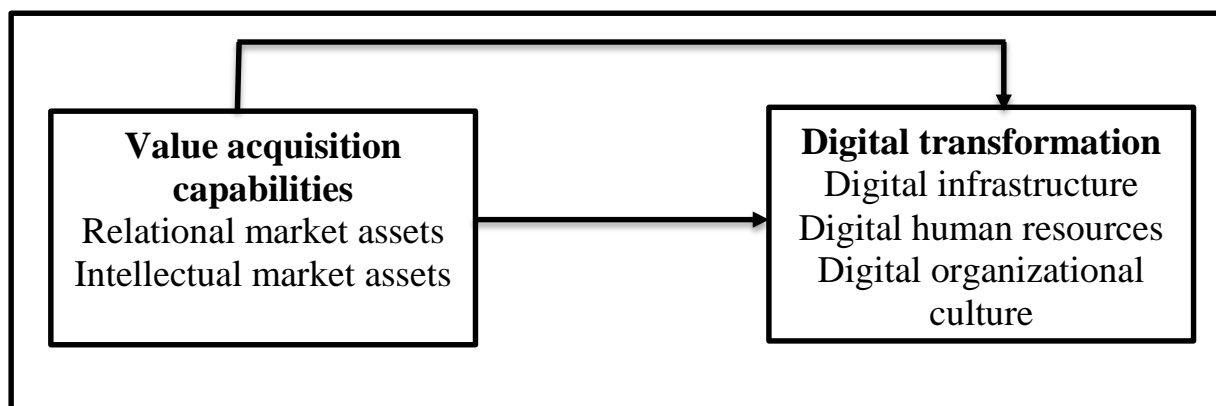


Figure (1) Research Hypothetical Scheme

**Source: Prepared by the Researchers**

**First Main Hypothesis:** There is a statistically significant correlation between value acquisition capabilities and digital transformation. The following sub-hypotheses branch out from this:

- 1-There is a statistically significant correlation between relational market asset capabilities and the dimensions of digital transformation.
- 2-There is a statistically significant correlation between intellectual market asset capabilities and the dimensions of digital transformation.

**Second Main Hypothesis:** Value acquisition capabilities have a statistically significant impact on digital transformation. The following sub-hypotheses branch from this:

- 1-Relational market asset capabilities have a statistically significant impact on digital transformation.
- 2-Intellectual market asset capabilities have a statistically significant impact on digital transformation.

**Fifth: The research sample**

The study population consisted of the faculty members in the universities and colleges under study, numbering (1982) faculty members. The study sample consisted of (709) faculty members. The questionnaire was distributed to them,

and (472) forms were returned and (237) forms were excluded because they were not suitable for analysis. Thus, the number of forms suitable for study and analysis was (472) forms.

## **Part Two: Theoretical Aspect**

### **First: The Concept of Value Acquisition**

Value can mean very different things to users. For example, some customers value the price of certain products based on other features (Damijanac, 2017:2). Olsson (2018:2) pointed out that value is an intangible concept that is difficult to define and is usually conceived as a trade-off between the benefits and costs involved in the exchange process. On the other hand, Gallarza et al. (2011:180) stated that value is a set of advantages and sacrifices—value propositions that convey potentially favorable changes in customer value, such as reducing sacrifices. Flint et al. (2011:219) considers value in business markets to be the financial value of the technical, economic, service, and social benefits that the customer receives in exchange for the price they pay for the offer. Due to growing demands, intense struggle, and rapid technological variation, many concerns are seeking new conducts to achieve, continue, and leverage inexpensive advantages. Therefore, generating distinct value is a primary neutral for market-driven concerns (Olsson, 2018:2). Providing discrete value has convert one of the most imperative success factors for any company, both now and in the imminent, given its momentous impact on purchaser desires and comportment. Consequently, many syndicates have shifted their effort from inside improvement efforts complete quality supervision, downsizing, business progression reengineering, lean creation, and lean manufacturing to motivated for optimal consumer value (Zhang et al., 2019:276).

