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Integrating Corporate Strategy with Digital Transformation, Cybersecurity, and Sustainability

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Abstract

Purpose: This study proposes an integrative strategic model that aligns corporate vision, mission, and long-term goals with digital transformation, cybersecurity, and sustainability in response to disruption and geopolitical complexity in the Indo-Pacific region.

Study Design/Methodology/Approach: Using a descriptive qualitative method, the study draws on Absorptive Capacity Theory and Actor-Network Theory. Secondary data are analysed through literature and document review to assess how organisations absorb external knowledge and coordinate across sectors to develop resilient strategies.

Findings: The study identifies a strategic gap between corporate objectives and the implementation of digital and sustainability initiatives. It highlights the urgency of embedding ESG principles, digital security, and adaptive planning into strategic frameworks. The proposed model promotes a learning-oriented and networked organisation capable of aligning operational resilience with long-term goals.

Originality/Value: This study introduces a novel interdisciplinary framework that integrates strategic management, ESG transformation, and cybersecurity. Unlike conventional models, it places equal emphasis on innovation, risk governance, and sustainability. The model offers practical insights for corporate leaders and informs policymakers in designing integrated digital governance and ESG metrics to strengthen national resilience.

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INTRODUCTION

In an era of globalisation shaped by rapid technological change, digital transformation has become essential for companies aiming to maintain competitiveness and relevance in an increasingly dynamic economic environment (Hanna, 2020; Kasmo et al., 2025). Traditional business models have proved inadequate in responding to structural shifts, compelling organisations to adapt to digital ecosystems that influence operational processes, customer engagement, data management, value creation, and environmental accountability (Beliaeva et al., 2019; Rachman & Nugroho, 2024).

Digital transformation involves more than the mere adoption of technology. It requires a fundamental reconfiguration of organisational structures and cultures that extends to the strategic foundations of a company, including its vision, mission, and long-term objectives. The urgency of this transformation becomes more evident when considered alongside global sustainability pressures and the growing need to protect organisational assets against emerging cyber threats and systemic governance challenges (Kashi & Rasid, 2023). As the integration of Artificial Intelligence, the Internet of Things, and Big Data becomes more widespread, expectations regarding system resilience, transparency, and ethical conduct continue to rise (Akter et al., 2016; Dubey et al., 2019; Ivanov et al., 2018; Pramono & Nugroho, 2024). Therefore, embedding digital transformation into a company's strategic trajectory is not an optional initiative but a critical imperative.

To support this transformation, the adoption of Astagatra, Indonesia's national resilience framework, into corporate and regulatory reasoning enables a holistic alignment between digital advancement, strategic defence, and sustainable development objectives (Doktoralina, 2023). However, many companies still encounter a disconnect between their digital initiatives and the broader direction of their corporate strategy. In several instances, digital projects are implemented as technical upgrades rather than being integrated within the company's vision and mission, which should serve as the foundation for strategic planning (Chaniago et al., 2024; Kuzu, 2020; Mahroji et al., 2024).

The persistent misalignment between digital initiatives and strategic orientation constitutes the central phenomenon examined in this article. Executives often lack a comprehensive understanding of how technology can be used to support strategic outcomes. Additionally, internal resistance to change, arising from both cultural inertia and structural rigidity, prevents organisations from realising the full potential of their digital initiatives. Consequently, many digital programmes generate limited strategic value and may even result in inefficiencies or duplicated efforts (Tahrawi & Shawabkeh, 2024; Yao et al., 2023).

Moreover, digital transformation exposes companies to significant cybersecurity risks. As data becomes a critical organisational asset, it is increasingly vulnerable to cyberattacks, manipulation, and unauthorised access (Goel, 2019; Talesh, 2018). Therefore, developing a resilient cybersecurity posture must be central to any digital strategy. Effective cyber governance is now recognised as a pillar of corporate integrity and continuity (Boeke, 2017; Ramdani et al., 2024). Data breaches, hacking, and

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ransomware pose immediate threats that can disrupt operations within minutes, highlighting the need for proactive and adaptive protection measures. Reports from the United Nations Office on Drugs and Crime and the International Committee of the Red Cross emphasise that both public and private institutions must integrate ethical governance and human rights protections into their digital transformation strategies.

