

STRATEGIC CHANGE MANAGEMENT IN THE CONTEXT OF DIGITAL TRANSFORMATION

Zhang Xinyue¹, Olena Prokhorenko²

¹ master's student, Department of Management, NTU "KhPI", Kharkiv, Ukraine

² professor of Department of Management, cand. of econ. scien. NTU "KPI", Kharkiv, Ukraine

Digital transformation has become a central phenomenon that reshapes the competitive landscape, managerial paradigms and operational models of contemporary enterprises. The rapid development of advanced digital technologies, such as artificial intelligence, cloud computing, robotic automation and platform-based ecosystems, creates new opportunities for organizational growth while simultaneously increasing the complexity of the external environment. In these conditions, strategic change management functions as the key mechanism that coordinates technological innovation with structural, cultural and behavioural transformations inside the organization. Without a systematic approach to managing change, even the most advanced technologies risk becoming fragmented solutions that do not generate the intended strategic value.

The implementation of digital transformation requires a comprehensive revision of traditional strategic logic. Instead of long-term stability and incremental improvements, organizations must adopt a dynamic strategic posture that incorporates continuous experimentation, rapid adaptation and openness to organisational learning. Strategic change management establishes the framework within which technological initiatives are prioritized, aligned with business objectives and translated into actionable processes. This ensures that transformation efforts do not evolve as isolated projects but form an integrated system that strengthens the enterprise's long-term competitiveness.

A fundamental element of strategic change management is the formulation of a coherent vision of digital development. This vision outlines the future state of the organization, defines the role of digital technologies in value creation and establishes the trajectory for structural transformation. Clear strategic orientation is essential for coordinating the actions of multiple stakeholders and for avoiding the dispersion of resources among unrelated initiatives. The formulation of such a vision requires an objective assessment of technological maturity, identification of barriers to transformation, analysis of market trends and evaluation of the organization's internal capabilities to adopt new technologies.

Process transformation constitutes another critical direction of strategic change. Digital technologies redefine the nature of business processes, enabling real-time data exchange, the automation of complex operations and the integration of previously fragmented functions. Strategic change management facilitates this transition through systematic modelling of processes, identification of inefficiencies and the application of digital tools that enhance transparency and reliability. As a result, organizations can redesign workflows in a way that supports greater speed, accuracy and adaptability, which is particularly important in sectors exposed to high competitive pressure or volatile demand.

The human dimension plays a central role in ensuring the success of digital transformation. Employees directly participate in the adoption of new tools, the implementation of innovative processes and the development of digital routines. Strategic change management therefore involves the creation of conditions that encourage participation, reduce resistance and strengthen motivation toward transformation. Professional development programs, targeted training, organizational mentoring and the diffusion of digital literacy ensure that employees acquire the competencies required to operate in technologically

saturated environments. Behavioural support is equally important, as transformation often involves abandoning established routines and adopting more flexible ways of working.

Organizational culture is another strategic variable that determines the effectiveness of digital transformation. Culture shapes how employees perceive change, how they cooperate and how they react to new challenges. A culture that supports innovation, values knowledge sharing and promotes constructive dialogue strengthens the organization's capacity to adapt to digital changes. Strategic change management must therefore involve a deliberate effort to cultivate values associated with openness, collaboration and continuous improvement. This creates a supportive environment in which digital initiatives are more likely to be successfully integrated into daily operations.

The transformation of strategic governance models is also a necessary condition for successful digital change. Traditional governance structures often rely on centralized decision-making and hierarchical approval processes, which restrict the organization's ability to respond to rapidly evolving technological developments. Modern governance models incorporate elements of decentralization, data-driven decision-making and more flexible coordination mechanisms. Strategic change management helps to establish feedback loops, analytical dashboards and evaluation procedures that increase the transparency of digital initiatives and provide timely information for strategic adjustments.

Risk management acquires new content in the context of digital transformation. Organizations face not only traditional operational and financial risks but also technological and cybersecurity challenges. Strategic change management integrates predictive analytics and digital monitoring tools to detect vulnerabilities and ensure continuity of operations. Strengthening digital resilience becomes a strategic priority because the integrity of digital infrastructure directly influences the organization's stability and competitive position.

Overall, strategic change management represents a multidimensional framework that ensures the coherent development of technological, organizational and human resources during digital transformation. Its effectiveness depends on the integration of a clear strategic vision, organizational learning, consistent communication, cultural alignment and data-based decision-making. When these components interact as a unified system, digital transformation becomes a sustainable process that enhances the organization's adaptability, innovation capacity and long-term competitiveness. Enterprises that approach digital transformation as a strategic reconfiguration rather than a technological upgrade achieve significantly higher results and demonstrate greater resilience in global markets.

References:

1. Strategic information systems engineering and management: a framework for integrating organizational design and marketing to enhance enterprise economic potential / *Petro Foshchii, Valentin Kovshik, Inga Shapovalova, Maryna Oslopova, Yaroslav Kosenko, Vitalii Matvienko* // International Journal of Basic and Applied Sciences. – 2025. – Vol. 14, SI-1. – P. 131-138. URL: <https://doi.org/10.14419/9v96nh23>.

2. *Priya Menon* Strategic Change Management in the Digital Era: Navigating Organizational Transformation for Sustainable / *Priya Menon, Arjun Varma* // International Journal of Modern Engineering and Management. – 2025. – Vol. 2, SI-1. – P. 6-11. URL: <https://www.ijmem.com/wp-content/uploads/2025/08/625IJMEM02.pdf>.