

# **Role of Middleware, Integration Platforms, and API Solutions in Driving Digital Transformation for Enterprises**

**Anant Wairagade**, Independent Researcher, Phoenix, USA

---

## **Introduction**

Organizations in today's digital environment must use advanced technological solutions that enable their operational functions, strategic initiatives, and customer engagement processes. Strong businesses that aim to stay competitive in digital worldwide systems need digital transformation as their key survival requirement (Trakadas et al., 2019). Interoperable communication depends on middleware technologies that use integration platforms and APIs to enable better data administration and flexible business procedures (Forcadell et al., 2019). This paper investigates the elements that support digital transformation and their impact on enterprise accomplishments.

## **Understanding Digital Transformation**

The broad scope of digital transformation includes multiple development efforts that improve operational functions, customer engagement, and digital innovation activities (Trakadas et al., 2019). Business success results from three key steps: converting traditional legacy platforms to cloud-enabled systems, making different applications work together, and executing data analysis in real time. Businesses must select the right tools to enhance their systems and let teams make decisions based on data to implement transformative changes effectively (Siriwardena, 2014).

## **Role of Middleware in Digital Transformation**

Enterprise architectures depend on middleware to create a data exchange connection between all applications and systems, which serves as their primary communication platform (Zhang et al., 2018). The technology provides seamless complex integration while workflow

automation through abstracting technical details, which allows organizations to focus on improving business value instead of dealing with technological constraints (Farahzadi et al., 2018).

1. *Enhancing Interoperability:*

Organizations enable smooth data sharing between existing systems, digital tools, and cloud computing platforms through middleware. As a translation platform, middleware provides data integrity across different systems, which ensures better and quicker business decisions (Siriwardena, 2014).

2. *Accelerating Deployment:*

Businesses implement middleware solutions to speed up their deployment of new applications and services. The ability to keep up with fast execution represents a critical element when companies adopt digital transformation because speed to market plays an important role in creating business advantages (Forcadell et al., 2019).

3. *Enabling Scalability:*

Organizations can evolve to market changes and expand their operations using middleware solutions that do not require significant system modifications (Farahzadi et al., 2018). The adaptable nature of these solutions grants organizations both uninterrupted advances in innovation and reduced business interruptions (Trakadas et al., 2019).

### **Integration Platforms: The Heart of Digital Ecosystems**

Integration platforms maintain a single cohesive structure to associate numerous applications, data resources, and hardware devices through their operation as centralized communication and data management facilities. Such platforms as Integration Platform as a Service (iPaaS) allow businesses to efficiently integrate data in real-time across different isolated information systems (Farahzadi et al., 2018).

1. *Real-time Data Access and Analytics:*

The integration platform allows organizations to receive data fleets from multiple sources for real-time analysis. By using real-time capabilities, companies achieve prompt decision-making that boosts their operational performance and response rate toward customers (Siriwardena, 2014).

2. *Facilitating Collaboration:*

These integration platforms create a communal environment between IT staff and business teams where all parties can work together to develop and deploy their applications while interacting within the platform. These platforms support the creation of shared development environments where business stakeholders join forces with IT professionals to create digitized solutions that resolve organization-wide problems.

3. *Supporting Hybrid Environments:*

Enterprise migration into cloud solutions gets assistance from integration platforms, which let businesses use a combination of on-site and cloud system deployments (Trakadas et al., 2019). Essential digital transformation efforts depend on this organizational support since it allows businesses to preserve legacy systems alongside new digital infrastructures (Farahzadi et al., 2018).

### **API Solutions: Driving Innovation and Engagement**

APIs work as interconnection paths between distinct software applications to enable them to exchange information. Digital transformation success depends heavily on APIs because they let organizations reach new customers while enhancing relationships with partners and clients (Forcadell et al., 2019).

1. *Improving Customer Experience:*

Companies leverage APIs to unite external service provider applications through application programming interfaces that speed up the delivery of customized solutions catering to end-user requirements (Farahzadi et al., 2018).

2. *Promoting Ecosystem Development:*

By establishing interfaces, APIs enable outside developers to build applications that connect to enterprise systems (Trakadas et al., 2019). The approach allows innovative relationships between external and internal developers to prosper, creating a thriving technological community.