Digital transformation also creates momentum for advancing the sustainability agenda. Stakeholders increasingly perceive companies as not merely economic actors but also as agents with social and ecological responsibility. They are also social and ecological agents that bear responsibility for the broader implications of their activities (Landrum & Ohsowski, 2017; Ordonez-Ponce et al., 2020). Innovation in technology has the capacity to promote efficiency in resource use, reduce emissions, and enable the transition towards sustainable models of production and consumption (Chovancová et al., 2023; Syahputra et al., 2024). Nevertheless, the full potential of this integration can only be realised when digital strategies are explicitly connected to sustainability objectives.

The failure to establish this connection is evident in various empirical observations. Research indicates that companies in the Indo-Pacific region must respond not only to market changes but also to an array of non-traditional security challenges. These include transnational crime, environmental risks, and geopolitical instability that threaten regional economic resilience (Darwis, 2020). The private sector is expected to contribute to stability by enhancing digital security and strengthening the sustainability of economic systems. Yet, strategic fragmentation remains a persistent issue.

Organisations must treat Environmental, Social, and Governance (ESG) principles not as regulatory obligations but as strategic drivers that enhance long-term resilience and strengthen corporate reputation. Amid increasing pressure from technological change, cybersecurity risks, and sustainability demands, many companies struggle to align operational execution with strategic intent. To investigate this misalignment, the article proposes three research questions. First, how can organisations formulate a vision and mission that respond effectively to the dual imperatives of digital transformation and global sustainability? Second, how can digital security strategies and technological advancement be integrated into strategic objectives to enhance adaptability and coherence? Third, how can companies construct resilient and agile strategic management models to navigate the complexities of geopolitical dynamics and digital vulnerabilities? By drawing on strategic management theory, digital innovation, and sustainable development frameworks, the article positions vision and mission as key instruments for navigating disruption while maintaining ethical and environmental commitments. It also provides practical insights for managers and offers policy recommendations to support alignment through the use of digital ESG indicators, cybersecurity standards, and adaptive fiscal mechanisms. In doing so, the article contributes a comprehensive framework that remains underexplored in current academic and policy literature, yet proves increasingly indispensable in the digital era.

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LITERATURE REVIEW

Grand Theory

This study adopts Absorptive Capacity Theory and Actor-Network Theory (ANT) as the grand theoretical foundation for analysing how organisations integrate vision, mission, and strategic goals with digital transformation, cybersecurity, and sustainability imperatives. Absorptive Capacity Theory, introduced by Cohen & Levinthal (1990) defines the firm's ability to recognise, assimilate, and apply external knowledge within commercial contexts. This becomes particularly relevant when organisations navigate the influx of technological innovation, evolving ESG frameworks, and international security standards. Combe et al. (2012); Kim & Rader (2010) observed that strategic responsiveness relies on a company's ability to internalise external knowledge and translate it into operational practice. Adopting ESG principles, for example, requires firms to comprehend both the substantive framework and its alignment with organisational values and strategic objectives.

Building on this knowledge-based perspective, Actor-Network Theory (Latour, 1999) provides a complementary sociotechnical lens that conceptualises organisations as dynamic networks of human and non-human actors. These actors include managers, employees, information systems, digital technologies, policies, and ESG standards. Rather than separating agency and structure, ANT emphasises that organisational outcomes emerge through the relational strength of these interconnected elements (Whittle & Spicer, 2008). In this study, ANT is employed to examine how strategic vision and mission are formulated, negotiated, and operationalised within environments shaped by technological actors, security concerns, and sustainability imperatives. While Absorptive Capacity focuses on how firms acquire and internalise external knowledge, ANT elucidates how that knowledge is distributed and translated across the organisational network. Together, these theories form a comprehensive framework for understanding adaptive strategic development in a digitally intensive and sustainability-driven era.

Strategic Vision and Mission

An adaptive strategic vision and mission reflect an organisation's capacity to consistently revise its core direction and underlying values in response to external shifts, including digital transformation and sustainability imperatives. While the vision articulates the future state the organisation aspires to achieve, the mission outlines its fundamental objectives and the means by which they are pursued. To remain relevant, these strategic foundations must not remain static. Organisations must continuously evaluate their strategies to ensure alignment with technological advancements, stakeholder expectations, and urgent global challenges, including the climate crisis and cyber threats (Martinelli et al., 2020; Nugroho, Utami, et al., 2024; Zhou & Wan, 2022).