Gans and Ryall (2017:18) distinct value creation as the progression by which an association or individual attains an economic or common benefit resulting as of the exchange of goods or service area, where the benefit gained overdoes the costs incurred, thus creating added worth. From a promotion perspective, value achievement is defined as the purchaser's ability to derive a assortment of functional, sensitive, and cognitive assistances from a product or amenity, based on their expectations and the degree to which their wishes are gratified, thereby attractive their perception of the price gained from the obtaining (Dyer et al., 2018:3141)

From a provider's perspective, value attainment is often definite, primarily in economic terms, as the assessed involvement of all customer associations to the supplier's fallouts. The customer perspective, nevertheless, focuses on the value patrons distinguish and, definitely, their inspirations for continuing or ceasing their association with the supplier (Liozu, 2017:4). The explanation of value acquisition concentrations either on the invention exchange level or the affiliation exchange level. In record cases, the definition of value attainment depends on the eminence and costs of product discussion. Therefore, understanding value achievement is more than just construction customer fulfillment; it considers invention quality as glowing as the perceptible and insubstantial costs of product discussion (Damijanac, 2017:20). Zeithaml et al. (2020:2) signposted that value construction competences are the difference amongst the assistances a customer accepts from a product and the budgets they pay to obtain those assistances. Value creation capabilities are equally responsible for a corporation's unique market place, competitive advantage, and sustainable success. Value creation capabilities refer to an officialdom's ability to use marketplace assets to appeal and retain customers for its foodstuffs (Zhao et al. (2023:2). Value creation denotes to an organization's capability to transform its knowledge, hominoid, and technological possessions and capabilities into respected outputs that are replaced with stakeholders, thereby accomplishing a sustainable inexpensive advantage (White et al. (2021:3).

### **Second: The Importance of Value Acquisition**

An organization's capability to acquire value initiatives its success and characterizes the knowledge base for assessment conception (Zhao et al., 2023:2). Value acquisition reflects the process of transforming acquired knowledge—whether from regulars, the market, or inside expertise—into submissions or innovations that enhance the administration's ability to produce sophisticated value and progress organizational performance (Damijanac, 2017:20). It also represents the shopper's perception of the assistances they receive associated to the detriments they make (such as money, time, and effort), which governs their level of consummation and loyalty to the brand. Besides, a company's value achievement capabilities are made upon competencies and possessions that it can utilize more excellently than its competitors, which are exceptional and central to a competitive advantage (Vinaixa et al., 2022:3). Gregori et al. (2024:1174) believe that value acquisition capabilities are central management tools for achieving a competitive position in the market and providing value to the customer. They are not just slogans for brands, but have implications for management and go beyond marketing communications, as their proper creation forces companies to focus strongly on what their offerings are worth to their customers.

### **Third: Value Acquisition Capabilities**

A study by Morgan & Hunt (1994) and Zacharias et al. (2016) indicated that value acquisition capabilities are represented by the following:

#### **1-Relational Market Assets**

Relational market assets include "relationships between the company and its key external stakeholders," such as distribution channel partners and customers (Hewett & Krasnikov, 2016:58). Brand value and distribution channel value stem from intensive advertising or successful, long-term business relationships (Wirtz & Ehret, 2018:6). These assets are derived from elements of reputation and trust; therefore, "any organization has the potential to build close relationships with customers to a degree that may be relatively rare and difficult for competitors to imitate" (Aghaie et al., 2022:1557). As with relationship assets, high levels of relationship market assets should be reflected in relationship commitment, as the company is willing to exert maximum effort to maintain and sustain customer relationships (Deng et al., 2024:174)

#### **2-Intellectual Market Assets**

Intellectual market assets are the types of knowledge a company possesses about its environment, such as the state of the emerging and potential market and the entities within it, including competitors, customers, distribution channels, suppliers, and socio-political interest groups (Sulaiman et al., 2024:33). The content or elements of this knowledge include facts, perceptions, beliefs, assumptions, and expectations (Fitri et al., 2024:81).

