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BUSINESS ADMINISTRATION IN THE DIGITAL ERA: CHALLENGES AND OPPORTUNITIES IN FACING TECHNOLOGICAL DISRUPTION

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Abstract

This research investigates the challenges and opportunities in business administration arising from technological advances in the digital age. Using a mixed-methods approach, this study examines organizational adaptability, innovation strategies, and structural change across industries. These findings reveal significant impacts of technological disruption, including increased agility, increased collaboration, and barriers such as cultural inertia and resource constraints. Theoretical frameworks, including Resource-Based View and Dynamic Capabilities, support analysis, offer actionable insights to foster resilience and leverage digital technologies for competitive advantage amid ever-evolving external pressures.

Keywords : *Business Administration, Digital Era, Technology Disruption*

1. INTRODUCTION

Technological advancements have profoundly reshaped the business administration landscape, presenting unprecedented opportunities and formidable challenges (Miradji et al., 2024). The digital age has introduced disruptive innovations, such as artificial intelligence, big data analytics, and blockchain technology, which are forcing organizations to rethink traditional business models and operational frameworks. These advancements demand not only the adoption of cutting-edge tools but also the strategic alignment of resources to maintain a competitive advantage. This study explores the various impacts of technological disruption, focusing on how organizations adapt their structures, strategies, and processes to effectively navigate the complexities of digital transformation (Herlina et al., 2022).

The rapid pace of technological change has necessitated a paradigm shift in organizational adaptability and innovation. Businesses are increasingly required to develop dynamic capabilities, enabling them to sense, seize, and transform the opportunities arising from digital disruption (Sugianto & Handoko, 2019). However, this transition is often hampered by obstacles such as cultural inertia, resource constraints, and resistance to change. By examining the interaction between internal capabilities and external pressures, the study highlights the dual nature of technological disruption as both a challenge and an opportunity.

This underscores the importance of strategic foresight, leadership, and institutional alignment in fostering resilience and innovation (Malik, 2024).

The study adopts a comprehensive approach to investigate the structural, cultural, and strategic dimensions of technology integration across various industries. Leveraging theoretical frameworks such as Resource-Based Views, Dynamic Capabilities, and Institutional Theory provides a nuanced understanding of how organizations navigate the digital age (Aprilia & Subiyantoro, 2022). Through mixed-methods research, including quantitative surveys[7], qualitative interviews, and case studies, these findings offer actionable insights into the factors driving successful technology adoption and adaptation. This research aims to contribute to a broader discourse on business administration by identifying pathways for organizations to thrive amid the challenges of technological disruption.

The theoretical foundation for this research is rooted in the company's Resource-Based View (RBV), which emphasizes the strategic importance of organizational resources in achieving competitive advantage (Nugraha et al., 2025). In the digital age, technological advancements act as both supporters and disruptors, forcing businesses to reassess the configuration of their resources. RBV argues that companies must leverage unique, valuable, and unparalleled resources to maintain competitiveness. Digital technologies, such as artificial intelligence and big data analytics, represent an important resource that can improve operational efficiency and decision-making processes, in line with RBV principles.

Another integral theory is the Dynamic Capability Framework, which underscores the importance of adaptability in a rapidly changing environment (Ramadani et al., 2024). This framework highlights how organizations must develop the ability to perceive, seize, and transform opportunities arising from technological disruption. In the digital era, businesses face challenges in integrating new technologies while maintaining agility (Sa'diyah, 2023). Dynamic capabilities allow companies to reconfigure their resource base, fostering resilience and innovation. This theory provides a lens to examine how businesses are navigating technological shifts effectively.

Institutional Theory also serves as an important framework in understanding how external pressures affect organizational behavior in the digital era (Basuki, 2023). Businesses must adhere to technology norms and standards to maintain legitimacy in their industry. Institutional pressures, such as changing regulations and societal expectations, are driving companies to adopt digital solutions. This theory helps explore the challenges organizations

face in aligning with these pressures while balancing internal goals. It also explains how businesses can leverage institutional support to capitalize on technology opportunities.

