Olena Druhova, Doctor of Economic Sciences, Associate Professor
Simon Kuznets Kharkiv National University of Economics
Kharkiv, Ukraine

Aliyar Karimli, PhD Student
Simon Kuznets Kharkiv National University of Economics
Kharkiv, Ukraine

DOI: https://doi.org/10.30525/978-9934-26-633-1-28

STRUCTURAL TRANSFORMATION OF THE ECONOMY AS AN ENVIRONMENT FOR THE FORMATION OF RESILIENT ENTERPRISE STRATEGIES

The process of structural transformation of the economy fundamentally reshapes the conditions of enterprise development, redefining competitive logic, value creation models, and strategic priorities across industries. Under such circumstances, the traditional paradigm of management – focused primarily on stability and optimization – becomes insufficient for ensuring long-term viability. Instead, enterprises are increasingly required to operate within highly dynamic and uncertain environments, where adaptive capacity, strategic flexibility and anticipatory decision-making gain decisive importance.

In this context, structural transformation acts not only as a source of challenges but also as a catalyst for the formation of resilient enterprise strategies – strategies that enable organisations to rapidly adjust business models, reallocate resources and proactively leverage emerging market shifts. Understanding the dynamics of structural transformation is therefore critical for designing modern systems of resilient management capable of sustaining growth even under conditions of discontinuity and systemic disruption.

Structural transformation refers to the deep reconfiguration of the economic system, manifested through shifts in sectoral composition, technological modes of production, global value chain participation, and institutional frameworks. Unlike cyclical fluctuations, structural transformation is long-term, irreversible, and paradigm-changing in nature, altering not only the economic landscape but also the logic of strategic behaviour for enterprises. It is driven by technological breakthroughs, geopolitical realignments, digitalisation, societal demands for sustainability, and the transition toward innovation-intensive and knowledge-based economic models.

Such transformation fundamentally reshapes the competitive environment, making traditional models of linear planning and cost-based advantage obsolete. Under these conditions, enterprises must adopt resilient strategic models capable of absorbing shocks, dynamically reconfiguring resources, and turning structural shifts into opportunities rather than threats.

In an environment shaped by structural transformation, enterprises are exposed to non-linear disruptions such as supply chain restructuring, technological displacement, changing consumer behaviour, and regulatory reorientation towards sustainability and digital compliance. These shifts occur rapidly and asymmetrically, leaving little time for gradual adaptation. As a result, traditional defensive or reactive models of crisis management become ineffective. Instead, the ability to anticipate structural shifts, simulate future scenarios, and reconfigure business models in advance becomes a critical source of strategic advantage [1]. This is precisely where resilient strategies emerge as a superior managerial paradigm, enabling enterprises not only to survive shocks but to exploit them as drivers of accelerated growth and innovation.

In an environment shaped by structural transformation, enterprises are exposed to non-linear disruptions such as supply chain reconfiguration, technological leapfrogging, digital platformisation, and regulatory shifts towards sustainable and low-carbon economic models. These changes are highly asymmetric, rapid, and often unpredictable, which makes traditional adaptive mechanisms – based on gradual optimization or cost control – insufficient for ensuring long-term competitiveness.

Importantly, structural transformation should not be viewed solely as a threat or destabilising factor, but as an expanding strategic arena where enterprises capable of rapid organisational learning, digital adaptation, and strategic flexibility can strengthen their market positions. In this context, the development of a resilient management system becomes a foundational requirement for enterprises aiming not merely to survive structural shocks, but to accelerate growth and secure leadership in the new economic architecture.

Structural transformation of the economy is understood as a long-term evolutionary shift in the sectoral, technological, institutional, and value architecture of economic systems, leading to the transition from resource-intensive and industrial models to innovation-driven, digital, and knowledge-based economies [2]. Unlike cyclical fluctuations, it forms a new logic of economic development, creating new rules of competition, new requirements for business models, and a new architecture of strategic enterprise management.

To determine whether an economy is undergoing structural transformation, a number of analytical criteria can be applied – both quantitative and qualitative – which reflect the direction, depth, and intensity of change.

