

DIGITAL TRANSFORMATION AND ENTREPRENEURSHIP

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ABSTRACT

This research comprises the review of the existing literature that is related to the study variables which are: Digital Transformation and Entrepreneurship, with the objective of granting a contribution to the knowledge of these fields and their relationship, as well as the opportunities for participation of one in the improvements of the other. To this end, a review of the current literature has been carried out based on the systematic application of the prism methodology to find the points where both variables may coincide and determine the importance of the impact of one on the other. In this development, it is possible to observe a series of opportunities in which entrepreneurs can meet the need resulting from the digital transformation process, aimed at guiding the company in the fourth industrial revolution, proposing alternatives for participation in the value creation sector, value capture or value delivery. In this sense, it was possible to observe how entrepreneurship can be developed, either within the company, to meet this need for transformation; outside the company, to offer solutions that bring this transformation closer and frame them in the new digital thinking and even to transform and accelerate the entrepreneurship itself in the face of this new technological stage.

Keywords: Entrepreneurship, Digital Transformation, Industry 4.0.

INTRODUCTION

In today's globalized world, industries have to adjust their processes in order to create a new business architecture to maintain or increase their competitive levels and develop new methods to make their investment sustainable over time.

What is happening with companies also impacts people because, in today's interconnected society, relationships have escalated their level of interaction using new media to expose and present their emotions, thoughts and ideas.

If we add to this worldwide globalization the technological development of the second decade of the 21st century and its direct impact on society's way of life, we add a variable to this equation that is impossible to omit, because what once seemed like a script for a movie has now become a palpable reality for society.

This makes it necessary to turn the focus of research to determine how those elements that have been growing and providing economic and social value, such as entrepreneurship, can be adjusted to this new reality of digital transformation to support with their innovative thinking the transfer of the traditional company to Industry 4.0.

Currently, there is a lot of information related to digital transformation, however, in many occasions it seems that this information does not reach small companies or small entrepreneurs, the objective of this work is to bring the information closer to finally contribute to the development and sustainability of enterprises.

The research is divided into three parts, the first part analyzes the term entrepreneurship and reaches a definition focused on the competencies of the entrepreneur, characterizing those fundamental challenges that he/she must face to develop his/her business. On the other hand, the term digital transformation is analyzed, observing the benefits it can bring to organizations and the scope it can have within a small company. Finally, the relationship between both variables is analyzed, determining how digital transformation can enter and benefit small entrepreneurs to enhance their businesses.

ENTREPRENEURSHIP

The term entrepreneur has its origin in the French word *Entrepreneur*, which translates as pioneer or adventurer and is used to refer to a person with the ability to venture to start a business, company or project with a clear purpose. This term can also refer to a small business, a cooperative, a micro-enterprise or business and even to the development of self-employment (Pozo Ceballos & Ferreiro Molero, 2020).

A venture can be considered as an opportunity provided by the market that is seized by an individual to develop a solution to meet that particular need, innovating with ideas or ways to address the problems and assuming the economic risks represented by the investment at the beginning of its execution (Pozo Ceballos & Ferreiro Molero, 2020).

Currently, this term appears firmly related to the economic area, since most of the solutions generated from a venture are focused on productivity and value addition in an innovative way with the aim of obtaining some kind of profitability (Pozo Ceballos & Ferreiro Molero, 2020).

The entrepreneur differs from the investor in that the latter invests his resources to generate more resources from activities that help him to avoid risks or minimize their impact, while the entrepreneur accepts the challenges, the difficulties that arise and takes an attitude of overcoming the facts with the aim of carrying out and sustaining his business project (Oliva Abarca, 2017).

Currently, entrepreneurship has become such an important element for society that it is promoted by institutions such as UNESCO (Oliva Abarca, 2017), among other organizations, which aim to create a space for participation and development of ideas that allow maintaining innovation and development of societies.

Although in its conception an entrepreneurship may involve an individual activity, it has a social and economic impact that drives industrial competitiveness, innovation, productivity, optimal use of technology and finally, allows increasing the welfare levels of the people involved and the development of the region, thereby improving the quality of life of a country (Ferreto Gutierrez , Lafuente, & Leiva, 2018).

This improvement in the quality of life is due to the impulse in the creation of quality jobs, the promotion of changes in consumption patterns and the creation and maintenance in the market

of a product, service and/or innovative process that materializes that disruptive thinking that every entrepreneur possesses (Gomez Zuluaga, 2019).

