

Digital Innovation through LGPD Compliance: Transforming Business Models and Infrastructure in Brazilian Companies



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This study explores how compliance with Brazil's General Data Protection Law (LGPD) acts as a catalyst for digital innovation in two major companies. Using Dynamic Capabilities and Business Model frameworks, the research examines how the companies transformed their digital infrastructures to manage personal data effectively. The findings reveal that legal compliance drove technological upgrades, including new systems for data pre-processing and governance, fostering operational efficiency. This study highlights how regulatory requirements can trigger innovation, aligning infrastructure with business needs. The results suggest that compliance can enhance competitive advantage, encouraging future exploration of similar impacts across other industries and smaller companies.

Keywords: LGPD, Digital Innovation, Digital Infrastructure, Data Privacy, Brazil.

1. Introduction

New digital technologies are innovating in several areas of companies, whether industrial or commercial, allowing manual processes and routines to be automated and enabling the creation of new functions for intelligent decision-making. This paper investigates the following question: Can digital infrastructure transformations driven by LGPD compliance be considered instances of digital innovation?

These new requests for the use of technologies come from various stakeholders, including internal and external entities such as the government, suppliers, the market, and customers, and require their own Digital Infrastructure. In this article, we analyzed what the LGPD (General Data Protection Law, in Portuguese) requires of digital infrastructure for the preparation of data in preparation for its implementation.

According to Tilson et al. (2010), Digital Infrastructure is a shared, infinite, heterogeneous, open, and evolving socio-technical system that includes the installed base of infrastructure resources and their user, operational, and design communities.

For Berawi et al. (2020), the use of digitalization provides new ways for companies to create added value for business and the modernization of companies, combining digital technologies, physical resources, and the creativity of individuals is an essential step in the innovative transformation of businesses that can constitute a competitive advantage and a Digital Innovation.

Digital Innovation (DI) is challenging both theories and practices in organizational research, and scholars are calling for more research on this. DI management research can be classified under innovation management research, which revolves around organizations. Therefore, the central issue of DI management remains the interaction between DI and the organization (Xie et al., 2020). In this context, the research question guiding this project is: Can digital infrastructures that meet the LGPD be considered a form of digital innovation?

The purpose of this article is to present how two large Brazilian companies prepared their digital infrastructures to meet the LGPD requirements for data preparation and why this represents a digital innovation.

To analyze the companies, we adopted the Business Model and Dynamic Capabilities as theoretical lenses to verify how an organization can quickly implement, evaluate, and refine new and revised business models in response to new legal requirements, such as the LGPD.

This study extends prior work on digital innovation by demonstrating how regulatory mandates such as LGPD can act as external drivers for strategic transformation, supported by real-world case studies and theoretical integration.

This article consists of this introduction as an initial section; in Section 2- Literature Review, the main theories and concepts used are presented; in Section 3- Methodology, the methodological procedures used are presented; in Section 4- Results and Analysis contains the results of analyzes of the two companies and the last section 5 - Conclusions complete with considerations about the study.

This paper contributes to the literature by demonstrating how regulatory compliance with LGPD can catalyze digital innovation and infrastructure transformation, as framed within the dynamic capabilities model.

2. Literature Review

In this section, we provide an overview of the main sections covered in this study, including Digital Innovation, Digital Infrastructure, LGPD, Business Model, and Dynamic Capabilities.

2.1 Digital Innovation

Bogers et al. (2022) consider that Digital Innovation is changing the way products and services are developed, produced, and used. For example, innovations using digital technologies allow for the “sharing” of inputs or resources such as cars, tools, and accommodation. These innovations are revolutionizing traditional markets, including media and entertainment, car rental and sales, hotels and hospitality, and even temporary employment.

It is broadly defined as the use of digital technologies to create or transform offerings, processes, or models (Nambisan et al., 2017; Xie et al., 2020). It may involve the recombination of digital and physical elements (Yoo et al., 2010) and is embedded in digitization processes that enable innovation diffusion (Table 1).