The Technology Acceptance Model (TAM) is another relevant theoretical perspective, which focuses on user acceptance of new technologies in the organization (Wijonarko & Wirapraja, 2022). TAM argues that perceived usability and ease of use are important determinants of technology adoption. In the context of business administration, understanding the attitudes of employees and stakeholders towards digital tools is essential for successful implementation (Zaenal Asikin & Fadilah, 2024). These models provide insights into the barriers and facilitators of technology adoption, enabling organizations to design strategies that increase adoption and utilization.

Finally, the Disruptive Innovation Theory, introduced by Clayton Christensen, is instrumental in examining how technological advances challenge traditional business models (Wardani, 2024). This theory explains how new technologies can create new markets while replacing established players. Businesses must identify opportunities to innovate and adapt to avoid obsolescence. Applying this theory, this study explores how organizations can proactively respond to disruption, leveraging technological advancements to create value and sustain growth. It emphasizes the dual nature of disruption as both a challenge and an opportunity in the digital age.

2. RESEARCH METHODS

Data Collection and Sampling

To investigate the challenges and opportunities in business administration amidst technological advancements, a mixed-methods approach is used for data collection and sampling. The study targeted mid- and senior-level managers across a variety of industries, as they are directly involved in decision-making processes affected by technological disruptions. Tiered random sampling techniques are used to ensure representation across sectors such as finance, retail, healthcare, and manufacturing. The sample size consisted of 300 participants, determined based on power analysis to achieve statistical significance. Primary data were collected through structured surveys and semi-structured interviews[8], supplemented by secondary data from industry reports and academic publications.

The survey instrument is designed to capture quantitative data on organizational readiness, technology adoption rates, and perceived challenges and opportunities. The questions were formulated based on a validated scale from previous studies, ensuring reliability and comparability. To increase the depth of the analysis, qualitative data was

collected through interviews with a subset of 50 participants selected through purposive sampling. This interview aims to explore nuanced perspectives on how businesses adapt to technological disruption. Data collection lasted for three months, with surveys distributed electronically and interviews conducted via video conference to accommodate participants' schedules.

To ensure the quality of the data, pilot testing of the survey was conducted with 20 respondents, leading to minor adjustments for clarity and relevance. Ethical considerations are prioritized, with consent obtained from all participants and guarantees of confidentiality provided. The sampling strategy takes into account demographic diversity, including organizational size, geographic location, and technological maturity, to capture a comprehensive view of the impact of the digital age. This robust data collection framework allows for triangulation of findings, ensuring a balanced and accurate representation of the challenges and opportunities faced by businesses in the digital landscape.

A. Survey Design and Implementation

The survey design is carefully developed to ensure reliable and valid data collection on challenges and opportunities in business administration amidst technological advancements. The instrument includes a combination of closed-ended questions and a Salit scale to measure organizational readiness, technology adoption rates, and the perceived impact of digital disruption. The questions were adapted from the scales established in previous studies to maintain consistency and comparability. To increase the relevance of the survey, a panel of experts in business administration and technology was consulted during the design phase. Their feedback informs the refinement of the survey, ensuring clarity, relevance, and alignment with the research objectives.

The implementation process involves distributing the survey electronically to a selected sample of 300 mid- and senior-level managers across various industries. Participants are invited via email, with a detailed explanation of the research objectives and completion instructions. To maximize response rates, follow-up reminders are sent at two-week intervals, and participants are assured of the anonymity and confidentiality of their responses. The survey platform used is equipped with features to prevent duplicate submissions and ensure data integrity. The digital format also facilitates ease of access, accommodating the various schedules and geographic locations of respondents.

To validate the survey instrument, a trial was conducted with 20 managers who were not part of the main study sample. Their feedback highlights minor ambiguities, which are then addressed to improve clarity and the flow of the questions. The pilot also confirmed an estimated 15-minute completion time, ensuring it made sense to participants. Data from the trial were analyzed to assess the reliability of the scale, resulting in a satisfactory Cronbach alpha value. This rigorous survey design and implementation process ensures high-quality data collection, essential to comprehensively address research objectives.

B. Case Study Analysis

To complement the mixed-methods approach, a case study analysis[9] was conducted to provide an in-depth understanding of how a particular organization is navigating technological disruption in the digital age. Three organizations from different industries – finance, healthcare and retail—were deliberately selected based on their demonstrated involvement with digital transformation initiatives. Selection criteria include organizational size, geographic location, and technological maturity, ensuring diversity and relevance to the research objectives. Data for the case study was collected through document analysis, including internal reports, strategic plans, and publicly available information, as well as semi-structured interviews with key stakeholders such as managers, IT specialists, and operational staff.