It is important to highlight, that the entrepreneur during the execution of his work can assume several roles within the development of his process, such as product designer, strategy planner, marketing campaign designer and any role that he requires to boost in order to give shape to the innovative idea he has (Oliva Abarca, 2017). That is why for your project to succeed there are a number of qualities that you can develop and with which to boost your solution.

Unlike what was thought in its beginnings, that the entrepreneur was a person with exceptional capabilities to develop an innovative business idea that could be monetized, today we speak of entrepreneurship as an ideology with a profile that determines certain attitudinal traits that can be learned by anyone (Oliva Abarca, 2017).

Among the attributes that entrepreneurs have is their willingness to continuously innovate in the field where it is being developed, the ability to take risks, which are calculated, but always present at the beginning of any activity and their determination to work committed to its success (Ferreto Gutiérrez, Lafuente, & Leiva, 2018).

In addition, to achieve this success, it is important that people have the ability of self-confidence as it will allow them to feel fully capable of developing solutions to the different difficulties that may arise, building the necessary perseverance to design their own path, this ability, in addition to self-concept, communication and resilience, are key elements that make the difference between two people with the same skills who obtain different results in the same project. (Ferreto Gutiérrez, Lafuente, & Leiva, 2018).

However, there is a factor that also has a considerable influence within the success of an entrepreneurship, this factor is the knowledge, experience and skills that the individual has that allow him/her to develop a better management, administration and distribution of the resources he/she has (Ynzunza Cortés & Izar Landaeta, 2020).

It should be noted that entrepreneurs with a higher education level may have greater flexibility to adapt to changes, solve problems and take advantage of business opportunities through their contact networks, knowledge, cognitive skills and soft skills (Ferreto Gutiérrez, Lafuente, & Leiva,

2018).

Knowledge is such an important attribute that of all the branches of entrepreneurship there is one in particular that, due to the broad scientific and knowledge base it requires for its development, is considered as one of those with the greatest value creation, these are technology-based ventures (Zapata, Fernández López, & Neira Gómez, 2018).

In Ecuador, in particular, it is possible to observe a direct relationship between human capital and entrepreneurship since those regions where there is greater human capital on average also have a higher rate of entrepreneurship (Alvarado López, Jiménez Soto, Sánchez Bustamante, & Ponce Ochoa, 2019).

In addition to personal attributes, there is a key element that is considered a success factor for entrepreneurship and it is the business strategy (Ynzunza Cortés & Izar Landaeta, 2020), which will allow defining the scope, capabilities, resources and technologies that can be used to develop a business model that covers different sectors and has the ability to engage in the global market.

In the case of entrepreneurship related to innovation and development of technologies or the use of technologies in the development of entrepreneurship, it is important to note that the existence of a role model positively influences the decision to start an entrepreneurial activity (Ferreto Gutierrez, Lafuente, & Leiva, 2018).

Currently, there is the opportunity to access a large amount of data, information and commercial markets that extend beyond the territory of the entrepreneur, but geographically can be located anywhere in the world (Gómez Zuluaga, 2019) so this role model does not necessarily have to be close to the entrepreneur, but can be a model that takes from any other part of the world and extrapolates it to its area of influence.

In addition to this external influence, there is also the proximity to people who have carried out some type of entrepreneurship in their family or inner circle of relationships (Zapata, Fernández López, & Neira Gómez, 2018), this being a strong stimulus that involves the person in a social circle prone to handle entrepreneurial thinking.

When people notice that the perception towards them is good and they feel the confidence

to develop some activity there is greater intention and a firmer decision regarding developing their own business, for this reason that social factor is so important for the development of innovative ideas.

Of Latin American ventures, little more than 10% manage to develop a profile suitable for internationalization, so the presence of small companies in the global market is very low due to the fact that very little competitiveness is developed in this regard (Gil Gaytán, 2017).

The start of an entrepreneurship may be related to the development of new ideas that can provide innovative solutions within the current market or the extension of existing projects within the business areas, but in addition, we must consider those businesses that have started due to lack of access to formal employment that have forced the execution of a subsistence work that has been able to become an entrepreneurial initiative, but due to lack of education and/or digital tools has delayed its projection and scope in the global market (Pozo Ceballos & Ferreiro Molero, 2020).

