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CONCEPTUAL FOUNDATIONS OF STRATEGIC MANAGEMENT FOR THE SUSTAINABLE DEVELOPMENT OF MODERN ORGANIZATIONS IN THE CONTEXT OF DIGITAL TRANSFORMATION

The article examines theoretical aspects of developing strategic management for the sustainable development of modern organizations in the context of digital transformation. The relevance of the study is driven by the need to adapt strategic management systems to digital economy challenges and ensure long-term competitiveness, organizational resilience, and sustainability. The purpose of the article is to substantiate the conceptual foundations of strategic management for sustainable organizational development and formulate a conceptual model for their practical implementation. The methodological basis comprises systemic, process-based, strategic, and integrative approaches, along with theoretical generalization, comparative analysis, synthesis, and conceptual modeling. The study establishes that digital transformation significantly alters strategic management by embedding digital technologies into strategic analysis, planning, implementation, and monitoring. The authors' approach defines strategic management for sustainable development as an integrated system combining sustainability principles, modern strategic tools, and digital technologies to ensure adaptability, resilience, and long-term stakeholder value. Key conceptual foundations – including purpose, object, subject, principles, functions, tools, and digital technologies – are systematized into a conceptual model reflecting the interaction between external environments and digital management frameworks. The scientific novelty lies in substantiating conceptual foundations that unite digital technologies, sustainable development principles, and modern management tools into a cohesive system. The practical significance lies in the applicability of the proposed model to designing sustainable development strategies, improving strategic management systems, and enhancing digital maturity, adaptability, and competitiveness in modern organizations.

Keywords: strategic management; sustainable development; modern organizations; digital transformation; digital technologies; strategic governance; conceptual model.

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КОНЦЕПТУАЛЬНІ ЗАСАДИ СТРАТЕГІЧНОГО МЕНЕДЖМЕНТУ СТАЛОГО РОЗВИТКУ СУЧАСНИХ ОРГАНІЗАЦІЙ В УМОВАХ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ

У статті досліджено теоретичні аспекти формування стратегічного менеджменту сталого розвитку сучасних організацій в умовах цифрової трансформації. Актуальність дослідження зумовлена необхідністю адаптації



систем стратегічного управління до сучасних викликів цифрової економіки, посиленням вимог щодо забезпечення довгострокової конкурентоспроможності, організаційної стійкості та реалізації принципів сталого розвитку. Метою статті є обґрунтування концептуальних засад стратегічного менеджменту сталого розвитку сучасних організацій в умовах цифрової трансформації та розроблення концептуальної моделі їх практичної реалізації. Методологічною основою дослідження є системний, процесний, стратегічний та інтеграційний підходи, а також методи теоретичного узагальнення, аналізу, синтезу, порівняння та концептуального моделювання. У процесі дослідження встановлено, що цифрова трансформація суттєво змінює зміст стратегічного менеджменту, інтегруючи цифрові технології у процеси стратегічного аналізу, планування, реалізації, моніторингу та коригування стратегічних рішень. Обґрунтовано авторський підхід до трактування стратегічного менеджменту сталого розвитку сучасних організацій як інтегрованої системи стратегічного управління, що поєднує принципи сталого розвитку, сучасний інструментарій стратегічного менеджменту та цифрові технології з метою забезпечення адаптивності, конкурентоспроможності, організаційної стійкості та створення довгострокової цінності для стейкхолдерів. Систематизовано ключові концептуальні засади стратегічного менеджменту, які охоплюють мету, об'єкт, предмет, принципи, функції, інструментарій, цифрові технології та очікувані результати функціонування системи стратегічного управління. Запропоновано концептуальну модель стратегічного менеджменту сталого розвитку сучасних організацій в умовах цифрової трансформації, яка відображає взаємозв'язок зовнішнього середовища, стратегічних орієнтирів, ядра стратегічного менеджменту, цифрового контуру, забезпечувальних компонентів та результатів функціонування системи. Наукова новизна дослідження полягає в обґрунтуванні концептуальних засад стратегічного менеджменту сталого розвитку сучасних організацій, що забезпечують інтеграцію цифрових технологій із принципами сталого розвитку та сучасним інструментарієм стратегічного управління в єдину систему стратегічного менеджменту. Практичне значення отриманих результатів полягає у можливості використання запропонованої концептуальної моделі під час формування та реалізації стратегій сталого розвитку сучасних організацій, удосконалення системи стратегічного управління, підвищення цифрової зрілості, адаптивності та конкурентоспроможності в умовах цифрової трансформації.

