

ECONOMICS

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DIGITAL TRANSFORMATION OF STRATEGIC MANAGEMENT AS A FACTOR OF ENTERPRISE COMPETITIVENESS

In the context of the fifth industrial revolution (Industry 5.0), digital technologies are radically changing the ways of doing business and managing enterprises. Strategic management as a key function of enterprise management requires rethinking and adaptation to new digital realities. Digital transformation is becoming not just a trend, but a necessary condition for the survival and sustainable development of companies in global competition.

Significant contributions to the development of issues of digitalization, digital transformation and digital business models of business entities were made by such well-known scientists as A. Afua, M. Johnson, A. Ostervalder, R. Timmers, E. Filt, Zh. M. Zhigalkevych, Ya. O. Koleshnya, R.M. Lisova, L.V. Shostak, etc. The issues of strategic enterprise management in the context of digitalization and artificial intelligence are addressed in the works of Hrynko T., Gviniashvili T., Kaliberda M., Polyova N. M., etc.

Digital transformation of strategic management is a process of changing approaches to strategic planning, analysis and decision-making under the influence of digital technologies. It includes not only the introduction of digital tools, but also the transformation of corporate culture, business model and management philosophy. The sources [1; 2; 3] are devoted to the study of directions for improving strategic management of an enterprise in the context of digitalization of the economy. Scientists Shalmo D., Christopher A. Williams, Luke Boardman [4] and Wirtz B. V. [5] in their works highlight the issues of digital business models as a reflection of how a business creates and provides value for stakeholders.

The main digital technologies that affect the strategic management of an enterprise are Big Data and analytics, artificial Intelligence (AI), cloud technologies, ERP and CRM systems.

Big data enables management to quickly and accurately analyze markets, consumer behavior, and internal processes. This provides more informed strategic decisions. AI is used to predict risks, optimize business processes, and develop development scenarios. Cloud technologies provide flexibility in data access, simplifying collective work on strategy in real time. ERP and CRM management systems allow you to see a complete picture of the company's activities and assess the effectiveness of strategy implementation.

The digital age is fundamentally transforming traditional methods of strategic management. The conditions of constant technological dynamics, high competition and rapid changes in consumer behavior require companies to be flexible, adaptable and innovative in thinking. Instead of rigidly structured, long-term strategies that were planned for several years in advance, organizations are moving to flexible management models that allow them to respond quickly to changes in the environment.

Agile and Lean approaches are used for strategic planning. Modern enterprises are increasingly implementing Agile (flexible) management as a basis for strategic thinking. This approach involves iterative (step-by-step) planning; regular updating of goals depending on feedback; emphasis on customer value; cross-functional teams that make decisions independently. The Lean approach focuses on eliminating waste, optimizing resources, and ensuring maximum efficiency.

The use of Agile and Lean in strategic management allows you to adapt your strategy to changes more quickly, launch short strategic cycles, and constantly improve processes based on the data you receive.

Digital dashboards are a tool for visualizing strategically important indicators in real time. They allow you to quickly track key performance indicators (KPIs), detect deviations from goals at an early stage, make informed management decisions based on current information, and involve managers at all levels in monitoring the implementation of the strategy. Modern dashboards integrate with ERP, CRM, and BI systems, providing centralized access to analytics.

Digital transformation requires a new type of manager – digital leaders who not only have strategic thinking, but also understand the potential of digital tools. Such leaders are able to initiate changes in the organization; form a digital vision of the future; build a culture of innovation and openness to experiments. In addition, the approach to building teams is

changing. Priority is given to cross-functional teams that combine different digital competencies, flexibility in structure and processes; continuous education and retraining of personnel in accordance with the requirements of the digital economy.

The advantages of digital transformation of strategic management are rapid response to changes, increased decision efficiency, cost optimization, and increased innovation capacity. The challenges include high implementation costs, resistance to change from the staff, the need for new competencies, cybersecurity, and data protection.

Therefore, the digital transformation of strategic management is not a one-time initiative, but a continuous process of rethinking the ways of making decisions, doing business and achieving competitive advantages. The success of an enterprise in the digital age depends on the ability of management to think strategically, quickly adapt to technological changes and form an appropriate digital culture. The digital age requires a review of traditional strategic paradigms. Organizations that successfully adapt to new conditions by implementing flexible approaches, analytical tools and digital leadership gain a significant competitive advantage and ensure their sustainability in the long term.

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