The case study methodology involves a systematic process of triangulating data to improve the validity and reliability of the findings. Stakeholder interviews are designed to explore organizational strategies, challenges, and outcomes associated with technology adoption, aligned with the theoretical framework of Resource-Based Views and Dynamic Capabilities. These interviews are recorded, transcribed, and thematically coded to identify patterns and insights. Document analysis provides additional context, allowing for cross-verification of interview data. The integration of multiple data sources allows for a comprehensive examination of each organization's approach to leveraging digital technologies while addressing industry-specific challenges.

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C. Quantitative Data Analysis

The quantitative data analysis involved a systematic approach to evaluate the survey responses collected from 300 mid-level and senior managers across various industries. The data were first cleaned to address any inconsistencies, such as incomplete responses or outliers, ensuring the dataset's reliability. Descriptive statistics, including means, medians, and standard deviations, were calculated to summarize organizational readiness, technology adoption rates, and perceived challenges and opportunities. Inferential statistical techniques, such as t-tests and ANOVA, were employed to identify significant differences across demographic groups, including industry type, organizational size, and technological maturity. This initial analysis provided a foundational Pemahaman tentang kumpulan data.

To explore the relationship between variables, correlation and regression analysis was performed. This method assesses the strength and direction of the association between organizational readiness, technology adoption rates, and the perceived impact of digital disruption. Multiple regression models were developed to predict key outcomes, such as the likelihood of successful technology integration, based on independent variables such as leadership support and resource availability. The model was tested for multicollinearity, heteroskadasticity, and normality to ensure its validity. Statistical software, such as SPSS and R, are used for this analysis, allowing for precise calculation and visualization of results.

To improve the resilience of the findings, factor analysis is performed to identify the underlying dimensions in the survey data. This technique reduces the complexity of the dataset by grouping related variables into factors, such as organizational adaptability and innovation capacity. Reliability tests, including Cronbach alphas, are performed to confirm the internal consistency of these factors. The results of the quantitative analysis are interpreted in the context of the theoretical framework of the research, ensuring alignment with the Resource-Based View, Dynamic Capabilities, and other guiding theories. This rigorous analysis process provides actionable insights into the challenges and opportunities of technological disruption in business administration.

D. Qualitative Data Analysis

Qualitative data analysis focuses on interpreting semi-structured interview responses and case study findings to uncover patterns and insights related to organizational strategies

for navigating technological disruption. Interviews were transcribed verbatim, and data were analyzed thematically. Initial coding is done to identify recurring themes, followed by axial coding to establish relationships between these themes. The analysis emphasizes alignment with theoretical frameworks, such as Dynamic Capabilities and Institutional Theory, to ensure relevance. Qualitative analysis software, such as NVivo, is used to organize and analyze data systematically, improving the reliability and reproducibility of findings.

To ensure methodological rigor, standard coding protocols are developed based on predefined themes derived from research objectives, including adaptability, innovation, and institutional pressures. Each transcript is independently reviewed by several researchers to minimize bias and improve inter-coder reliability. Differences in coding are resolved through consensus discussion, ensuring consistency in interpretation. Qualitative data were triangulated with quantitative findings and document analysis from case studies to validate insights. This triangulation approach strengthens the credibility of the results, providing a comprehensive understanding of the challenges and opportunities in the digital age.

Qualitative analysis also incorporates a comparative approach to identify variations across industries and organizational contexts. Cross-case analysis was conducted to explore similarities and differences in how businesses adapt to technological disruption. Patterns are examined in relation to organizational size, geographic location, and technological maturity, offering nuanced perspectives. These findings are interpreted based on theoretical frameworks, such as Resource-Based Views and Disruptive Innovation Theory, to ensure theoretical alignment. This systematic approach to qualitative data analysis provides powerful insights into the organization's strategic response to technological advancements.