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Digital Transformation

Digital transformation entails the integration of digital technologies into all organisational functions, thereby reshaping how value is created and delivered. This transformation encompasses the implementation of technologies including the Internet of Things, Artificial Intelligence, Big Data, and cloud computing systems. More than a technological shift, digital transformation requires structural reform, cultural adaptation, and strategic realignment (Hilali et al., 2020; Ihwanudin et al., 2023; Nugroho, Briandana, et al., 2024). In this study, digital transformation is treated as a strategic variable that must be embedded within the organisation's vision and mission to enhance innovation, efficiency, and long-term competitiveness.

Digital Security Strategy

A digital security strategy represents a comprehensive approach to safeguarding digital infrastructure, systems, and data against evolving cyber risks. Key components include intrusion detection, encryption, firewalls, risk management protocols, and data governance policies. As cyber risk intensifies across digital ecosystems, it becomes a critical concern at the strategic level. Digital security must therefore be incorporated into the vision and objectives of the organisation. It serves not only a technical function but also reinforces operational continuity and stakeholder trust (Amin et al., 2024; Marotta & McShane, 2018).

Sustainability Strategy

Sustainability strategy refers to a deliberate and structured effort by organisations to incorporate Environmental, Social, and Governance (ESG) principles into their strategic and operational frameworks. These efforts involve reducing emissions, promoting renewable energy use, improving waste management, strengthening community engagement, and upholding transparency and accountability in governance. By embedding sustainability into the organisation's strategic vision, firms are better positioned to contribute positively to the environment and society while securing their long-term viability (Ahmad et al., 2023; Tuteja, 2024).

Adaptive Strategic Management

Adaptive strategic management denotes an organisation's ability to modify its strategies, processes, and resource allocations in response to complex and uncertain environments. This includes navigating geopolitical instability, responding to climate-related disruptions, and embracing technological change. Within this study, adaptive strategic management is conceptualised as the outcome of an integrated approach that combines a forward-looking vision and mission with digital transformation, sustainability practices, and digital security considerations (Flammer & Ioannou, 2021; Roscoe et al., 2020).

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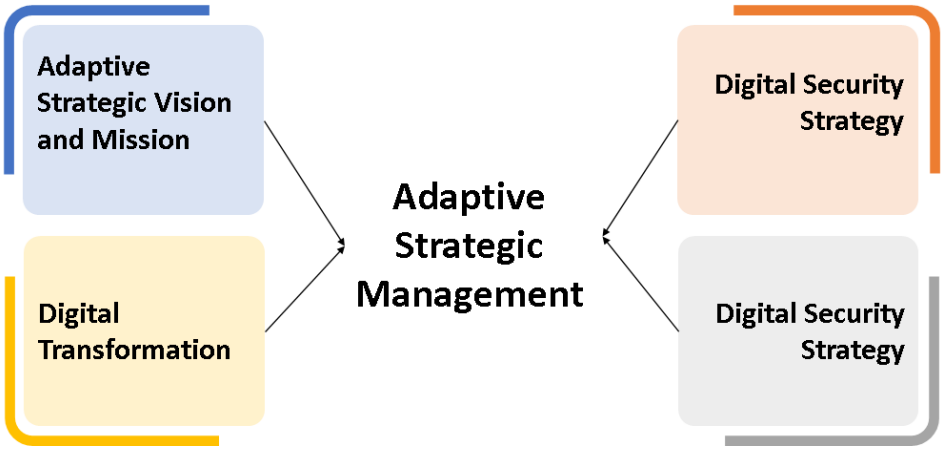
Research Concept Framework

The conceptual framework in this study illustrates the interrelationship among key strategic variables. The adaptive vision and mission provide the foundational direction for organisational strategy. Digital transformation, sustainability strategy, and digital security are essential components that must be systematically integrated into this foundation. Their alignment enables the development of adaptive strategic management, allowing organisations to respond effectively to global challenges and uncertainties. Figure 1 visualises how these elements interact to support a cohesive and responsive strategic model.