3. *Streamlining Business Processes:*

APIs drive digital transformation speed by automating data-sharing operations and workflow processes, which minimizes personnel work and errors to improve operational efficiency (Siriwardena, 2014).

### **Leveraging Middleware, Integration Platforms, and APIs for Competitive Advantage**

Different enterprises use middleware with integration platforms and APIs to digitize business processes, resulting in competitive advantages (Farahzadi et al., 2018). Numerous people view digital transformation as a technology-led process, yet its success depends entirely on matching technology solutions to business targets alongside enterprise values and customer requirements.

#### *Middleware: Enhancing Agile Development*

The establishment of middleware stands essential for creating agile development environments. Fast-changing markets demand organizations to implement Agile or DevOps methodologies, which enable them to conduct iterative development and gain immediate feedback (Farahzadi et al., 2018). The SDLC speeds up because middleware delivers this functionality by streamlining DevOps development and operations integration processes.

1. *Rapid Prototyping and Testing:*

Developers can build fast prototypes through middleware by linking multiple development tools to various platforms. Such accelerated testing and feedback operations help organizations shift their strategies when users or market forces demand modifications (Farahzadi et al., 2018).

## 2. *Support for Microservices Architecture:*

Organizations that want flexible, adaptable systems are adopting microservices architecture as an industry standard for development. Organizations obtain service orchestration improvements through middleware by offering a centralized method to manage service communication and data transactions for microservice control (Trakadas et al., 2019).

## 3. *Monitoring and Performance Management:*

The monitoring tools integrated into middleware help organizations check the real-time performance of their applications alongside their integrations. Service quality and uptime depend on this capability to achieve optimal resource allocation (Trakadas et al., 2019).

### *Integration Platforms: Catalysts for Innovation*

Current business innovation depends heavily on integration platforms that enable cross-directional data exchanges and build an integrated application environment. These platforms allow smooth data exchange between various applications and sources, boosting organizations to respond effectively to changing business requirements (Yablonsky, 2018).

## 1. *Analyzing Big Data:*

Data aggregation and big data analysis become possible through integration platforms in response to the current data explosion across multiple sources. The functionality enables enterprises to maximize their data resources, thus producing both profound market understanding and enhanced client profiling and directed advertising programs (Yablonsky, 2018).

## 2. *Facilitating Digital Workflows:*

Systems integrating platforms enable the automatic workflow creation between systems by allowing data exchange without disruption. The process streamlining aspect of integration platforms enables operational efficiency, which allows workers to perform valuable tasks and enhances organizational productivity (Yablonsky, 2018).

## 3. *Tailored Solutions:*

Organizations follow digital transformation by demanding unique solutions to resolve their distinct problems. When integrated with business goals, the platforms generate customized application architectures that perfectly address the necessities of an organization (Yablonsky, 2018).

### API Solutions: Enabling Ecosystem Integration

Digital transformation depends heavily on API solutions, which act as fundamental elements that enable unlimited service enhancement possibilities for organizations that want to integrate with their external partners (Siriwardena, 2014). The development of the digital economy demands that businesses build essential connections with multiple stakeholder groups, from customers to suppliers and collaborators.

#### 1. *Enhancing Data Sharing:*

Integrating APIs enables secure, efficient data transfer between business networks across organizational boundaries. Data sharing requires this capability, which stands essential among sectors like finance and healthcare to fulfill compliance requirements, detect fraud, and maintain continuous improvement of services (Trakadas et al., 2019).

#### 2. *Building Strategic Partnerships:*

APIs enable companies to merge their products with partner services to establish connected systems that combine resources to deliver enhanced customer value. The strategic alliances enable improved service execution while expanding market potential, which results in transformative effects on industry competition (Forcadell et al., 2019).

#### 3. *Boosting Customer Engagement:*

Through API adoption, companies develop customer engagement solutions that present tailored experiences to their users. An e-commerce platform employs APIs to deliver tailored shopping interfaces, updated inventory data, and dynamic price structures, which help customers access suitable and time-sensitive information (Siriwardena, 2014).

### **Overcoming Challenges in Adoption**

**[Journal of Science & Technology \(JST\)](#)**

ISSN 2582 6921

Volume 2 Issue 1 [January - March 2021]

© 2021 All Rights Reserved by [The Science Brigade Publishers](#)

Enterprises encounter barriers to adopting middleware and integration platforms with API solutions because of their substantial contribution to digital transformation initiatives. Organizations must understand and handle these implementation hurdles because doing so leads to successful implementation and complete value extraction from these technologies.