In addition to the economic factor, there is also an important psychological component that is related to the attitudes that a person must have to develop an entrepreneurial activity and to carry it out in the midst of the difficulties that may arise, and it also includes the aspects of the environment where it is undertaken, These aspects may refer to the presence of an influence from a family or external model or even to the conditions of the society where the activity is going to be developed, since in some opportunities, depending on the place where the entrepreneurship is going to be carried out, there is more or less technical, economic and permitting support (Ynzunza Cortés & Izar Landaeta, 2020).

Another key factor that influences the start of an entrepreneurial venture is the motivation of the person to develop his or her project, assuming the risks associated with it. Different studies have identified four types of motivations that drive people's entrepreneurial mindset (Ynzunza Cortes & Izar Landaeta, 2020).

On the one hand, there is economic motivation or the need or idea of obtaining an economic reward for the work being done, or improving the economic rewards offered by their current job based on ideas that can solve problems from a different perspective.

There is also extrinsic motivation, which is determined by a cultural issue and varies from

one culture to another, as activities that may be seen in one place as a simple informal craft, in other cultures may be seen admirably as the ability to get started in an innovative field.

In addition, there are the intrinsic factors that are more related to that need to feel productivity and self-improvement.

Finally, entrepreneurship is motivated by the feeling of autonomy at work and to meet the needs of the immediate environment (Ynzunza Cortes & Izar Landaeta, 2020).

The motive for entrepreneurship that each person can find, regardless of the area where they are located, is going to represent their main engine to overcome each of the barriers that, among the most important, is the execution of the first procedure in the creation of the formal business figure to carry out their business, since on average it takes almost two months in paperwork and approximately five salaries for the execution of the thirteen steps necessary to formalize their company (Alvarado Lopez, Jimenez Soto, Sanchez Bustamante, & Ponce Ochoa, 2019).

However, despite these barriers and those that may arise along the way, the satisfaction of being able to see the idea executed and the contribution that the solution provides to society represents the greatest reward for continuing and moving forward.

DIGITAL TRANSFORMATION

One of the key tools within organizations, governments and individuals is to ensure continuous training that allows them to access knowledge and thus develop the skills and competencies they need to adapt to the new era (Muñoz Sastre, Sebastián Morillas, & Nuñez Cansado, 2019).

An organization with the capacity to develop a disruptive thinking model is an organization that is moving towards a digital transformation (Ruiz-Falco Rojas, 2019). Digital transformation is a term that is associated with information, data and the access that can be had to them, as well as the immediate connectivity that can be had to be able to access these elements across geographical boundaries (Curbelo).

Some of the definitions of digital transformation indicate that it is a process of reorientation of the ways of doing business, generating a broad definition that does not focus on digital, although it does use it (Alunni & Llambias, 2018).

The digital transformation is forcing to redefine business models and change work methodologies, driving more autonomous work and with more horizontal levels (Curbelo).

The principle of the transformation process is based on evaluating which software or technological tool was designed to address a particular problem, since each software was designed to offer a specific solution and determining whether it is possible to include that solution within the production process to be carried out. A transformation process does not refer only to the application of a software within the company, but it is about the optimal combination of software that allows moving the complex to the simple, developing ideas and ways of working that were previously limited by the analogical of the process and finally, delivering a better service to customers and employees (Alunni & Llambias, 2018).

In the case of the current market, digital transformation is used for those businesses or companies that move from a traditional way of working to incorporate into the digital era aiming to become industries 4.0, while those businesses or companies that have been born thanks to the current digitization process are known as digital disruptors (Alunni & Llambias, 2018).

A transformation process has immersed a change, incorporation or adaptation of technology however, there is a key element within this process and it is the reaction, vision and adaptation of people before this incorporation of technology, elements that become visible in the middle of the organizational culture (Alunni & Llambias, 2018), this makes those changes in traditional companies and developments of new companies are strongly influenced by the vision that society has about the people who will actively participate in the development of the solutions.

Digital transformation processes are so present in daily activities that at this time it is no longer important to convince people about the importance of adapting their organizations to the digital era, in fact, the vast majority of people are aware of this need (Ruiz-Falco Rojas, 2019), however being aware of the need for a digital evolution does not mean having the sufficient degree of maturity to assume an immediate implementation of this type of transformation.