Nambisan et al. (2017) define this concept as the creation of new offerings, processes, or business models through digital technology. Their framework also accounts for the layering of digital components and the expansion of user experiences.

Table 1 Definitions of Digital Innovation and Two Classifications

Classifications	Definitions of Digital Innovation
Use of digital technology/IT for innovations	Nambisan et al. (2017). "The creation of (and consequent change in) market offerings, business processes or models that result from the use of digital technology." Saldanha et al. (2017) and Fichman et al. (2014): "broadly defined as a product, process or business model that is perceived as new, requires some changes by adopters and is incorporated or enabled by IT." Shibeika & Harty (2015). "The technologies and associated digital work practices used for the management and delivery of projects under construction."
Recombination of physical and digital components	Yoo et al. (2010). "The realization of new combinations of digital and physical components to produce new products." Huang et al. (2017). "The recombination of digital components in a layered modular architecture to create a new use value for users or potential users of a service." Henfridsson et al. (2018). "The result of activities by which a set of digital resources is recombined in both design and use through connections between value spaces."

Source: Xie et al. (2020).

2.2 Digital Infrastructure

Digital Infrastructure is ingrained in many areas of society, supporting the operations of organizations and entire sectors and providing the basis for several new services (Rodon & Eaton, 2021). Digital Infrastructure has undergone reformulations. Previously, with ICTs, the concept of infrastructure was formed by servers, peripherals, networks, and software. Today, with digital technologies, digital infrastructure is composed of digital platforms.

The diffusion of innovation during the Fourth Industrial Revolution (Industry 4.0) reshaped the economic system and brought about structural changes in different economic sectors. These innovations become the basis of society's new Digital Infrastructure (Berawi et al., 2020).

The emergence of a wide range of digital technologies and the ever-expanding digital infrastructures they comprise – including mobile and wearable computing, social media, blockchain, virtual and augmented reality, cloud computing services, data analytics and machine learning, robotics, Internet of Things, and 3D printing – is radically reshaping the nature, process, and outcomes of innovation (Nambisan et al., 2017).

Digital Infrastructure can be defined as the basic information technology and organizational structures, as well as the related services and facilities necessary for the functioning of an industrial or commercial company. These infrastructures can be categorized as global, national, regional, industrial, or corporate, depending on the entity being supported or enabled (Tilson et al., 2010).

According to Ghazawneh (2019), service providers are increasingly dependent on and utilize the Digital Infrastructure and tools provided by digital platforms to transform their services and develop digital services that cater to the needs of heterogeneous end-users.

Ndubuisi et al. (2021) demonstrate a strong positive effect of Digital Infrastructure on service sector employment, revealing that the service sector employment effect of Digital Infrastructure depends on a country's institutional and economic conditions. They cite as an example the positive effect of Digital Infrastructure on employment in the services sector, which increases as institutional quality improves. At the same time, poor macroeconomic conditions (measured by the inflation rate) diminish its effect on employment in the services sector.

2.3 General Law for the Protection of Personal Data (LGPD) in Brazil

Law no. 13,709/2018, or the General Law for the Protection of Personal Data, known as the LGPD, was enacted on the 14th of August 2018 and brings together a series of control items to ensure compliance with the foreseen guarantees whose ballast is based on the protection of human rights concerning personal data (Pinheiro, 2020).

The LGPD regulates the processing of personal data, including in digital media, by a natural person or a public or private legal entity to protect the fundamental rights of freedom and privacy, as well as the free development of the personality of the natural person (Brasil, 2018).

According to Pinheiro (2020), Law n. 13,709/2018 is divided into 10 Chapters with 65 articles. Comparatively, it is smaller than its European counterpart (GDPR), which comprises 11 chapters and 99 articles.