Source: Adapted and synthesised from various scholarly sources

Figure 1. Research Conceptual Framework

METHODS

This research employs a descriptive qualitative approach, aiming to understand, describe, and analyze the phenomenon of integration between the company's vision, strategic mission, digital transformation, security strategy, and global sustainability. This approach was selected based on the characteristics of complex, multidimensional, and contextual problems, where understanding the processes and relationships between variables is more important than quantitative statistical measurement. Qualitative research enables the exploration of meaning and interaction patterns between actors, as well as an in-depth examination of policy narratives and organizational strategies.

Research Design

This study adopts a qualitative descriptive design based on documentary analysis (Stanley, 2023). The researcher selected this approach to enable a comprehensive exploration of corporate strategies in responding to digital disruption and sustainability demands. The analysis emphasises the integration of technological transformation and digital security in shaping strategic vision and mission. The focus lies on how

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organisations develop adaptive strategic management and implement planned, continuous transformation in response to external pressures. Instead of applying quantitative hypothesis testing, the study examines relevant secondary data to uncover interaction patterns and generate conceptual interpretations that clarify the core research questions.

Data Collection Sources and Techniques

This study relies on secondary data obtained through literature review and documentary analysis of credible sources. The data collection process includes document classification, extraction of key references, and thematic grouping based on predetermined research questions. Inclusion criteria comprise official institutional sources, peer-reviewed journals, direct relevance to defence financing, green finance, or maritime security, and publication within the past five to ten years.

A qualitative thematic analysis was employed to identify, categorise, and evaluate core themes within the dataset. This analysis focuses on three key issues: (1) formulating an adaptive vision and mission in response to digital and sustainability challenges; (2) integrating digital security and technological transformation into strategic objectives; and (3) designing a resilient strategic management model in the context of geopolitical complexity and digital risk. The analysis aims to produce a contextual interpretation of how digital and sustainability strategies are embedded into strategic management frameworks.

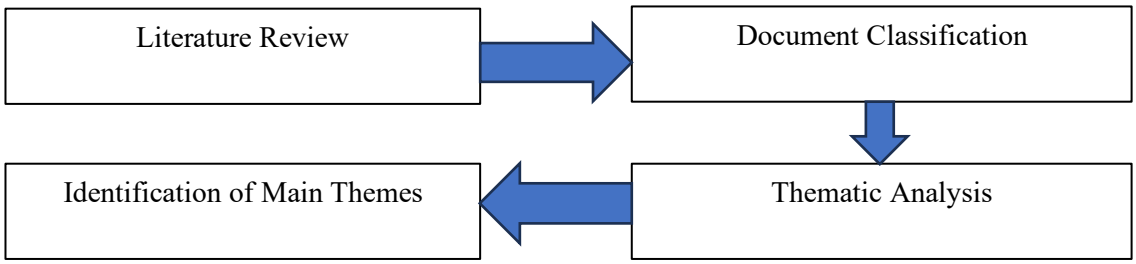

Figure 2. Methodological Flow of Data Collection and Analysis in Qualitative Research

RESULT AND DISCUSSION

Adaptive Vision and Mission in Response to Digital and Sustainability Pressures

The vision and mission of an organisation serve as adaptive strategic anchors that express its values and aspirations while shaping responses to the pressures of digital transformation and sustainability (Mullane, 2002; Platonova et al., 2016). In a rapidly evolving environment characterised by technological innovation and increased expectations for environmental and social accountability, firms must continuously realign their strategic direction to maintain relevance and legitimacy (Weber et al., 2021). Absorptive Capacity Theory, as proposed by Cohen & Levinthal (1990) conceptualises organisations as dynamic networks of human and non-human actors, including technologies, systems, regulatory frameworks, and stakeholder expectations, all of which

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shape strategic decisions (Combe et al 2012; Kim and Rader 2010). Complementing this view, Actor-Network Theory (ANT) introduced by Latour (1999), reinforces this approach by viewing organisations as interconnected networks of human and non-human actors, including technologies, systems, regulations, and stakeholder expectations, all of which influence strategic direction (Whittle and Spicer 2008). Within this network, ERP systems, cloud-based infrastructure, and sustainability reporting mechanisms actively influence the way organisations reinterpret and revise their core direction. As digital disruption redefines competitive landscapes, technologies including artificial intelligence, the Internet of Things, and blockchain compel organisations to adapt their strategic narratives accordingly (Heß et al., 2020; Warner & Wäger, 2019). A shift from traditional automotive manufacturing to sustainable mobility leadership, for instance, reflects a reformulated vision shaped by market signals, technological advances, and stakeholder values. ANT suggests that this transformation depends on coordinating various actors, including digital-native employees, technology platforms, regulatory agencies, and consumer expectations, particularly around sustainability (Feroz et al., 2021).