The first step to implement a transformation process within any area, business or personal, is to start talking about the possibility of transcending some operations to the digital world and raise the benefits of this transfer, without making any concrete action, and then include actions that proceed to the digitization of the support areas, without touching the core process of the company,

with the aim of managing changes in people and processes, to finally begin to implement a digital transformation process in the core processes of the organization when it is a more mature company and open to receive this type of changes (Ruiz-Falco Rojas, 2019).

To achieve a digital transformation process it is important to know how the company can be better digitally and evaluate among all members of the organization their willingness to increase the risk initially assumed, with the development of a more collaborative and horizontal work, which are key elements in the transformation processes (Ruiz-Falco Rojas, 2019).

For a digital development it is necessary, although not sufficient, to have a digital leader, who will drive that disruptive thinking that will include the necessary changes and adjustments for the improvement of the processes carried out within the company, continuously developing their skills and keeping an open mind to each of the innovations that allow them to improve their product or service (Ruiz-Falco Rojas, 2019).

In this case, it can be stated that in order to execute a digital transformation project, it is key to have a growth mindset (Ruiz-Falco Rojas, 2019).

Digital transformation processes are supported by the incorporation of the cloud or Cloud Computing, big data and data analysis, cybersecurity, robotics, internet of things, augmented reality, process integration, simulation and prototyping, tools that allow companies to access much more productive processes by eliminating errors, increasing the degree of accuracy of the results, thus optimizing product quality (Munoz Sastre, Sebastián Morillas, & Nunez Cansado, 2019).

The full incorporation of all these digital tools is called the fourth industrial revolution, the digital transformation is the transition stage between the analog company and industry 4.0 (Muñoz Sastre, Sebastián Morillas, & Nunez Cansado, 2019).

One of the key elements that are driven through transformation is the change of the customer satisfaction paradigm to customer experience (Alunni & Llambias, 2018), which will be decisive to be able to point towards tools that really lead the customer to live an unforgettable consumption experience.

Another motivation that drives digital transformation is the need to simplify processes and

incorporate innovation in order to avoid remaining in the past and disappearing as in the emblematic cases of Kodak or Blockbuster, companies that due to their rigidity were displaced from the market.

In order to carry out a successful transformation experience Mckenzey & Company has defined three key aspects (Alunni & Llambias, 2018):

- On the one hand there is the communication process as a fundamental element prior to the transformation, where all the components of the company are told the need and the objective of implementing the changes within the organization to make them part of the solution and even listen to their contributions, ideas and limitations for the implementation of these new solutions.
- In second place is the prioritization of those sectors where the transformation process can be initiated, as previously mentioned, starting with the support areas before impacting the core area of the organization.
- In third place is the experience, because as a key aspect it is essential to have a digital leader to achieve a digital transformation process and those people with more experience in the area of change and / or digitization of processes will be in charge of planning and supervising the execution of the strategies that will allow the company to culture and processes to the new digital era.

A digital transformation affects all economic sectors, in this case it is not about the level of inclusion that it has in companies that perform their economic activity in the digital area, but any manufacturing, service, sales company is influenced by information and the need to process that information (Curbelo).

This fact is changing the profile of the traditional entrepreneur who organized his entire production system around the implementation of a management system that would allow him to control the entire operation, passing through an entrepreneurial entrepreneur, willing to take risks and implement some innovations within the production system that is already installed to become an entrepreneur of accelerated growth that may have an expectation of growth and a willingness to take risks much higher than their predecessors (Curbelo).

The era of digital transformation of organizations represents a strategic moment for the thinking of the entrepreneur, since this can not only provide ideas to improve or extend the production lines from the optimal incorporation of technology in companies, becoming promoters of business

ventures that provide better experiences to users, but also has the opportunity to develop new more agile organizations, participating in the promotion of technologies and technological solutions for society and also for the traditional industry. Becoming that snowball effect that allows to create spaces where the change of the thinking model is driven and from there the digital entrepreneurship inside and outside the companies.

However, it is important to understand the conditions of each industry, since digital transformation has again shown the gap that exists between companies and geographic regions of the world, so that the experience is lived unequally in different parts of the world (Marbabu Mukiur, 2017).

Digital transformation can represent a new opportunity to promote entrepreneurship among young people by providing education and spaces for the development of ideas that impact solutions to their community, especially in Latin America where about 25% of young people do not study or work formally (Marbabu Mukiur, 2017).