### **Fourth: The Concept of Digital Transformation**

Digital transformation represents a process of change in the infrastructure of organizations. It involves the use of technology and is not limited to companies working in the field of digital products or focused on the internet and technology. Rather, it affects all sectors, departments, and services, from the most traditional organizations in the health and education sectors to businesses and government services that develop and produce software and applications (Kraus et al., 2021:3). Digital transformation refers to the use of new technologies and developments associated with the Fourth Industrial Revolution, such as social media, mobile technology, big data analytics, artificial intelligence, the Internet of Things, and cloud computing, to achieve significant leaps in the way work is done by realizing new operational efficiencies (Plekhanov et al., 2023:822). Fang and Liu (2024:3) indicated that digital transformation means the transition from a traditional system to a digital system based on information and communication technologies in all areas of work. It involves striving to achieve organizational strategies and develop innovative and flexible business and operating models through investment in technologies and talent development (Fernandez-Vidal et al., 2022:30). It also entails restructuring processes and managing change to create new value and experiences for customers and employees, in addition to addressing human, technical, security, and legislative requirements (Zhuo and Chen, 2023:14). Rachmad (2025:3) defined it as the use of new digital technologies to improve organizational processes and enhance customer services. These new digital technologies include cloud computing, social media technologies, the Internet of Things, big data analytics, and others.

It is also defined as the strategic adoption of digital technologies that are used to improve processes and productivity, provide better outputs and services to customers, and better experiences for employees, with the advantage of managing business risks with high efficiency and controlling costs within the organization (Hendrawan et al., 2024:141). Digital transformation offers a very large number of tools, solutions, and processes, and each organization follows a strategy through which it can make the most of these tools (Elia et al., 2024:382).

### **Fifth: The Importance of Digital Transformation**

Digital transformation contributes to equipping organizations with numerous digital skills that keep pace with labor market needs, and increases the effectiveness of coordination among all activities. This, in turn, improves performance, increases beneficiary satisfaction, and enhances the flexibility of making rapid, scientifically based decisions (Zhu et al., 2023:2). Digital transformation also develops leadership and administrative processes that rely on e-governance, including the principles of accountability, transparency, and integrity (Ghosh et al., 2022:7). Furthermore, it introduces new elements into the organization's structure, leading to the reduction of some tasks and the emergence of new ones, in addition to achieving integration among its core functions (Singh et al., 2021:13). Digital transformation provides investment opportunities in the organization's material and human resources to achieve global competitiveness. It also provides modern systems for data storage and plagiarism detection, as well as diverse educational resources and electronic library services (Zhuo & Chen, 2023:15). Digital transformation is

important at all educational, administrative and service levels provided by organizations and is a basic requirement for excellence and competitiveness that all educational institutions seek to achieve (Rachmad, 2025:3).

**Sixth: Dimensions of Digital Transformation**

Most studies (Udovita, 2020; Brink et al., 2020) agree on a set of dimensions of digital transformation, namely: digital infrastructure, digital human resources, digital organizational culture, and digital security requirements. These dimensions can be addressed as follows:

**1-Digital Infrastructure**

Digital infrastructure is the cornerstone for achieving the strategic goals of organizations. It is the integrated framework upon which digital networks operate (Rachmad, 2025:3). This infrastructure includes data centers, computers, computer networks, database management systems, any organizational regulations, and modern digital technologies. Digital transformation is built using a system of devices, operating systems, and storage media (Singh et al., 2021:13).

**2-Digital Human Resources**

This refers to the trained and qualified human resources equipped with the technological and digital skills necessary to keep pace with developments in the digital age. This comprises using digital tools and submissions to continuously provide advanced solutions. Human possessions constitute a vital aspect wanting which organizations cannot implement digital transformation (Rachmad, 2025:3). It is essential to make available qualified personnel capable of consuming and analyzing data to variety current decisions. Besides, planning and executing visions entails human competencies and methodical and practical expertise, coupled with a belief in change and progress (Singh et al., 2021:13).

**3-Digital Organizational Culture**

Several definitions of digital culture have emerged. Among the most important is that it is the scientific, practical, and technical expertise that can be relied upon to disseminate a culture of digital transformation through the performance of tasks within the organization. It has also been defined as the sum of technical information possessed by individuals, groups, and organizations, and the ability to acquire, understand, and apply this information to solve problems and improve performance (Singh et al., 2021:13). It is also defined as the ability of individuals to understand how to use the technical tools and methods employed in their various tasks, and to acquire the fundamental skills for dealing with software, networks, and communication. This knowledge is acquired based on qualifications, practical experience, and the accumulation of expertise over a period of time (Rachmad, 2025:3).