In operational terms, an adaptive vision requires translation into tactical objectives, performance indicators, and measurable outcomes (Andries et al., 2023). Adaptive vision is not just a strategic jargon, but needs to be applied to the tactical goals, projects, and individual performance of employees. Companies can conduct strategic foresight regularly, using big data, trend analysis, and stakeholder consultation, to review and refine their strategic direction. The previous research also shows that global digital security and geopolitical challenges increasingly demand that organizations be agile and resilient (Swaminathan, 2022). Companies need to adjust their vision and mission to support digital innovation, sustainability, and resilience in the face of global risks. Examples are multinational companies in the Indo-Pacific region that combine a focus on digital transformation with digital security capacity building and the achievement of SDGs targets. They align the company's vision with a future-oriented strategy that considers geopolitics, cyber threats, and the climate crisis. ANT in this case demonstrates that the vision is born from the interaction of actors, including international financial institutions (e.g., the World Bank and green bonds), local governments, new technologies, and the expectations of millennial consumers who are increasingly concerned about sustainability.

Moreover, Organizational transformation becomes necessary when the external environment undergoes drastic changes (Qin, 2023) , and this process begins with the revision of vision and mission statements. From an Absorptive Capacity perspective, benchmarking, industry trend analysis, and internal dialogue can initiate this change. ANT, in parallel, highlights the need for multi-actor collaboration involving internal functions such as technology and human resources units, and external entities including regulators and civil society. A clear example is the transformation of a conventional energy provider into a clean energy enterprise, involving new business units focused on renewable energy sources. This shift is driven by regulatory demands and societal expectations, and is enabled by the organisation’s internal capabilities including human

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capital, digital infrastructure, and strategic financing, thereby demonstrating the practical convergence of Absorptive Capacity and ANT in institutional adaptation.

Comprehensive Integration of Digital Security Strategies and Technology Transformation on the Company's Strategic Objectives

Technological transformation in the era of Industry 4.0 requires companies to incorporate Artificial Intelligence, the Internet of Things, cloud computing, and big data analytics into their core operations. Nugroho (2023) explained that the COVID-19 pandemic accelerated this transformation, prompting structural, cultural, and strategic adjustments within organisations. Companies must realign their objectives to reflect technological readiness and foster continuous innovation. The Absorptive Capacity Theory by Cohen and Levinthal (1990) highlights the importance of organisational ability to internalise external knowledge and convert it into strategic value. Transformation holds significance only when companies understand and utilise new technologies to support their long-term goals. However, this evolution introduces escalating digital vulnerabilities. As noted by Mita (ICRC, 2024) and van der Veen (UNODC, 2024), organisations must enhance cyber governance and digital ethics, especially within the Indo-Pacific, where the risk of transnational cybercrime is growing. Marotta & McShane (2018) emphasised the need for cyber risk frameworks that include intrusion detection, digital infrastructure protection, and comprehensive policy alignment across departments.

Actor-Network Theory, as presented by Müller & Schurr, (2016) and Nora et al. (2022), provides a framework for viewing cybersecurity as the result of interconnected relationships between human actors and technological tools. Organisational success in digital security depends on how firms coordinate these relationships, integrate them into strategic planning, and build resilient systems. Companies must align digital innovation and security with strategic priorities, reshape governance structures, develop digital competence among employees, and cultivate an organisational culture that promotes collaboration and informed decision-making. Johnson & Choudhury (2020) warned that companies operating in the Indo-Pacific must account for geopolitical volatility and ensure infrastructure resilience. In this regard, digital resilience reflects not only a capacity to withstand cyberattacks but also to adapt and improve through lessons learned. Absorptive Capacity Theory remains relevant, as firms must translate those experiences into strategic reinforcement. The integration of absorptive capacity and Actor-Network Theory enables firms to construct collaborative networks, enhance data flows across divisions, and embed data-informed culture into strategic execution (Bairizki et al., 2021).