### Technical Challenges

#### 1. *Legacy System Integration:*

Numerous businesses run their operations through established legacy systems, creating problems integrating contemporary middleware and APIs. The main difficulty exists in efficiently transitioning between outdated and modern systems while avoiding data corruption and system breakdowns (Siriwardena, 2014). The evaluation process for IT infrastructure through a multi-step modernization plan defines how organizations systematically merge old systems into new frameworks or implement new systems step by step.

#### 2. *Data Silos:*

Multiple departments within organizations maintain their data in separate isolated locations, which leads to complex overall data consolidation throughout the organization (Farahzadi et al., 2018). Data quality management and governance policies have become essential for organizations that use middleware technology and integration platforms to solve this problem (Yablonsky, 2018). The implementation of effective data strategies requires organizations to demolish data silos and to identify specific owner responsibilities while building teamwork principles between departments.

#### 3. *Complexity of APIs:*

Implementing APIs aims to enhance integration, yet managing many APIs produces complexity, especially around version control, security maintenance, and performance assessment. Businesses must dedicate funds to acquiring API management platforms to achieve complete governance control, analyze performance, and maintain security standards (Siriwardena, 2014). API lifecycle management strategies established by organizations will maintain APIs as relevant tools that deliver adequate performance and guarantee security measures.

### Cultural and Organizational Challenges

#### 1. *Resistance to Change:*

Digital transformation success faces strong resistance from the management team and workplace employees. The idea of change creates anxiety, which makes employees unwilling to accept new technological solutions. Forming a continuous learning environment, along with improvement practices, is a solution for overcoming this challenge. Staff acceptance and resistance reduction result from regular training, beneficial technology communications, and highlighting successful projects.

#### 2. *Need for Skills Development:*

Organizations struggle to implement middleware and APIs alongside integration platforms because they lack the skills their current employees need. Companies must identify skill deficiencies to develop training systems that teach employees the required competencies for smooth system deployment and efficient execution of these technologies (Royle & Laing, 2014). The continuous learning structure prepares workers to handle upcoming obstacles and allows them to create innovations.

### Strategic Alignment

#### 1. *Linking Technology to Business Goals:*

Digital transformation needs successful implementation, requiring businesses to couple technology initiatives with their defined objectives (Bharadwaj et al., 2013). Enterprises should create a detailed blueprint to show middleware and integration platforms and API structure, which enables attaining distinct business targets. Organizations achieve higher effectiveness through strategic goal measurements when establishing key performance indicators (KPIs) and success metrics (Stich et al., 2020).

#### 2. *Involving Stakeholders:*

Digital transformation initiatives need multiple stakeholders selected from IT departments and business sectors together with executive management members for involvement from development through execution (Engesmo & Panteli, 2019). Corporations that form multidisciplinary operational groups composed of experts from different departments achieve better organizational results through teamwork. A collaborative method results in solutions that recognize all viewpoints so organizations can reach diverse requirements (Gobble, 2018).

### 3. *Continuous Improvement:*

Organizations must understand that digital transformation requirements extend beyond single-time initiatives because they persist as an ongoing procedure (Warner & Wäger, 2019). Organizations must implement strategies that enable continuous evaluations and improvements in their middleware systems integration platforms and API solutions (Razzaque et al., 2016). System changes result from routine user feedback acquisition, which helps systems evolve according to market needs and organizational requirements (Meso & Jain, 2006).

## **Best Practices for Successful Implementation**

Organizations must follow best practices that optimize their digital transformation programs' successful implementation and long-term benefits using middleware integration platforms and APIs. A transformation journey requires best practices, including planning, execution, monitoring, and continuous improvement.

### Comprehensive Planning and Strategy Development

#### 1. *Establish Clear Objectives:*

Organizations must state plainly their target goals from middleware adoption and integration solutions before beginning technical procedures (Jrad & Sundaram, 2016). Performance goals become more effective when they meet the requirements of SMART criteria because they enable teams to develop strategies that link technology initiatives to organizational objectives (Bharadwaj et al., 2013). Users and marketplace competitiveness are essential factors that enhance goal relevance and gain user engagement when goals are correctly centered on these aspects.