At the level of entrepreneurship, the digital transformation process generates new opportunities within society such as (Marbabu Mukiur, 2017):

- The incorporation of new competencies by including new techniques for the execution of activities.
- The creation of new experiences for the customer, moving from the traditional customer satisfaction to a new reality in which the customer interacts and lives the experience of the product or service he/she receives.
- It promotes entrepreneurship with new ideas, new ways of solving traditional problems and activates a new field of innovation to solve the new problems that come with the digitalization process.
- It generates a new way of adapting to change that promotes quick responses to meet personal and/or business needs.
- It increases productivity by improving production times, quality, minimizing errors and allowing the development of direct strategies to the market niche to be served.
- It allows organizations to increase their competitiveness and participation in the global market, reducing barriers and geographical limits.
- Promotes continuous innovation, so that creativity increases, and people are continuously looking for ways to incorporate solutions to their personal lives and entrepreneurial

projects.

- It increases interaction, promoting improvements in communication between the company or entrepreneur and its consumers, bringing the relationship closer and better understanding the customer's needs.

Just as these opportunities are found, there are also a number of challenges that must be addressed in order to access and implement a venture in a digital transformation process (Marbabu Mukiur, 2017):

- It is necessary to close the technological gap, adapting the infrastructures so that people can access the means that allow them to know and use digital solutions.
- It is necessary to promote within the organization and at the social level a digital culture with a thinking that is directed to locate digital solutions for small problems that arise in daily life.
- It is important to have access to continuing education, considering that this is a key factor for the success of enterprises and that in the case of the technological world it requires specific technical skills to be able to develop solutions.
- It is important to be able to monitor the actions that are being carried out, with a clear definition of strategies and objectives that allow to measure the moment in which it has been achieved and thus evaluate the progress in the implementation of the combination of digital software.
- Execute solutions aimed at addressing the problems of everyday life with a focus on social entrepreneurship, beyond a purely corporate vision.

Detailing a little more the opportunities that entrepreneurs have in the new business models of the company, it is possible to participate in the areas of creation, delivery and capture of value, actively participating in any of the stages of these models (Delgado Fernandez, 2021):

- In the area of value creation one can participate in the development, distribution and maintenance of the infrastructure necessary for the connection to the digital ecosystem and for the creation of the new business architecture, also in the measurement of traceability and the offering of data-based services.
- In the area of value delivery, so-called smart products can be developed that enhance the customer experience, innovation with the use of different digital platforms and work on data development.
- In the area of value capture is the participation in the development of e-commerce, cost

optimization of products from the development of digital solutions or the incorporation of new workflows.

METHODOLOGY

For the development of this article a systemic research was carried out, according to the guidelines of the prism methodology, for which the information search priority was focused on those articles or documents that dealt with the topic of the impact of digital transformation on entrepreneurship.

In this case, the databases of the Redalyc Scientific Information System and the SciELO (Scientific Electronic Library online) database were used.

Initially, the search began with the terms associated with this article, i.e., documents combining the words Digital Transformation and Entrepreneurship.

When the SciELO database was used, using quotation marks to ensure that the search would yield results with the combination of words requested and the Boolean operator and so that the results would have all the words, placing them as follows in the search engine: “Digital Transformation” and “Entrepreneurship”, the result of the search was zero coincidences, so the Redalyc database was reviewed.

In the case of Redalyc, the search engine is a little broader so that it is not possible to access a wide variety of filters as in SciELO, for this reason, when the words Digital Transformation Entrepreneurship were entered in the search engine, it yielded 336,992 results in which there were any

of these three words. In the year 2021 alone, 5,489 articles were found, of which 3,614 were in Spanish. This result is very high for the review, and a high result may be leading to articles of poor quality in relation to what is being searched for.

For this reason, we proceeded to move the Redalyc search using the benefits of Google Scholar, in this case, the following reference has been placed: “*Digital Transformation*” and “*Entrepreneurship*” site:redalyc.org. As can be seen, quotation marks were used again to guarantee a result with the necessary combination of words and the Boolean operator and to guarantee that all the requested terms were located, but this time the instruction site:redalyc.org was added to

guarantee that the search performed by Google Scholar was in the selected database. When this operation was performed, 22 articles containing these words were found, but when the title filter was applied, it turned out that none of them had this combination in its title.