A Resilient and Agile Strategic Management Model for Companies in the Face of Geopolitical Complexity and Digital Risks

In response to global uncertainty, companies must adopt strategic management models that demonstrate both resilience to external shocks and agility in confronting geopolitical complexity and digital risks. Tensions between states, resource-related disputes, and the fragmentation of trade alliances, when combined with cyberattacks and

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technological vulnerabilities, necessitate a paradigm shift in corporate strategic thinking. Cohen & Levinthal (1990) introduced the Absorptive Capacity Theory, which asserts that organisations must possess the ability to identify, internalise, and apply external knowledge. This capacity enables firms to interpret shifting political landscapes, adapt to international cybersecurity regulations, and embed advanced digital defences within their operations. Empirical findings show that firms with strong absorptive capacity can reduce the impact of digital disruptions and sustain operational stability. In parallel, Actor-Network Theory (Latour, (1999), provides a complementary framework that conceptualises organisations as networks comprising human actors, namely executives, policymakers, and stakeholders, alongside non-human actors, which consist of technologies, regulatory systems, and environmental disruptions. Within this framework, strategic management outcomes are shaped through ongoing interactions among these actors. For instance, a corporate response to South China Sea tensions must consider multilateral trade frameworks, national policies, and the advancement of cyber intelligence systems.

A resilient and agile model requires early detection of geopolitical shifts encompassing sanctions, regional instability, and trade policy changes, thereby necessitating real-time business intelligence capabilities (Pu, 2024; Riyanto et al., 2023; and Yadav, 2021). Furthermore, cyber risks must be positioned as strategic imperatives, not merely technical concerns. Studies by Lehto, (2022); Roumani & Alraee, (2025) demonstrate how cyberattacks jeopardise data integrity and disrupt vital infrastructure. Effective governance must therefore integrate cybersecurity into board-level decision-making and contingency planning. Firms must also prioritise agility, as highlighted by Hamza et al., (2023); Istianah & Nugroho, (2024) and Roscoe et al., (2020), and Roscoe et al. (2020), by streamlining structures, decentralising authority, and investing in collaborative tools. This agility becomes evident through decisions to restructure supply chains or to concentrate on market segments that demonstrate greater stability in times of disruption. In the Indo-Pacific, where climate pressures and resource conflicts amplify geopolitical risks, companies should adopt sustainability frameworks aligned with ESG principles to mitigate future shocks (Aldowaish et al., 2024, and Chen, 2024). A cross-sectoral approach is essential, requiring coordination between business entities, public institutions, and civil society (Candel & Biesbroek, 2016; Endra et al., 2023; Imani et al., 2023; Lande et al., 2024). Practical applications of this model are evident in global firms that have institutionalised cyber diplomacy and engaged in international regulatory frameworks; by integrating Absorptive Capacity Theory and Actor-Network Theory, these companies have developed strategic systems that internalise innovation while simultaneously navigating external complexities through collaborative governance and adaptive learning.

CONCLUSION

This research reveals that integrating the company's vision, mission, and strategic goals with digital transformation, global security, and sustainability strategies is urgently needed in an era of disruption and geopolitical uncertainty. The Absorptive Capacity

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Theory approach provides a theoretical foundation for understanding an organization's ability to absorb and apply external knowledge, which is essential for innovation. At the same time, Actor-Network Theory highlights the importance of actor networks in developing adaptive and collaborative strategies. The results indicate that companies capable of navigating the digital age tend to formulate adaptive visions and missions, embed digital technology and security within their strategic objectives, and construct resilient and agile management models that align with evolving global dynamics. The main limitation of this study lies in its documentary approach, which relies on secondary data and, therefore, does not directly capture the dynamics of implementation in the field. Additionally, the geographic context, which focuses on the Indo-Pacific region, limits the generalizability of findings to other regions with different geopolitical characteristics.

The theoretical implication of this study is its contribution to expanding the cross-disciplinary understanding between strategic management, digital transformation, and sustainability by combining two key theories that have not been widely integrated in the global strategic context. The practical implications target companies to actively restructure organizational structures, governance systems, and human resource development based on digital literacy and ESG. The policy implications are aimed at regulators to design a digital governance and sustainability framework that encourages cross-sectoral integration through digital ESG indicators, data protection, and fiscal incentives. The next suggestion is the need for field studies with a qualitative approach or case studies to empirically delve deeper into the dynamics of company strategies across various industrial sectors.

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