3. RESULTS AND DISCUSSION

The Impact of Technological Disruption on Organizational Structure

The study reveals the significant impact of technological disruption on organizational structures, highlighting the shift towards a more decentralized and agile framework. Survey data shows that 68% of respondents observed increased cross-functional collaboration and decision-making autonomy, driven by the need to adapt quickly to technological advancements. Interviews underscore that hierarchical models often hinder responsiveness, prompting organizations to adopt a flatter structure. This transition aligns with the Dynamic Capabilities Framework, emphasizing adaptability as a critical factor in effectively navigating digital disruption while driving innovation and operational efficiency.

Quantitative analysis shows a correlation between technological maturity and structural change, with organizations with advanced digital capabilities more likely to implement adaptive structures. The regression model shows that companies with higher technology adoption rates show a 45% greater likelihood of restructuring to improve agility. The case study reinforces these findings, illustrating how digital transformation initiatives require structural reconfiguration to seamlessly integrate emerging technologies. These changes are often accompanied by investment in leadership development to manage the complexities of decentralized decision-making.

The qualitative data highlights the challenges in restructuring, especially resistance from middle management and legacy systems. Interviews revealed that 52% of participants identified cultural inertia as a significant barrier to structural adaptation. Institutional Theory provides insight into how external pressures, such as competitive dynamics and regulatory requirements, force organizations to address these challenges. Document analysis from case studies shows that successful structural change is often supported by clear communication strategies and stakeholder engagement, reducing resistance and encouraging alignment with organizational goals.

The thematic analysis of the interviews identified emerging trends in the organizational structure, such as digital team integration and the adoption of network-based models. These trends reflect a strategic response to technological disruption, enabling organizations to leverage specialized expertise and improve collaboration. The Resource-Based View suggests that this structural adaptation is aimed at optimizing valuable resources, such as digital talent and technology infrastructure, to maintain a competitive advantage. This is in line with the broader goal of achieving resilience and innovation in the digital era.

Cross-industry comparisons reveal variations in structural adaptation, with tech-dense sectors such as finance and healthcare showing a clearer shift towards agile models. In contrast, industries with lower technological maturity, such as manufacturing, show a slower transition. This gap underscores the influence of technological readiness on structural change. These findings suggest that organizations must prioritize investments in digital capabilities and change management strategies to effectively navigate technological disruption, ensuring alignment between structural adaptation and long-term strategic goals.

Adoption Rates and Barriers to Digital Technology in Business Administration

The study reveals varying levels of adoption of digital technologies across industries, with 72% of organizations surveyed reporting active implementations of tools such as

artificial intelligence and big data analytics. Quantitative analysis shows that sectors such as finance and healthcare are showing higher adoption rates, driven by competitive pressures and regulatory requirements. In contrast, industries with lower technological maturity, such as manufacturing, show slower adoption due to resource constraints. The regression analysis confirms that leadership support and financial investment are significant predictors of successful technology adoption, emphasizing the importance of organizational readiness.

Barriers to digital technology adoption are strikingly identified, with 64% of respondents citing resistance to change as a critical challenge. The qualitative interviews highlight cultural inertia and lack of digital literacy among employees as the main obstacles. The rejection of middle management was particularly noted, stemming from concerns over job transfers and unfamiliarity with the new system. Institutional Theory provides insight into how external pressures, such as market competition and regulatory mandates, encourage organizations to overcome these barriers, albeit with varying degrees of success.

Thematic analysis of the interview data revealed that ease of use and perceived usability, as outlined by the Technology Acceptance Model (TAM), significantly influenced adoption rates. Organizations that invest in user-friendly interfaces and comprehensive training programs report higher acceptance rates among employees. Case studies show that clear communication strategies and stakeholder engagement are effective in reducing resistance, fostering a culture of innovation and adaptability. These findings underscore the importance of aligning technology implementation with employee needs and organizational goals.

Cross-industry comparisons highlight gaps in overcoming barriers, with tech-dense sectors using stronger strategies to facilitate adoption. For example, healthcare organizations are leveraging institutional support and regulatory incentives to integrate digital solutions, while manufacturing companies face challenges due to legacy systems and limited resources. Quantitative data shows that companies with higher technology maturity are 38% more likely to effectively overcome barriers, suggesting that readiness and strategic planning are critical to successful integration.

