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Abstract. Write a single-paragraph abstract of 150-250 words. State the research purpose, design or methodology, principal findings, and theoretical or practical implications. The abstract should be self-contained and should not contain citations, tables, figures, or undefined abbreviations.

Keywords: business systems; innovation; digital transformation; governance; analytics (3-5 keywords)

1. Introduction

Briefly establish the study context, define the research problem or opportunity, and explain why it matters for business systems and innovation. End the section with the research objective(s), research question(s), and the paper's principal contribution(s). Keep the discussion focused and evidence-based.

2. Manuscript Structure and Formatting

Use this editable file as the starting point for your manuscript. Consistent use of the supplied styles helps reviewers and editors evaluate the paper and allows the production team to prepare the accepted article efficiently.

2.1. Headings and body text

Use a clear numbered hierarchy (for example, 2.1 and 2.1.1). Body text is Times New Roman, 10 pt, justified, with compact line spacing. Avoid excessive capitalization in headings and the article title.

2.1.1. Sub-subsection example

Use sub-subsections sparingly. If deeper levels are required, consider restructuring the section or using short paragraphs with clear topic sentences.

2.1.2. Language and terminology

Write in clear academic English and define specialized terms when they first appear. Use abbreviations only when they improve readability, spell them out at first mention, and apply the same terminology consistently throughout the manuscript.

2.1.3. Citations and cross-references

Use author-date citations in APA 7th edition style. Refer to every table, figure, equation, and appendix in the text before it appears, and use Word's caption and cross-reference functions whenever possible so numbering remains accurate after editing.

2.2. Figures

Insert each figure close to its first citation. Use high-resolution artwork (recommended minimum 300 dpi), readable labels, and complete source or permission information for adapted material. Number figures consecutively, place captions below the artwork, and ensure that the meaning remains clear when printed in grayscale. Submit editable source files when they are available.



Figure 1. Example of a multi-panel figure: (a) briefly describe panel A; (b) briefly describe panel B. Cite the source and include a permission statement when required.

2.3. Tables

Place tables near their first citation. Table captions appear above the table. Use concise titles, define abbreviations in notes, and avoid vertical lines unless they are required for clarity.

Table 1. Sample table format (edit as needed).

Variable	Measure	Source	Notes
Entry 1	Data	Data	Data
Entry 2	Data	Data	Data
Entry 3	Data	Data	Data

Note. Define abbreviations, data sources, and statistical significance below the table (e.g., * $p < 0.05$; ** $p < 0.01$).

2.4. Equations and symbols

Prepare equations with the built-in Equation Editor (or MathType). Number equations consecutively and align equation numbers with the right margin.

$$A\,x = b$$

3. Literature Review / Theoretical Background

Synthesize the theories, concepts, and empirical findings most relevant to the study. Identify the specific gap addressed by the research and explain how the paper extends, integrates, or challenges existing knowledge.

4. Methodology

Describe the research design, setting, data, sample, variables or measures, and analytical procedure. Provide enough detail for replication or for readers to assess the study's validity. When applicable, report ethical approval and informed-consent procedures.

5. Results

Report the findings clearly and objectively. Use tables and figures to avoid repeating detailed results in the text. Quantitative studies should include relevant descriptive statistics and model outputs; qualitative studies should describe coding procedures and present sufficient supporting evidence.

6. Discussion

Interpret the findings in relation to theory and practice. Explain why the results matter, how they compare with previous studies, which alternative explanations remain plausible, and the boundary conditions of the conclusions.

7. Conclusion

Provide a focused synthesis of the principal findings, contributions, implications, limitations, and directions for future research. Avoid repeating the introduction verbatim.

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List contributor roles as applicable: Conceptualization; Methodology; Data curation; Formal analysis; Investigation; Writing - original draft; Writing - review and editing; Visualization; Supervision; Project administration; Funding acquisition.

Conflicts of Interest

Declare any competing interests, or write: “The authors declare no conflict of interest.” If an author holds an editorial role in BSIJ, state that the author was not involved in the peer-review or publication decision.

Data Availability

State where the supporting data, code, and materials can be accessed (repository link or DOI), describe any access restrictions, and specify conditions for reuse.

Appendix (optional)

Include supplementary details that support the main paper, such as survey items, robustness checks, interview protocols, or additional analyses. Cite every appendix in the main text.

References

Use APA 7th edition (author-date) style for all in-text citations and references. Arrange the reference list alphabetically by first author, apply a 0.5-inch hanging indent, and present DOIs as complete https://doi.org/ links whenever available.

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