Table 1

Key Analytical Criteria of Structural Transformation of the Economy

Criterion	**Economic Dimension**	**Indicator Characteristics / Manifestation**
Sectoral shift	Macroeconomic	Decline in share of traditional extractive sectors; growth of high-value-added industries (IT, advanced manufacturing, biotech, etc.)
Technological renewal	Tech & innovation	Diffusion of Industry 4.0 technologies, digital twins, AI-based process automation, transition to cyber-physical systems
Global value chain integration	External economic relations	Expansion from raw material export model to integration into multi-stage GVCs with higher knowledge intensity
Institutional modernization	Regulation & governance	Transition to rule-based, innovation-stimulating regulation, ESG & digital compliance frameworks
Human capital transformation	Labor & skills	Shift towards high-skill, knowledge-driven competencies; demand for digital, analytical, and engineering talent
Sustainability transition	Ecology & resilience	Decarbonization, circular economy models, climate-oriented industrial policy

Source: developed by the author

In such a transformed economic environment, enterprises face not only intensified competition but also a fundamental redefinition of industry boundaries, market demand structures, and value creation mechanisms. Structural transformation introduces long-term uncertainty, driven by technological convergence, digital platformization, geopolitical fragmentation, and sustainability-oriented regulatory pressure [3; 4]. As a result, traditional models focused on efficiency optimisation and incremental adaptation become insufficient for ensuring strategic viability and growth. Under these conditions, resilience emerges as a critical strategic capability, enabling enterprises to dynamically reconfigure their resources, adapt business models, and exploit structural shifts as opportunities for market expansion rather than mere challenges to survival.

Therefore, resilience in this context should not be perceived as a purely defensive mechanism but as a strategic capacity for proactive adaptation and value creation. A resilient enterprise is able not only to absorb shocks but to anticipate structural shifts, simulate alternative development scenarios, and rapidly redesign its strategic trajectory ahead of competitors. This marks a profound transition from reactive crisis management to resilience-oriented strategic governance, where uncertainty is treated not as a threat but as a dynamic space for strategic manoeuvring, innovation trajectory formation, and market repositioning.

Consequently, the development of a resilience-oriented management model becomes a fundamental prerequisite for enterprises operating under structural transformation. Such a model must not only ensure continuity and stability of operations but also enable continuous strategic renewal, rapid reconfiguration of resource portfolios, and alignment with emerging technological and institutional paradigms. It should operate as a dynamic, forward-looking system that integrates strategic foresight, digital intelligence, and adaptive decision-making, transforming uncertainty into a source of competitive advantage and long-term value creation.

References:

1. Hrynko T. V., Hviniashvili T. Z., Moroka D. M. (2021) Osoblyvosti ta priorytety innovatsiinoho rozvytku pidpryiemnytskykh struktur v suchasnykh minlyvykh umovakh [Peculiarities and priorities of innovative development of business structures in modern changing conditions]. *Ekonomichnyi prostir*, no. 175, pp. 52–58. DOI: https://doi.org/10.32782/2224-6282/175-10

2. Sabatino M. (2016) Economic crisis and resilience: Resilient capacity and competitiveness of the enterprises. *Journal of Business Research*. 2016. Vol. 69, Issue 5. P. 1924–1927. DOI: https://doi.org/10.1016/j.jbusres.2015.10.081.

3. Kambala G. (2023) Designing resilient enterprise applications in the cloud: Strategies and best practices. *World Journal of Advanced Research and Reviews*. 2023. Vol. 17. No. 3. P. 1078–1094. DOI: https://doi.org/10.30574/wjarr.2023.17.3.0303

4. United Nations Conference on Trade and Development (UNCTAD). The Least Developed Countries Report 2018: Sustainable development, structural transformation and entrepreneurship. New York; Geneva: United Nations, 2018. 58 p. Available at: https://unctad.org/system/files/official-document/ldcr2018_ch1_en.pdf (дата звернення: 26.10.2025).