Some terms, concepts, and terminologies introduced by the law are fundamental and must be harmonized in documents, with special attention to policies, rules, procedures, and contracts (Pinheiro, 2020). Table 2 presents some of these terms and concepts:

Table 2 LGPD Terms and Concepts

Term or Concept	Description
Holder	The person to whom the personal data that are subject to some processing refer.
Data treatment	Any operation conducted with any handling of personal data: collection, production, reception, classification, use, access, reproduction, transmission, distribution, processing, archiving, storage, editing, elimination, evaluation, or control of information, modification, communication, transfer, diffusion, or extraction.
Personal data	All information related to an identified or identifiable person, not limited, therefore, to name, surname, nickname, age, residential or electronic address, and may include location data, license plates, shopping profiles, Internet Protocol (IP) number, academic data, purchase history, among others. It is always related to a living, natural person.
Sensitive personal data	Data that are related to the characteristics of the individual's personality and personal choices, such as racial or ethnic origin, religious conviction, political opinion, membership of a union or organization of a religious, philosophical, or political nature, data referring to health or life sexual, genetic or biometric data, when linked to a natural person.
Anonymized data	These are data relating to a holder who cannot be identified, considering the use of reasonable technical means available at the time of processing.
Anonymization	Use of reasonable technical means available at the time of processing, through which data loses the possibility of association, directly or indirectly, with an individual.

Consent	A free, informed, and unequivocal statement by which the holder agrees to the processing of its data for a specific purpose. It is not the only reason that authorizes the processing of data, but only one of the hypotheses.
Treating agents	The controller receives the personal data of the holders through consent or, in exceptional cases, the operator conducts some processing of personal data motivated by contract or legal obligation.
In charge	A natural person, as designated by the subsidiary, serves as a communication channel between the controller, the holders, and the national authority.
International data transfer	Transfer of personal data to a foreign country or an international organization of which the country is a member.

Source: Pinheiro (2020)

According to Pinheiro (2020), the LGPD is a principled legislation; that is, it outlines a set of principles that must be met. The best way to analyze the law is by verifying the conformity of the control items; that is, if the control is not present, applied, and implemented, then the principle is not met.

In this way, some terms or concepts in Table 1 must comply with the law; for example, the company must know where all personal and sensitive customer data are stored, even before implementing the LGPD, as this is a mandatory pre-processing step for compliance with legislation.

2.4 Business Model and Dynamic Capabilities

According to Teece (2018), a business model describes the architecture of how a company creates and delivers value to customers, as well as the mechanisms employed to capture a portion of that value. It is a combined set of elements covering cost, revenue, and profit streams. Table 3 presents the business model components found in a study by Alegre and Berbegal-Mirabent (2016).

The design and operation of a business model depend on the capabilities of the company. The design, improvement, implementation, and transformation of business models are the result of advanced (dynamic) capabilities (Teece, 2018). As mentioned, dynamic capabilities include the detection, capture, and transformation needed to design and implement business models (Teece, 2018).

According to Teece (2018), business models are enabled by dynamic resources in the sense that a dynamically capable organization can quickly implement, evaluate, and refine new and revised business models. Successful implementation relies on management architecture design, asset orchestration, and learning functions, which are key dynamic capabilities.

Once in place, a business model shapes strategy by constraining some actions and facilitating others. By determining costs and profitability, a business model impacts the very viability of a strategy. In the event of a conflict between the strategy and the business model, it is the responsibility of top management to determine which of the two should be adjusted (Teece, 2018).

Dynamic capabilities refer to the capacity to recognize and evaluate new business opportunities, form new customer relationships, build and improve the business model, and generate a profit. They can assist companies in enhancing their habitual abilities by altering and combining resources and directing their habitual abilities toward the partners' habitual abilities (Wang & Photchanachan, 2021).

