

# The Impact of Digital Transformation on New Product Development with the Mediating Role of Organizational Intelligence

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## 1. Round 1

### 1.1. Reviewer 1

Reviewer:

In the introduction, the article mentions, "Despite several years since the introduction of digital transformation, there is still no uniform understanding of this concept among managers." This claim requires citation and elaboration. Adding a deeper review of how different scholars or frameworks interpret digital transformation would strengthen the contextual foundation of the research.

The section on confirmatory factor analysis (CFA) mentions that some items had factor loadings below 0.4. According to standard practice, factor loadings below 0.5 are often problematic. Please explain why items with lower loadings were retained and how this decision aligns with best practices in factor analysis.

The article discusses the mediating role of organizational intelligence but could benefit from additional explanation of how this construct is measured. For instance, how does the study define and operationalize "organizational intelligence"? Clarifying this would improve the readability and interpretation of your results.

While AVE and CR are reported, it would be helpful to explain the significance of these metrics to a non-expert audience. Providing brief definitions and interpreting the values for AVE and CR in Table 1 would enhance comprehension for readers unfamiliar with SEM.

In the discussion, you state that digital transformation has a positive impact on NPD performance, but you do not adequately address the potential limitations of your model. Consider discussing whether the cross-sectional nature of the data could limit causal inferences.

The discussion section focuses heavily on digital transformation in a general sense. It would be helpful to provide more insight into how your findings specifically apply to the rubber manufacturing industry. Are there unique aspects of this industry that make digital transformation particularly impactful?

Authors revised the manuscript and uploaded the new document.

## 1.2. Reviewer 2

Reviewer:

The first paragraph of the introduction discusses digital transformation, but it lacks a solid theoretical framework. Consider including relevant theoretical models (e.g., technology adoption models, digital maturity frameworks) to support your arguments about digital transformation's impact on organizations.

The study uses stratified random sampling, and Cochran's formula is mentioned. However, there is no detailed justification for choosing this sample size (n=80). Please include more information on why this particular sample size is adequate for structural equation modeling (SEM), especially given the complexity of your model.

The article states that a "researcher-made questionnaire" was used for the digital transformation variable. More information should be provided about the development and validation of this specific questionnaire. Did it go through pilot testing? Was it compared with other established digital transformation measurement tools?

It is noted that 100 experts from the rubber manufacturing industry were surveyed. However, there is no explanation as to why this industry was chosen. A justification for focusing on the rubber manufacturing industry (in contrast to other industries) and how it relates to digital transformation should be included.

Discussion - Broader Implications: The statement "Managers should also be aware that product customization may play an important role..." requires more evidence from either the study's data or the literature. Please elaborate on how your study supports this recommendation or cite relevant studies that back up this claim.

The conclusion provides useful recommendations but could be more specific. For example, when recommending investments in digital infrastructure, it would be helpful to suggest which specific technologies (e.g., IoT, AI) are most relevant to NPD success based on your findings.

The final section touches on future research but lacks depth. Suggest specific research questions or hypotheses that can extend the findings of your study. For instance, future research could explore the impact of digital transformation in industries other than rubber manufacturing.

Authors revised the manuscript and uploaded the new document.

## 2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.