The study emphasizes the dual nature of technological disruption as both a challenge and an opportunity. Although barriers such as resource limitations and cultural resistance remain, organizations that proactively address these challenges through leadership development and strategic investments in digital infrastructure are showing higher adoption rates. The Dynamic Capabilities Framework highlights the importance of adaptability in overcoming barriers, enabling companies to reconfigure resources and capitalize on

opportunities. These findings provide actionable insights for businesses aiming to effectively navigate the complexities of digital transformation.

Analysis of Organizational Adaptability to Technological Change

An analysis of an organization's adaptability to technological change reveals significant variation across industries, highlighting the critical role of dynamic capabilities in fostering resilience. Quantitative data shows that 63% of surveyed organizations are actively implementing adaptive strategies, such as cross-functional teams and agile methodologies, to respond to technological disruption. Regression analysis identified leadership support and resource allocation as the primary predictors of adaptability, with companies showing higher technology maturity indicating a 47% greater likelihood of successfully adapting. These findings underscore the importance of strategic foresight in navigating digital transformation.

Qualitative interviews provide nuanced insights into the challenges organizations face in improving adaptability. Participants often cited cultural inertia and lack of digital literacy as barriers to change, with 58% of respondents emphasizing the need for targeted training programs. Thematic analysis revealed that organizations that prioritize employee engagement and transparent communication are more effective at fostering adaptability. These strategies align with the Dynamic Capabilities Framework, which emphasizes the importance of sensing, capturing, and transforming opportunities to maintain competitiveness in a rapidly evolving digital landscape.

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align with the Dynamic Capabilities Framework, which emphasizes the importance of sensing, capturing, and transforming opportunities to maintain competitiveness in a rapidly evolving digital landscape.

This study emphasizes the dual role of adaptability as challenges and opportunities in the digital age. While resistance to change and resource limitations remain, organizations that proactively cultivate dynamic capabilities are better positioned to take advantage of technological advancements. The Resource-Based View highlights the importance of adaptability strategically in optimizing valuable resources, such as digital talent and technology infrastructure. These findings provide actionable insights for businesses aiming to improve resilience and innovation in the face of technological disruption.

Exploring Innovation Strategies in the Digital Era

The study revealed that innovation strategies in the digital era are increasingly centered on the use of new technologies to create a competitive advantage. Quantitative data shows that 76% of surveyed organizations are actively pursuing innovation initiatives involving artificial intelligence, big data analytics, and blockchain technology. Regression analysis shows that companies with higher technological maturity are 42% more likely to implement innovation strategies successfully. Case studies highlight that these organizations often integrate cross-functional teams to encourage collaboration and creativity, aligning with the Dynamic Capabilities Framework's emphasis on adaptability and resource reconfiguration.

Qualitative interviews provide insights into the drivers of innovation, with 68% of participants identifying market competition and customer expectations as the main motivators. Thematic analysis reveals that organizations that prioritize customer-centric approaches, such as personalized services and predictive analytics, achieve greater innovation outcomes. Institutional Theory offers a lens for understanding how external pressures, including regulatory demands and societal expectations, affect innovation strategies. Document analysis shows that companies that align their innovation efforts with institutional norms experience increased legitimacy and stakeholder support.

Barriers to innovation were also identified, with 59% of respondents citing resource constraints and resistance to change as significant challenges. Interviews reveal that cultural inertia and lack of digital literacy among employees hinder the adoption of innovative practices. The Technology Acceptance Model (TAM) highlights the importance of perceived usability and ease of use in overcoming these barriers. Case studies show that organizations

that invest in user-friendly training and technology programs are more successful at fostering a culture of innovation, reducing resistance, and increasing employee engagement.

Cross-industry comparisons reveal variations in innovation strategies, with tech-dense sectors such as finance and healthcare showing a more advanced approach than manufacturing and retail. Quantitative data shows that companies in high-tech industries are 38% more likely to adopt disruptive technologies, driven by competitive pressures and regulatory incentives. In contrast, organizations in technologically immature sectors face greater challenges, including legacy systems and limited resources. These findings underscore the importance of adapting innovation strategies to industry dynamics and technological readiness.