Table 3 Business Model Components

Author	Business model components
Hamel & Ruben (2000)	Basic strategy, strategic resources, customer interface, and value network
Gordijn & Akkermans (2001)	Value, value port, actor, value activity, value exchange, value object, and profitability calculation
Chesbrough & Rosenbloom (2002)	Value proposition, market segment, value chain structure, cost and profit structure, company position within the context of value network, and competitive strategy
Hedman & Kalling (2003)	Customers, competitors, offer, organization activities and resources, supply of inputs and production, and longitudinal process component
Osterwalder et al. (2005)	Value proposition, distribution channel, customer relationships, partner network, and revenue model
Shafer et al. (2005).	Strategic choices, value creation, value capture, and value network
Amit & Zott (2001)	Design elements (content, structure, and governance) and design themes (novelty, lock-in, complementarities, and efficiency)
Casadesus-Masanell & Ricart (2010)	Policy choices, asset options, and governance options
Yunus et al. (2010)	Value proposition (stakeholders and product/service), social profit equation (social profit and environmental profit), value constellation (internal value chain and external value chain), and economic profit equation (sales revenue, costs, and capital employed)
Osterwalder & Pigneur (2010)	Customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure

Source: Alegre & Berbegal-Mirabent (2016)

Dynamic capabilities and strategy combine to create and refine a defensible business model that guides the organizational transformation. Ideally, this leads to an adequate level of profits, allowing the company to sustain and enhance its capabilities and resources (Teece, 2018).

Teece (2018) presents the dynamic capabilities framework, a multidisciplinary model of the firm with dynamic capabilities at its core, reflecting this interdependence. A simplified version of the framework, omitting feedback channels such as between organization design and dynamic capabilities, is shown in Figure 1 (Teece, 2018).

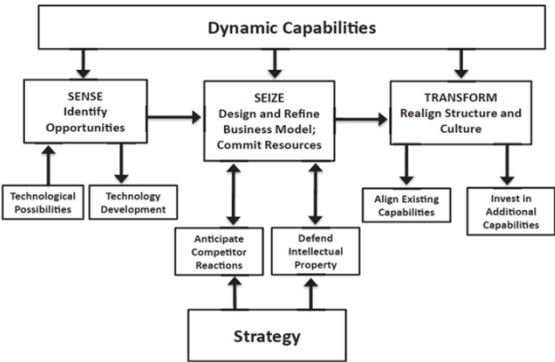


Figure 1 Simplified Schematic of Dynamic Capabilities, Business Models, and Strategy
Source: Teece (2018)

Combining the practice of dynamic capability with a strategy that creates and refines a defensible business model to guide the organization's change approach ideally leads to sufficient profit, which enhances capabilities and yields benefits, as shown in Figure 2 (Wang & Photchanachan, 2021).

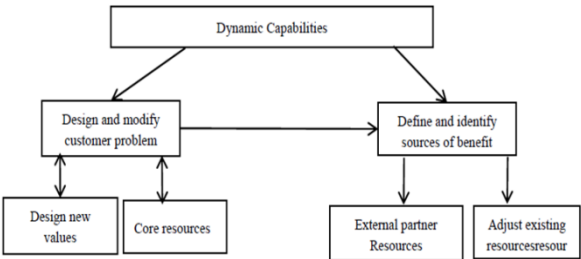


Figure 2 *Dynamic Capabilities and Business Model Build*
Source: (Wang & Photchanachan, 2021)

The partnership between the business model and the Dynamic Capabilities business model is facilitated by Dynamic Capabilities, which is demonstrated by a dynamic, capable organization that can quickly implement, test, and improve a new business model. Its success is based on a comprehensive design of the management architecture, an integrated resource for regulation, and the learning capacity, all of which are considered paramount to dynamic capabilities. Conversely, the dynamic capability is also reliant on organizational flexibility derived from the business model, and the choice of business model has a significant impact on the degree of organizational flexibility (Wang & Photchanachan, 2021).