Ключові слова: стратегічний менеджмент, сталий розвиток, сучасна організація, цифрова трансформація, цифрові технології, стратегічне управління, концептуальна модель.

Problem Statement. Digital transformation has become one of the key drivers of the development of modern organizations, as it fundamentally changes the principles of business operations, value creation mechanisms, models of stakeholder interaction, and approaches to managerial decision-making. The rapid adoption of digital technologies, artificial intelligence, data analytics, and digital platforms creates new requirements for strategic management systems, which must ensure adaptability, innovativeness, competitiveness, and the long-term resilience of modern organizations in a dynamic external environment.

At the same time, the implementation of the sustainable development concept has become one of the key strategic priorities of modern organizations, directing them toward achieving balanced economic, social, and environmental outcomes. Under these conditions, strategic management should ensure not only the efficient use of resources and the achievement of strategic objectives but also the integration of sustainable development principles into all management processes, thereby contributing to the creation of long-term value for both the organization and its stakeholders.

The combination of digital transformation and the imperatives of sustainable development necessitates a reconsideration of traditional approaches to strategic management and the development of new conceptual foundations for managing modern organizations. These foundations should ensure the integration of digital technologies, sustainable development principles, and modern strategic management tools into a unified management system capable of supporting the effective functioning and sustainable development of organizations in the digital economy. This underscores the need for a scientific substantiation of the conceptual foundations of strategic management for the sustainable development of modern organizations in the context of digital transformation, which should serve as the theoretical basis for developing an effective strategic management system in the digital economy.

Analysis of Recent Research and Publications. Issues related to digital transformation, strategic management, and the sustainable development of modern organizations have become the focus of contemporary economic research. The theoretical and practical aspects of the digital transformation of modern organizations have been extensively examined in the works of D. Rybalchenko, N. Andriiv, A. Bondar, P. Verhoef, and other scholars [1–4]. The problems of strategic management in modern organizations and the development of strategic management tools under conditions of a dynamic external environment have been addressed in the studies of M. Chepeliuk, M. Borovyk, H. Zaporozhets, and N. Tryzna [5; 6]. Specific aspects of the impact of digitalization on the business processes of modern organizations, their digital maturity, and the management of digital transformation have been investigated by M. Kravchenko, V. Salabai, H. Chmeruk, O. Storozhenko, H. Chmil, L. Shymanovska-Dianychn, O. Lozova, I. Hubarieva, N. Bielikova, O. Yaholnytskyi, and other researchers [7–11]. However, an analysis of the existing scientific literature indicates that the conceptual foundations of strategic management for the sustainable development of modern organizations in the context of digital transformation remain insufficiently explored.



Purpose and objectives of the study. The purpose of the article is to substantiate the conceptual foundations of strategic management for the sustainable development of modern organizations in the context of digital transformation and to develop a conceptual model for their implementation. To achieve this purpose, the following research objectives were defined: to generalize existing scientific approaches to strategic management, sustainable development, and digital transformation of modern organizations; to clarify the essence of strategic management for the sustainable development of modern organizations and systematize its key conceptual elements; to determine the impact of digital transformation on the main components of the strategic management system; and to develop a conceptual model of strategic management for the sustainable development of modern organizations in the context of digital transformation.

Main Body of the Study. The current stage of economic development is characterized by the high dynamism of the external environment, accelerated technological change, intensified global competition, and the widespread adoption of digital technologies. Under these conditions, ensuring the long-term effectiveness of modern organizations requires a reconsideration of traditional approaches to strategic management, which is gradually evolving from a long-term planning system into a comprehensive mechanism for creating sustainable competitive advantages, adapting to environmental changes, and ensuring balanced development.