**4-Digital Security Requirements**

The challenging circumstances the world has witnessed as a result of the COVID-19 pandemic have made technology the cornerstone upon which societies rely for managing business and transactions. This has led to bigger rates of digital package usage and greater necessity on electronic communications (Singh et al., 2021:13). The rapid shift in the direction of a global digital economy, and the accompanying digitization of processes, services, and marketable transactions, has led to a momentous increase in the volume of cyberattacks. This is due to the significant advance of dark web technologies, which has assisted cybercriminals to activate across restrictions (Rachmad, 2025:3).

**Part Three: The Practical Aspect**

**Section Three: The Practical Aspect**

**First: Describing and Coding the Research Variables**

This step objectives to provide the codes that embody the variables and the objects of the measurement utensil, which helps the reader recognize the results suitably and gives a clear sight of the points that the study seeks to unearth. Hence, Table (1) shows the coding and portrayal of the study variables.

**Table (1) Variable Coding and Description**

Variables	Dimensions	Paragraphs	NO.	
Value Acquisition Capabilities	Relational Market Assets	6	RMA	VAC
	Intellectual Market Assets	5	TMA	
Digital Transformation	Digital Infrastructure	5	DIN	DTR
	Digital Human Resources	6	DHR	
	Digital Organizational Culture	6	DOC	
	Digital Security Requirements	4	DSR	

**Second: Normality Test**

The results in Table (2) indicate the analysis of the data related to the research variables. A statistical test was used to examine whether the data followed a normal distribution. This shows that the significance level is greater than 0.05, meaning that the data conform to a normal distribution. Based on this, the null hypothesis, which states that the data drawn from the study sample follow a normal pattern, was accepted, and the alternative hypothesis was rejected.

**Table (2) Test for normality of study variables**

NO.		Kol-Smia		Sig.
RMA	0.106	0.086	0.087	0.086
TMA	0.128		0.104	
DIN	0.192	0.101	0.104	0.054
DHR	0.098		0.098	
DOC	0.112		0.109	
DSR	0.111		0.107	

**Third: Analysis of the Measurement Instrument's Reliability**

The results in Table (4) show that the overall reliability coefficient of the measurement instrument was (0.928). This coefficient is distributed between the value acquisition ability variable, represented by two dimensions and (11) items, which achieved a reliability coefficient of (Cronbach's Alpha = 0.911). The reliability of its dimensions ranged from a low value of (0.914) for the relational market assets dimension to a high value of (0.916) for the intellectual market assets dimension. This demonstrates the consistency of the questionnaire items. The results also indicate that the dependent variable (digital transformation), represented by four dimensions and (21) items, achieved a reliability coefficient of (Cronbach's Alpha = 0.907). The reliability of its dimensions ranged from a low value of (0.921) for the digital human resources dimension to a high value of (0.930) for the digital security requirements dimension. This demonstrates the consistency of the questionnaire items

**Table (4) Cronbach's Alpha Test Parameter**

Variables	Dimensions	Paragraphs	Cronbach's Alpha		
Value Acquisition Capabilities	Relational Market Assets	6	0.914	0.911	0.928
	Intellectual Market Assets	5	0.916		
Digital Transformation	Digital Infrastructure	5	0.924	0.907	
	Digital Human Resources	6	0.921		
	Digital Organizational Culture	6	0.927		
	Digital Security Requirements	4	0.930		

**Fourth: Statistical Description of Variables**

The fallouts in Table (5) show a clear attention by the surveyed private academies on improving their talent, achieving a unkind of (4.08) and a average deviation of (0.67). This is accredited to the universities' importance on adopting the Interactive Market Assets (RMA) breadth, achieving a mean of (4.13) and a average deviation of (0.64). Contrariwise, there is less importance on the Intellectual Market Assets (TMA) dimension, with a unkind of (4.03) and a standard unorthodoxy of (0.77). This shows that private academies prioritize cultivating their faculty and marketplace relationships over academic market assets. This suggests that educational expansion strategies and construction effective associations are a higher priority for these academies, potentially shimmering a focus on improving the eminence of education and contact with the community and the employment market. Academic assets, however, may require added attention and development to converted a strategic component of complete performance.