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3. Methodology

The research methods employed were bibliographic research to construct the theoretical framework, focusing on the themes of Digital Innovation, Digital Infrastructure, and LGPD, and a multiple case study to analyze two large Brazilian companies, which we will refer to as Alpha and Beta. These companies had to prepare their Digital Infrastructures to meet the LGPD requirements for data preparation.

The research instrument consisted of a script of interviews with both open and closed questions, and professionals who participated in implementing the LGPD in companies were interviewed.

The strategy of this research project involved studying multiple cases (Yin, 2015). Conducting this research from this perspective enabled the dynamic consideration of

different organizational phenomena from the perspective of movement, change, and temporal evolution (Langley, 2007).

The company Alpha is a large entity in the Brazilian financial sector, with its headquarters in São Paulo and branches in all states. The company Beta is a major Brazilian corporation in the metal industry, with a nationwide presence.

The following employees from each company were interviewed: a senior manager and a project manager from Alfa's IT area, a junior manager from Alfa's security area, and a senior developer from Beta, all of whom were involved in implementing the LGPD in their respective organizations.

In total, four interviews were conducted, two with each company. Each interview lasted approximately 60 minutes and was recorded with the participant's prior consent. The data collected were transcribed and analyzed using a thematic coding approach, allowing for the identification of categories aligned with the Dynamic Capabilities framework (Sense, Seize, Transform). In addition to interview data, company documentation, and public records were used to triangulate and validate the findings. The combination of multiple data sources and participant perspectives helped ensure analytical depth and reliability.

Interview data were transcribed and analyzed using thematic coding aligned with the dynamic capabilities framework. Responses were categorized under the Sense, Seize, and Transform domains. Triangulation was achieved through comparison with internal documents and public reports from both companies.

4. Results and Discussions

The models by Teece (2018) and Wang & Photchanachan (2021), used to evaluate dynamic capabilities and business models, share the same theoretical foundation and similar indicators, with only a few indicators changing. We adopted both models as a means of analyzing companies to gather more detailed information about them.

The research presented as results of the digital infrastructures of the Alpha and Beta companies for the preparation of data for the LGPD, the data information such as amount of source of researched data, amount of researched data, types of data (structured and unstructured), amount by data types, total execution time, and details of digital infrastructure, the sequential steps can be seen in Fig. 1, the general LGPD description in Table 1, and the main concepts of the business model in Table 2.

The model by Wang & Photchanachan (2021) presents the initial step of "designing and modifying the customer problem," focusing on designing new value and key resources. On the other hand, Teece's model (2018) initially presents steps such as sense (identifying opportunities) and seize (designing and refining the business model). Comparing the two models, the initial stage of Wang & Photchanachan (2021) corresponds to the sense and seize stages of Teece (2018). In this way, the following indicators were adopted:

4.1 Sense

Identify opportunities - The mandatory implementation of the LGPD in Alpha and Beta companies due to the enactment of Law n. 13,709/2018 and the need to process customers' personal and sensitive data warned the responsible teams that they would need computational pre-processing to initially search and identify all occurrences of personal and sensitive data in the companies' systems and storage. Another point

raised was that the type of data (structured and unstructured) would require different pre-processing and result in varying execution times.

This initial recognition of LGPD as a non-optional external mandate illustrates the 'Sense' capability described by Teece (2018), where firms detect and interpret environmental changes—such as regulatory shifts—as strategic triggers for adaptation. In this context, both Alpha and Beta interpreted LGPD not merely as a compliance issue but as a signal to reconfigure their infrastructure and data management practices.

Design New Value – Companies responded that due to the imposition of the LGPD, as it is a law, the location of personal data in all data storage systems, whether structured or unstructured, will allow a new way of treating the privacy of this data in compliance with the requirements of LGPD, compliance, security and IT governance and fully organized and secure.