#### 2. *Conduct a Thorough Assessment:*

**[Journal of Science & Technology \(JST\)](#)**

ISSN 2582 6921

Volume 2 Issue 1 [January - March 2021]

© 2021 All Rights Reserved by [The Science Brigade Publishers](#)

Before deploying new solutions, organizations must evaluate their existing technology environment, which involves their existing systems, data sources, and user workflows (Cichosz et al., 2020). The thorough assessment reveals areas for improvement, such as where resources can be consolidated and where systems need integration. Understanding the current state enables organizations to build a well-informed strategic plan that effectively directs essential work and resource management.

### 3. *Stakeholder Engagement:*

The first step for effective planning requires organizations to identify essential stakeholders and their involvement from day one (Engesmo & Panteli, 2019). This vital group comprises leaders from business departments, IT specialists, user groups, and partnering organizations. Preparing through regular stakeholder interaction and involvement facilitates the correct implementation of diverse organizational needs while enhancing shared commitment toward the project (Gobble, 2018).

## Agile and Iterative Implementation

### 1. *Adopt Agile Methodologies:*

Implementing Agile methodologies enables organizations to change their plans swiftly when they acquire new operational understanding. The iterative development process enables teams to deploy functions step by step, allowing users to assess results during each development cycle. The dynamic method builds continuous improvement practices and applicable solutions that match the organization's changing requirements.

### 2. *Pilot Projects:*

The use of specific case-focused pilot projects benefits organizations in various ways. The controlled environment is an assessment point to determine potential issues and measure performance by collecting feedback for widespread middleware and integration deployment. Successful test runs become validation evidence that gains investor commitment for the complete deployment (Stich et al., 2020).

## Monitoring and Governance

### 1. *Implement Robust Monitoring Solutions:*

Efficient middleware and integration solutions need monitoring tools that offer organizations dynamic performance and usage data for effective performance (Mhlaba & Masinde, 2015). Through monitoring, organizations can detect operational obstacles, system security concerns, and combination breakdowns, which teams use to create data-based adjustments and optimizations.

2. ***Establish Governance Policies:***

Cases of effective governance demonstrate an essential role in maintaining the long-term operational stability of middleware and API solutions (Piedrabuena et al., 2015). A set of standardized policies designed for data security and management alongside API usage helps organizations stop unauthorized access and fulfill regulatory needs. Frameworks for governance ensure continuous quality assurance of integration processes, which results in stable performance outcomes.

3. ***Document and Share Knowledge:***

All organizations must establish procedures for creating documentation and preserving documentation of all middleware integrations (Matt et al., 2015). Organizations develop valuable future implementation guidance through proper documentation of their implementation practices, operational workflows, and implementation challenges. Learning environments and teamwork dynamics develop when teams exchange valuable information throughout the organization.

*Continuous Improvement and Innovation*

1. ***Encourage a Culture of Experimentation:***

Success-oriented companies establish experimental testing programs that empower their teams to conduct new idea assessment and emerging technology research without fear of judgment following project failures. Such an organizational mindset allows innovation while enabling businesses to grasp upcoming possibilities.

2. ***Solicit Feedback Regularly:***

Organizations should request user feedback continuously across different levels to evaluate the performance of middleware systems along with integration platforms and APIs (Razzaque et al., 2016). The methods of surveying users alongside focus

groups and usability experiments display valuable results that allow solutions to receive ongoing system improvements and quality enhancements.

3. *Adapt to Changing Business Needs:*

The evolution of market conditions and business objectives requires organizations to maintain organizational agility for ready adaptation of their integration approaches (Piedrabuena et al., 2015). Routinely performed strategic reviews help healthcare organizations maintain solutions that match their enterprise goals and support emerging business requirements.

### **Future Trends and Considerations in Middleware and Integration Solutions**

The digital transformation drive of organizations will influence the evolution of middleware and integration platforms and APIs in forming future IT architectural designs. Organizations gain better control over emerging trends and use new technologies to advance their operational capability and market leadership position.