Table (5) indicates a clear attention among the surveyed remote universities in cultivating their faculty, as evidenced by a uncaring score of (4.00) and a average deviation of (0.62). This is attributed to the universities' focus on adopting the Digital Human Resources (DHR) height, achieving a mean groove of (4.04) and a standard deviation of (0.74). Conversely, there is a noticeable lack of curiosity in the Digital Security Necessities (DSR) dimension, with a uncaring score of (3.93) and a typical deviation of (0.86). This demonstrates that private universities prioritize cultivating their faculty and intensifying the use of digital hominoid resources, reflecting a trend towards integrating education and technology. At the same time, digital security requirements do not appear to have customary the same

level of helpfulness, highlighting the need to raise awareness about the reputation of securing data and data in the digital environment to protect universities and contribute to enlightening the effectiveness of digital edification.

**Table (5) Statistical Description**

No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D
RMA1	4.30	0.72	TMA4	4.05	0.96	DHR1	4.19	0.97	DOC4	4.00	1.17
RMA2	4.06	0.95	TMA5	4.10	1.04	DHR2	4.06	1.15	DOC5	3.92	1.21
RMA3	3.88	1.00	TMA	<b>4.03</b>	<b>0.77</b>	DHR3	4.04	1.07	DOC6	3.87	1.15
RMA4	4.18	0.88	VAC	<b>4.08</b>	<b>0.67</b>	DHR4	3.88	1.19	DOC	<b>4.02</b>	<b>0.79</b>
RMA5	4.20	0.92	DIN1	4.16	0.94	DHR5	4.16	1.01	DSR1	3.78	1.25
RMA6	4.17	0.94	DIN2	4.04	0.96	DHR6	3.91	1.21	DSR2	3.87	1.22
RMA	<b>4.13</b>	<b>0.64</b>	DIN3	3.83	1.14	DHR	<b>4.04</b>	<b>0.74</b>	DSR3	3.97	1.14
TMA1	4.16	0.87	DIN4	3.99	0.97	DOC1	3.99	1.03	DSR4	4.08	1.07
TMA2	3.97	1.04	DIN5	4.10	1.02	DOC2	4.11	0.99	DSR	<b>3.93</b>	<b>0.86</b>
TMA3	3.88	1.14	DIN	<b>4.02</b>	<b>0.72</b>	DOC3	4.24	0.98	DTR	<b>4.00</b>	<b>0.62</b>

**Fifth: Hypothesis Testing and Path Analysis**

**H1: There is a significant correlation between value acquisition capabilities and digital transformation.**

The outcomes in Table (6) show a significant connection between value acquisition abilities and digital conversion. This indicates a correlation strong point of (0.732), which represents the relationship sandwiched between these variables. This upshot is attributed to the taster's durable focus, within its significances, on the relationship amongst the dimensions of these variables, through correlation strengths fluctuating from (0.434) amongst the intellectual goods market (TMA) dimension and the numeral security requirements (DSR) dimension, to (0.661) between the relational goods market (RMA) width and the digital infrastructure (DIN) dimension. This, in turn, indicates a substantial correlation between the inside research variables, significance that faculty affiliates in private academes in the Middle Euphrates province are focusing on unindustrialized their digital conversion capabilities by investing in charge acquisition aptitudes.

**Table (6) Correlation Matrix**

	RMA	TMA	VAC	DIN	DHR	DOC	DSR	DTR
RMA	1							
TMA	.823**	1						
VAC	.946**	.963**	1					
DIN	.661**	.651**	.687**	1				
DHR	.591**	.574**	.609**	.598**	1			
DOC	.548**	.501**	.548**	.386**	.507**	1		
DSR	.529**	.434**	.500**	.393**	.532**	.611**	1	
DTR	.729**	.673**	.732**	.730**	.822**	.798**	.819**	1

**H2: Value Acquisition Has a Significant Impact on Digital Transformation**

The results in Table (7) demonstrate a significant impact of value acquisition on digital transformation. A one-unit increase in value acquisition leads to an improvement in digital transformation of (0.674), with a standard error of (0.043) and a critical value of (15.674). This indicates the university's awareness of the importance of value acquisition in promoting digital transformation by focusing on the requirements of (digital infrastructure, digital human resources, digital organizational culture, and digital security requirements). Value acquisition also contributed to explaining (0.535) of the variance in digital transformation. The remaining value falls outside the scope of this study.