This study emphasizes the dual nature of innovation in the digital age as both a challenge and an opportunity. While barriers such as resource limitations and cultural resistance remain, organizations that proactively cultivate dynamic capabilities and align innovation strategies with external pressures are better positioned to capitalize on technological advancements. The Resource-Based View highlights the strategic importance of optimizing unique resources, such as digital talent and technology infrastructure, to maintain a competitive advantage. These findings provide actionable insights for businesses aiming to navigate the complexity of innovation in the digital landscape.

Evaluation of Institutional Pressures and Compliance in Technology Integration

The study reveals that institutional pressures significantly affect the integration of technology within organizations, with regulatory requirements and competitive dynamics acting as key drivers. Quantitative analysis shows that 71% of managers surveyed identify compliance with industry standards as an important factor in adopting digital technology. The regression model showed a positive correlation between regulatory incentives and technology adoption rates, with companies in highly regulated sectors, such as healthcare and finance, showing a 48% higher likelihood of successful integration. These findings underscore the important role of external pressures in shaping organizational strategy.

The qualitative interviews highlight the challenges organizations face in aligning with institutional pressures, especially in industries with strict regulations. Participants often cited resource constraints and the complexity of the compliance process as barriers to seamless technology integration. Thematic analysis reveals that organizations that leverage institutional support, such as government incentives and industry partnerships, are more effective in addressing these challenges. Institutional Theory provides a framework for

understanding how external legitimacy drives technology adoption, fostering alignment between organizational goals and regulatory expectations.

The case study illustrates the interaction between institutional pressures and organizational compliance, showcasing diverse approaches to technology integration. For example, a financial institution demonstrates how proactive engagement with regulatory bodies facilitates the adoption of blockchain technology. Analysis of the documents reveals that companies that align their digital transformation initiatives with institutional norms experience increased stakeholder trust and operational efficiency. These findings highlight the importance of strategic planning and collaboration in navigating institutional pressures, especially in sectors with complex compliance requirements.

Cross-industry comparisons reveal variations in the impact of institutional pressures on technology integration. Quantitative data shows that companies in tightly regulated industries are 39% more likely to adopt digital solutions compared to those in less regulated sectors, such as manufacturing. This gap underscores the influence of external pressures on organizational behavior, with regulatory mandates acting as both drivers and constraints. Organizations in less regulated industries often face greater challenges in prioritizing compliance, emphasizing the need for tailored strategies to address sector-specific dynamics.

This study emphasizes the dual nature of institutional pressures as both challenges and opportunities in technology integration. While compliance requirements can pose operational constraints, organizations that proactively align their strategies with external norms are in a better position to take advantage of technological advancements. Institutional Theory highlights the importance of legitimacy in maintaining a competitive advantage, suggesting that companies must balance regulatory compliance with innovation. These findings provide actionable insights for businesses aiming to effectively navigate institutional pressures while driving technology growth.

4. CONCLUSION

The study underscores the transformative impact of technological disruption on business administration, emphasizing the critical role of adaptability and innovation in navigating the digital age. Organizations with advanced technological maturity show a greater tendency for structural reconfiguration and successful technology integration, aligned with the Dynamic Capabilities Framework. Cross-industry comparisons reveal differences in adoption rates and adaptability, highlighting the influence of sector-specific dynamics and resource availability. These findings show that prioritizing investments in digital

infrastructure and leadership development is critical to fostering resilience and maintaining a competitive edge amid technological advancements.

Challenges such as cultural inertia, resource limitations, and resistance to change emerge as significant barriers to technology adoption and structural adaptation. The study reveals that organizations that utilize clear communication strategies, stakeholder engagement, and institutional support are more effective at addressing these barriers. The integration of user-friendly technology and targeted training programs further increases employee onboarding, in line with the Technology Acceptance Model. These insights underscore the importance of aligning organizational strategy with employee needs and external pressures to reduce resistance and foster a culture of innovation.

This research highlights the dual nature of technological disruption as both a challenge and an opportunity, emphasizing the need for strategic foresight and tailored approaches to address industry-specific dynamics. By cultivating dynamic capabilities and optimizing valuable resources, such as digital talent and technology infrastructure, organizations can improve their adaptability and innovation capacity. Institutional Theory and Resource-Based Views provide a framework for understanding how external pressures and unique resources drive organizational behavior in the digital age. These findings offer actionable strategies for businesses that aim to effectively navigate technological disruption while maintaining growth and competitive advantage.

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