#### *The Rise of AI and Automation*

1. *Artificial Intelligence Integration:*

AI integration became a mainstream adoption by middleware solutions (Dipsis & Stathis, 2019). Processing data automation through AI produces two benefits: improved decision systems and predictive information alongside data processing automation. Modern organizations use AI to integrate into their middleware platforms, leading to operational needs, resource distribution improvements, and personalized service delivery to their customers. Artificial intelligence uses analyzed data patterns to optimize load balancing and identify security threats for better security protocols.

2. *Robotic Process Automation (RPA):*

RPA tools are a powerful addition to middleware systems because they assist in the robotic process automation of repeated operations while improving workflows. Implementing RPA through middleware solutions enables companies to increase operational performance, which allows staff to work on more valuable functions. This

combination will enable businesses to swiftly modify their operations while maintaining quality performance and operational speed.

### Increased Focus on APIs

#### 1. *API-First Development:*

The growing utility of APIs as a fundamental architectural principle has resulted in rapid market adoption among organizations because they understand that APIs allow systems to communicate without complications (Stich et al., 2020). A strategic approach to API development requires API design to precede application development since it leads to improved service organization and enhanced development capabilities and scalability.

#### 2. *API Ecosystems and Marketplaces:*

Organizations now strive to establish and join API ecosystems and marketplaces because of the rising API economy trend (Bharadwaj et al., 2013). The industry trend enables organizations to make internal services visible publicly, enabling partnerships, third-party integration, and community-supported improvements. An extensive API ecosystem transforms conventional business operations by generating fresh revenue opportunities through service fee procedures.

### Cloud-Native Architecture

#### 1. *Shift to Microservices:*

Numerous organizations now choose adaptability, which drives their transition from monolithic structures to microservices (Jrad & Sundaram, 2016). The new deployment and scalability approach dictates that microservices function separately as distinct units while using APIs to communicate. The communication between systems becomes possible through middleware solutions, which additionally execute service orchestration functions and maintain service interoperability.

#### 2. *Cloud Integration Platforms:*

Cloud-native solution adoption rates keep increasing, which requires the implementation of cloud integration platforms (Warner & Wäger, 2019). Executive platforms provide features that enable businesses to establish real-time information

exchange between cloud-based applications and physical infrastructure management systems. Multi-cloud strategies are becoming prevalent, so business organizations will require solutions that ensure visibility control across different environments.

### Enhanced Security Measures

#### 1. *Zero Trust Architecture:*

Organizations need to implement zero-trust security methods because threats now demand organizations to operate under a principle where they must not trust any user or data from inside or outside the network until verification. Integrating middleware and platforms requires strong security protocols, including constant authentication systems, precise data access regulations, and encryption methods to safeguard information during the integration API processes.

#### 2. *Compliance with Regulations:*

Focusing on security alongside compliance has become essential because data protection regulations like GDPR and CCPA face rising inspection. Organizations need to implement compliance elements into their integration strategies at the beginning since data-handling methods should meet regulatory standards (Matt et al., 2015).

### **Conclusion**

Advancements in technology and the changing needs of organizations will, without doubt, direct the future development of middleware and integration platforms and APIs. Effectiveness in digital interconnectivity becomes achievable through AI methods, API-first creation techniques, and microservices allocation alongside superior security systems. Enterprises should implement strategic thinking that combines innovative approaches with flexible strategies to fulfill the full benefits of these trends.

Strategic organization of middleware and integration processes enables businesses to deliver rapid market reaction capabilities when meeting evolving customer needs. Adopting emerging trends by businesses will create notable opportunities, allowing them to produce improved value delivery and operational excellence alongside sustainable growth in the

upcoming years. Organizations that want to succeed with digital transformation needs will need sustained investment in technology, talent development, and innovation to maintain their competitive advantage.