Technological Possibilities – Both companies had their own ICT teams to carry out the pre-processing, but the computational resources needed to run these new tasks and the development of programs or systems to discover the data would require investments and time to prepare the new Digital Infrastructures, the solutions could be to acquire the entire infrastructure of servers and storage or to contract the platforms or software as services (PaaS or SaaS) and in the case of the program/system for searching personal and sensitive data, the options would be to develop with a team own or hire a market solution.

Technological Development - Alpha and Beta decided to acquire the digital infrastructure to be installed on their premises, as this would give them better control. Access to data on other servers would require intensive use of networks, and the network structures of the headquarters are larger and more efficient for these cases. In the case of programs/systems, the companies decided to hire Delta's system to prospect for personal and sensitive data, as this would reduce the time to start pre-processing.

4.2 Seize

Design and Refine Business Model – The LGPD did not alter or change the business models of Alpha and Beta companies, but its non-implementation may cause legal problems such as the following penalties, and the application criteria must observe some requirements, especially that of proportionality: I – warning, indicating the deadline for adopting corrective measures; II – a simple fine of up to 2% (two percent) of the billing of the private legal entity, group or conglomerate in Brazil in its last fiscal year, excluding taxes, limited in total to R\$ 50,000,000.00 (fifty million reais) for infringement; III – daily fine, subject to the total limit referred to in item II; IV – publication of the infraction after its occurrence has been duly investigated and confirmed; V – blocking of the personal data to which the infraction refers until its regularization; VI – deletion of the personal data to which the infraction refers.

Commit Resources and Core Resources – Respondents from Alpha and Beta companies noted that most resources were allocated to pre-processing. “We had to build a new workflow in just six weeks to comply,” said Alpha’s IT manager.

These resource allocation decisions reflect the 'Seize' capability in Teece’s Dynamic Capabilities framework, where firms commit tangible and intangible assets to operationalize strategic opportunities or respond to critical threats. In this context,

both companies interpreted the LGPD as a decisive external mandate and mobilized core infrastructure—such as servers, data integration platforms, and compliance teams—to ensure effective implementation. Their strategic responses demonstrate a capacity to orchestrate internal and external resources under regulatory pressure.

Table 4 presents a detailed comparison between the data pre-processing strategies employed by Alpha and Beta companies.

Alpha processed a single unstructured data source totaling one terabyte, which required 50 hours of execution time.

In contrast, Beta handled three distinct data sources. Source A and Source B consisted of unstructured data and required 3 months and 2 months of processing time, respectively. Source C comprised structured data and was processed within 72 hours. All sources underwent scanning operations to ensure compliance with the requirements.

This breakdown clarifies the differences in complexity and data architecture between the two firms. Alpha's approach was more centralized, while Beta managed a more fragmented data landscape, which demanded diversified infrastructure and longer processing timelines.

The structure of Table 4 facilitates a more precise comparison across key indicators, highlighting how organizational data heterogeneity directly impacts resource allocation and operational planning for regulatory adaptation.

Table 4 Comparative Overview of Pre-Processing Efforts by Alpha and Beta Companies

Indicator	Alpha	Beta – Source A	Beta – Source B	Beta – Source C
Type of data	Unstructured	Unstructured	Unstructured	Structured
Data volume (Tb)	1.0	13.0	10.0	1.8
Execution time	50 hours	3 months	2 months	72 hours
Type of operation	Scan	Scan	Scan	Scan

Source: Research Data

Respondents noted that certain operational precautions were necessary to achieve optimal performance, as the scan servers were installed in the same data centers as the scanned file and database servers, thereby reducing network latency. The servers cannot be turned off or interrupted, as the scan process would have to start again from the beginning if it were to stop.

In the final step, the model by Wang & Photchanachan (2021) brings "Define and identify sources of benefits" based on "resources from external partners" and "adjust existing resources," and the model by Teece (2018) presents Transform (Realign structure and culture) with a focus on aligning existing capacity and investment in additional capital. Based on the models, we define the following indicators:

4.3 Transform

Realign Structure and Culture – Respondents felt that the LGPD required both approaches, namely, aligning (or adapting) existing capabilities and investing in additional capabilities. “Outsourcing to a SaaS vendor was faster, but we had to adjust our internal protocols,” reported a Beta executive.

