

Appendix 1 - The Semi-Structured Interviews Guide

The questions in the semi-structured interview guide, listed in Table 1, were designed to explore the influence of ITBSA on different approaches to sustaining or transforming pre-digital businesses through IT. These questions investigate the interviewees' knowledge of the organization's strategy, the role of their IT department, and whether the company has a digital strategy. Therefore, these dimensions are directly linked to the study's four propositions. This guide facilitated the collection of relevant data, which was later coded and analyzed to validate the formulated propositions, according to the data analysis protocol represented in Figure 4.

Thus, this questionnaire served as an essential tool to ensure that the interviews consistently addressed critical aspects of ITBSA's impact, providing a solid foundation for comparative analysis and the development of insights on how IT can sustain and transform pre-digital businesses.

Table 1: Semi-Structured Interview Questionnaire

Question	What was expected to be evaluated?
<i>Two questions about business strategy:</i>	
1. Does your company have a corporate strategy that clearly defines the strategic objectives it needs to achieve in the coming years? If so, what is your role in the development and/or execution of this strategy?	<i>Evaluate the interviewee's level of knowledge about the corporate strategy and their role in its execution.</i>
2. For your organization, is it more important to transform or sustain your business models? Has the company planned the creation of new business models in the coming years? If so, what level of dependence will these new business models have on digital technologies?	<i>Assess which strategic orientation (i.e. run, transform, or create business models) is more relevant to the organization.</i>
<i>Two questions about the role of IT in the organization and its level of strategic alignment:</i>	
3. What is the role of the IT department in achieving these organizational strategic objectives?	<i>Evaluate how critical the IT department is to the achievement of organizational strategic objectives.</i>
4. Is there a perception that the strategic objectives of the IT department are aligned with the business strategic objectives? If there is such strategic alignment in your organization, could you explain how and how often it is carried out?	<i>Evaluate the level and the method and frequency of IT-Business strategic alignment in the organization.</i>
<i>Two questions about strategy, digital transformation, and the impact of adopting new technologies by the business:</i>	
5. Does your company have a digital strategy that clearly communicates to the entire organization the impact and relevance of digital technologies for the business in the coming years? If so, could you comment on the effort to keep this strategy aligned with	<i>Evaluate whether there is a digital strategy and/or clarity about the impact of digital technologies on the business and the execution of its strategy, as well</i>

business and IT strategies, and which executives are responsible for this strategic alignment?	<i>as which executives are responsible for the company's digital strategy and transformation.</i>
6. How do you identify which digital technologies are key to executing the business strategy? Does IT-Business strategic alignment influence these decisions?	<i>Understand which technologies will be most relevant to the organization in the coming years, to determine whether the organization will focus more on the use of digital technologies or traditional information systems.</i>
7. If you were primarily responsible for planning and executing your company's digital transformation, what changes would you make in the way your company plans and executes this transformation? Additionally, what do you think your company is doing well and, as a result, would keep exactly as it is?	<i>Checkout question to summarize what is working well or what needs to be changed, according to the interviewee's opinion, in the way the company plans and executes digital transformation.</i>

Source: Own elaboration (2022).