**Table (7) Results of path analysis of the impact of value acquisition capabilities in digital transformation**

Path	Standard weights	standard error	critical value	R <sup>2</sup>	P
Value Acquisition Capabilities ---> Digital Transformation	0.674	0.043	15.674	0.535	***

## **Section Four: Conclusions and Recommendations**

### **First: Conclusions**

1-Private academies invest in construction a robust digital organization to ensure their keenness for digital conversion. This infrastructure embraces high-speed networks, modern attendants, and distance scholarship applications, qualifying a comfortable and advanced wisdom environment that securities the delivery of distinguished speculative services.

2-Private educational institutions are committed to developing their teaching staff in the field of information technology and modern technologies. This includes specialized training programs that ensure teachers can effectively use essential tools, thus improving the quality of education and student understanding.

3-Private educational institutions work to develop comprehensive core curricula that meet market needs. This includes creating visual and interactive learning materials and online training courses, enhancing university students' opportunities to acquire knowledge and skills.

4-Private schools adopt strategies aimed at fostering a culture of creativity among students. They organize events and competitions to encourage students to present new and innovative ideas using technology, thus promoting initiative and creative thinking.

5-Private educational institutions utilize knowledge to enhance student engagement in the learning process. By providing platforms for presenting ideas, tools for analyzing academic presentations, and applications that facilitate access to educational content, students can learn effectively and enjoyably.

6-Private academies are keen to establish partnerships with information technology companies to provide digital resources. These companies contribute to providing essential resources and enriching the intellectual discourse, which enhances the development of academic programs to be more aligned with the demands of the labor market.

7-Private schools are striving to use digital tools to assess students' academic performance. These mechanisms contribute to improving the quality of education by providing accurate and comprehensive assessments and engaging teaching practices based on reliable data.

8-Private academies are increasingly focused on protecting the personal data of students and staff. This requires adherence to information security standards and the implementation of encryption systems, which fosters trust between students and administration and enhances the institution's reputation.

9-Private academies are committed to promoting scientific research using innovative digital tools. By providing access to databases and digital libraries, researchers can conduct their studies efficiently, improving the quality of scientific research and innovation.

10. Private universities are working together through workshops and innovations to raise awareness of the importance of digital transformation in society. These efforts contribute to building a knowledge-based society and creating a suitable environment to support digital development and information.

### **Second: Recommendations**

1-Private schools should design practical training programs to equip students with the necessary knowledge and support in modern technology, enabling them to use digital research tools effectively.

2-Curricula should be integrated with the latest technologies, including the use of educational platforms and interactive resources, to ensure advanced, student-centered learning.

3-Specialized digital innovation centers should be established within private schools to serve as platforms supporting research and technological projects and to provide learning environments that stimulate critical thinking and creativity.

4-Private universities should ideally provide ongoing, systematic support to students in using digital tools, including direct and specialized support to assist them in conducting technical experiments.

5-Private schools should encourage strategic technology-related projects to exchange information and develop academic programs, thereby keeping pace with scientific advancements and providing opportunities for student participation.

6-Data-driven teaching strategies should be adopted, allowing for the evaluation of student performance and the use of this data to personalize and develop curricula. 7. Private universities should improve their virtual performance assessment tools to be more comprehensive and effective, helping to guide students toward the support and resources they need.

8-Private educational institutions should invest their resources in research related to digital transformation and continuously study it to develop appropriate educational and business methods that reflect contemporary trends.

9-Universities should organize events and workshops that bring together professors and industry specialists to foster collaboration and discuss ideas about future needs and improvements.

10. Private educational institutions should organize community awareness campaigns about the state of digital transformation, which will enhance people's ability to adapt to technological developments and stimulate development.

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