The main investments were made in digital infrastructure, which required the acquisition of new servers, the purchase of licenses from Delta for the scanning systems, and the allocation of human resources to operationalize the pre-processing procedures. Alpha and Beta companies did not provide the investments made, but they did provide the server configurations for pre-processing. These settings do not include servers for structured and unstructured data.

- Alpha company server: 8 CPUs, 32Gbytes of RAM and 1 Terabytes of disks and quantity = 1
- Beta company server: 8 CPUs, 16Gbytes of RAM and 500 Mbytes of disks and quantities = 3

These reconfigurations illustrate the ‘Transform’ capability described by Teece (2018), which refers to the organization's ability to renew and adapt its operational infrastructure, human capital, and governance mechanisms in response to changing environments. The strategic deployment of digital assets and the redesign of operational responsibilities demonstrate a deliberate reconfiguration that goes beyond compliance. By investing in both technology and human resources, Alpha and Beta reshaped their internal processes to embed data protection into routine practices, reflecting a cultural and structural transformation aligned with long-term resilience.

These transformations enhanced data security, mitigated regulatory risk, and facilitated greater agility in information governance. As a result, both firms positioned themselves more competitively by proactively addressing compliance while modernizing digital capabilities.

5. Conclusions

In this article, we employ the Business Model and Dynamic Capabilities as theoretical lenses to examine how companies were able to quickly implement, evaluate, and refine their business models in response to new legal requirements, such as the LGPD, and what digital infrastructures were necessary for the pre-installation stage of the LGPD.

Digital Infrastructure is an integrated environment where all the elements must communicate to achieve synergy. Companies are required to adopt digital transformation by acquiring not just part but as many elements of digital infrastructure as possible to succeed in today's complex business environment and move into the future.

This global view reinforces the results and analyses presented in the research. It leads to the conclusion that new digital technologies increasingly require their own autonomous Digital Infrastructures to prepare for the required scenarios, such as the LGPD, as existing digital infrastructures meet the daily needs of companies but lack the necessary digital infrastructure to meet the new requirements.

The Business Model of Innovation primarily builds on transforming existing resources to exploit the firm's competitive position. Dynamic capabilities are highly relevant to the environmental changes caused by digital transformations, and digital Business Models of Innovation are essential for thriving amidst the ongoing transformations. Thereby, we extend the Business Model of Innovation typology by Foss and Saebi (2017) with the perspective of how diverse types of Business Model

of Innovation emerge, and we identify a new type unique to the digital context, specifically the LGPD implementation, as seen in Böttcher et al. (2022).

Therefore, these new Digital Infrastructures can be considered Digital Innovations; according to Nambisan et al. (2017), Digital Innovation is the use of digital technology during the innovation process and can be used to describe, in whole or in part, the result of innovation, which in this case is the preparation of data to implement the LGPD.

The limitations of this study include the use of only two large companies; we suggest repeating the research with smaller companies and a larger sample size.

Furthermore, the exclusive focus on the Brazilian financial sector may limit the transferability of insights to other industries or regulatory environments. The qualitative case study approach also restricts the ability to generalize findings statistically, and the analysis reflects the early stages of LGPD implementation without capturing long-term organizational adaptation.

Future research could build on this study by applying the proposed framework to additional sectors, such as healthcare, retail, or education, where privacy regulation and digital transformation intersect in unique ways. Quantitative methods, such as surveys or structural modeling, can strengthen empirical validation. Longitudinal studies also help capture how dynamic capabilities evolve as companies mature in their data governance practices. Ultimately, comparative research involving both large firms and SMEs could reveal how firm size influences the strategic response to digital legal mandates, such as the LGPD.

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