## References

- Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. (2013). Digital business strategy: Toward a next generation of insights. *MIS Quarterly*, 37(2), 471–482. <https://www.jstor.org/stable/43825919>
- Cichosz, M., Wallenburg, C. M., & Knemeyer, A. M. (2020). Digital transformation at logistics service providers: Barriers, success factors and leading practices. *The International Journal of Logistics Management*, 31(2), 209–238. Emerald. <https://doi.org/10.1108/ijlm-08-2019-0229>
- Dipsis, N., & Stathis, K. (2019). A RESTful middleware for AI controlled sensors, actuators and smart devices. *Journal of Ambient Intelligence and Humanized Computing*, 11, 2963–2986. <https://doi.org/10.1007/s12652-019-01439-3>
- Engesmo, J., & Panteli, N. (2019). Chief digital officers as protagonists in digital transformation. *Digital Transformation for a Sustainable Society in the 21st Century: 18th IFIP WG 6.11 Conference on E-Business, E-Services, and E-Society*, 730–737. [https://doi.org/10.1007/978-3-030-29374-1\\_59](https://doi.org/10.1007/978-3-030-29374-1_59)
- Farahzadi, A., Shams, P., Rezazadeh, J., & Farahbakhsh, R. (2018). Middleware technologies for cloud of things: A survey. *Digital Communications and Networks*, 4(3), 176–188. <https://doi.org/10.1016/j.dcan.2017.04.005>
- Forcadell, F. J., Aracil, E., & Úbeda, F. (2019). The influence of innovation on corporate sustainability in the international banking industry. *Sustainability*, 11(11), 3210. <https://doi.org/10.3390/su11113210>
- Gobble, M. M. (2018). Digital strategy and digital transformation. *Research-Technology Management*, 61(5), 66–71. <https://doi.org/10.1080/08956308.2018.1495969>
- Jrad, R. B. N., & Sundaram, D. (2016). Inter-organizational middleware system implementations: Dos and donts of business integration. *2016 IEEE International Conference on Computer and Information Technology (CIT)*, 621–628. <https://doi.org/10.1109/cit.2016.85>
- Matt, C., Hess, T., & Benlian, A. (2015). Digital transformation strategies. *Business & Information Systems Engineering*, 57(5), 339–343. <https://doi.org/10.1007/s12599-015-0401-5>
- Meso, P., & Jain, R. (2006). Agile software development: Adaptive systems principles and best practices. *Information Systems Management*, 23(3), 19–30. <https://doi.org/10.1201/1078.10580530/46108.23.3.20060601/93704.3>

- Mhlaba, A., & Masinde, M. (2015). Implementation of middleware for Internet of Things in asset tracking applications: In-lining approach. *13th International Conference on Industrial Informatics*, 460–469. <https://doi.org/10.1109/indin.2015.7281778>
- Piedrabuena, F., González, L., & Ruggia, R. (2015). Enforcing data protection regulations within e-Government master data management systems. *International Conference on Enterprise Information Systems*, 2(1), 316–321. <https://doi.org/10.5220/0005458003160321>
- Razzaque, M. A., Milojevic-Jevric, M., Palade, A., & Clarke, S. (2016). Middleware for Internet of Things: A survey. *IEEE Internet of Things Journal*, 3(1), 70–95. <https://doi.org/10.1109/jiot.2015.2498900>
- Royle, J., & Laing, A. (2014). The digital marketing skills gap: Developing a digital marketer model for the communication industries. *International Journal of Information Management*, 34(2), 65–73. <https://doi.org/10.1016/j.ijinfomgt.2013.11.008>
- Siriwardena, P. (2014). *Advanced API security*. Springer Nature.
- Stich, V., Zeller, V., Hicking, J., & Kraut, A. (2020). Measures for a successful digital transformation of SMEs. *Procedia CIRP*, 93, 286–291. <https://doi.org/10.1016/j.procir.2020.03.023>
- Trakadas, P., Nomikos, N., Michailidis, E. T., Zahariadis, T., Facca, F. M., Breitgand, D., Rizou, S., Masip, X., & Gkonis, P. (2019). Hybrid clouds for data-intensive, 5G-enabled IoT applications: An overview, key issues and relevant architecture. *Sensors*, 19(16), 3591. <https://doi.org/10.3390/s19163591>
- Warner, K. S. R., & Wäger, M. (2019). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. *Long Range Planning*, 52(3), 326–349. <https://doi.org/10.1016/j.lrp.2018.12.001>
- Yablonsky, S. (2018). A multidimensional framework for digital platform innovation and management: From business to technological platforms. *Systems Research and Behavioral Science*, 35(4), 485–501. <https://doi.org/10.1002/sres.2544>
- Zhang, T., Lu, C., & Kizildag, M. (2018). Banking “on-the-go”: Examining consumers’ adoption of mobile banking services. *International Journal of Quality and Service Sciences*, 10(3), 279–295. <https://doi.org/10.1108/ijqss-07-2017-0067>