That is why it was decided to use a broad spectrum search engine such as Google Scholar and give the original search instruction, i.e. “*Digital Transformation*” and “*Entrepreneurship*”, obtaining 5,250 results, filtering by the last 5 years, since they deal with topics that have been more developed in recent times, the result is 4,690 articles. When requesting that these terms be found in the title, the search yielded zero matches.

With the search in these three databases, no results were obtained in which the words Digital Transformation and Entrepreneurship coincided in the title of any published document, but rather they rambled in the content of the articles, without having any relationship between these two variables with the perspective to be used in this article, For this reason, the search was reoriented, since in view of the lack of references, the original idea of this article is transferred to perform a search for the terms “Digital Transformation” and “Entrepreneurship” separately and from there to study the meeting points between both terms that allow relating the impact that one variable can have on the other.

Once this condition was defined, the SciELO search for the phrase “Digital Transformation” began, an operation that yielded 19 results, of which 8 had the word in the title. In this case, the exclusion criteria begin to be set out, since the purpose of this article is to generate meeting points between Digital Transformation and Entrepreneurship, articles or documents with specific cases of application will not be used, but the search will focus on documents that deal with these variables in a general way, unless the application is in Ecuador, in which case the selected document will be included.

Applying this exclusion criterion, the search yielded two possible articles, of which, after reading the abstract, it was determined that one of them could contribute to this research.

Again the search in Redalyc was applied and the result is very high, with 322,539 documents of which 211,947 are published in Spanish.

When searching from Google Scholar those articles that are published in the Redalyc database from the instruction “Digital Transformation” site:redalyc.org 106 results were obtained, of which 3 had the phrase in the title and when applying the exclusion criterion to the cases of application, no valid document remained for this research.

Finally, the search is extended to the broad-spectrum database Google Scholar and 27,800 results are obtained from the phrase “Digital Transformation”, of these, 1,840 have this phrase in the title, 1,500 have been published since 2017 (criterion of the last 5 years), and from here by the exclusion criterion of applicability, 37 articles have been selected that will serve as a starting point for this research.

The same procedure is carried out with the word Entrepreneurship in SciELO and 403 results are obtained, of which 117 have the term entrepreneurship the title and 84 were developed in the last five years, by performing a review of the titles applying the exclusion criteria, ten articles were obtained that were used for this development.

When searching for the word “entrepreneurship” in Redalyc, the result was again very high, yielding 53,608 articles, of which 51,942 are in Spanish.

Finally, we proceeded to search through Google Scholar by addressing the site:redalyc.org and the result was 3,180 documents, of which 171 have the word entrepreneurship in the title, 65 of them were created in the last 5 years and when excluding by title we obtained ten articles that were used for this document.

With the analysis of the contents presented in the search documentation, a research has been developed that provides keys to incorporate the ventures in the digital transformation.

CONCLUSIONS

The full incorporation of digital technologies to the productive processes of companies and to the daily interaction between people is already a fact that seemed a science fiction story for the beginning of the 21st century, accelerating changes in the way of perceiving things and developing work. This situation leads to the need to create solutions that allow companies and individuals to join the digital world based on a strategy that allows them to develop solutions that boost them in the global competitive market.

At this point it is important to emphasize that a digital transformation process is not about incorporating a new software for the management of the organization, but it is about incorporating new solutions from an optimal combination of software or applications aimed at improving different processes within the organization.

To achieve this goal, it is important that the thinking model becomes a disruptive thinking, that goes from the analogical model of problem solving that tried to meet the needs with the incorporation or rotation of personnel or with the implementation of a management system, to a digital model, which incorporates technology to address the problems and from there, increase productivity levels or offer innovative solutions to processes that were previously performed without the support of digital tools.

That is why, given this need for a model of digital thinking, the figure of the entrepreneur appears as a driver of solutions in the current era, in which either in his figure of business entrepreneur or individual entrepreneur can offer alternatives that move the company to this new level of production.

It is important to emphasize that this transformation process cannot be executed as an immediate implementation, but it is about developing a digital strategy that allows to carry out the necessary changes in different stages, that these changes generate visible results from the implementation of the first stage and also remain open to the incorporation of new forms of development to ensure sustainability over time for the organization.

It is for this reason that it is essential to incorporate an agile and flexible model so that the changes can be executed.

At this point, there are two key elements in both processes, entrepreneurship and digital transformation, since education is one of the keys to the development of today's companies, and motivation and growth mentality lead to the development of new ways of working based on knowledge and experience.

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