Contemporary research indicates that digital transformation is no longer viewed solely as a process of implementing information technologies. Instead, it encompasses comprehensive changes in business models, organizational structures, business processes, management systems, and corporate culture, thereby creating new conditions for the functioning of modern organizations. In this context, digital technologies have become one of the key drivers of enhancing the effectiveness of strategic management by improving the timeliness of managerial decision-making, increasing the flexibility of organizational processes, and facilitating the creation of new competitive advantages [1–4; 7–11].

Traditionally, strategic management has focused on defining the long-term development goals of an organization, formulating competitive strategies, and ensuring the efficient use of resources. However, contemporary challenges associated with the digital transformation of the economy, increasing environmental uncertainty, and the need to achieve sustainable development goals have significantly expanded its functional scope. Today, strategic management should ensure not only the implementation of strategic priorities but also the development of organizational resilience, adaptability, and the capacity for continuous change [5; 6].

Therefore, modern strategic management should be regarded as an integrated management system that combines a strategic vision for organizational development, sustainable development principles, and the capabilities of digital technologies. Such integration creates the foundation for developing new conceptual principles of strategic management aimed at ensuring the long-term competitiveness, resilience, and balanced development of modern organizations.

An analysis of the scientific literature indicates that a unified approach to interpreting strategic management for the sustainable development of modern organizations has not yet been established. Most researchers examine this concept through the perspective of its individual components. Some scholars emphasize strategic management as a process of formulating and implementing the long-term development goals of an organization [5; 6], whereas others investigate digital transformation as a driver of changes in business models, management processes, and value creation mechanisms [1–4; 7–11]. At the same time, the concept of sustainable development is predominantly viewed as a system of economic, social, and environmental priorities that determine the strategic orientations of modern organizations.

Thus, contemporary scientific approaches demonstrate a gradual transition from the traditional understanding of strategic management as a tool for achieving economic performance to its interpretation as a comprehensive management system for ensuring the long-term development of an organization. However, most existing studies focus on individual aspects of digital transformation, strategic management, or sustainable development, while the issue of integrating these components into a unified conceptual framework remains insufficiently explored.

In this regard, strategic management for the sustainable development of modern organizations should be considered not merely as a set of individual managerial functions or digital tools but as an integrated management system that ensures the alignment of strategic objectives, sustainable development principles, and the opportunities created by digital transformation.

Therefore, strategic management for the sustainable development of modern organizations in the context of digital transformation can be defined as an integrated strategic management system aimed at formulating, implementing, and adjusting the long-term development goals of an organization through the comprehensive integration of sustainable development principles, digital technologies, and modern strategic management tools in order to ensure organizational adaptability, competitiveness, resilience, and the creation of long-term value for all stakeholder groups.



The proposed definition makes it possible to systematize the key conceptual foundations of strategic management for the sustainable development of modern organizations in the context of digital transformation, including its purpose, object, subject, principles, functions, tools, digital technologies, and the expected outcomes of the strategic management system (Table 1).

Table 1

Conceptual Foundations of Strategic Management for the Sustainable Development of Modern Organizations in the Context of Digital Transformation

Conceptual Element	Description
Strategic Purpose	To ensure the long-term sustainable development of a modern organization through the integration of sustainable development principles, digital technologies, and strategic management in order to enhance its competitiveness, adaptability, and organizational resilience.
Management Object	The processes of strategic development of a modern organization in the context of digital transformation.
Management Subject	The set of managerial decisions, strategic processes, digital technologies, and management tools aimed at ensuring the sustainable development of an organization.
Principles	Systemic approach, strategic orientation, adaptability, innovativeness, digitalization, integration, stakeholder approach, social responsibility, environmental sustainability, and continuous development.
Key Function	Strategic analysis, strategic planning, development of strategic alternatives, strategy implementation, strategic monitoring, performance evaluation, and strategic adjustment.
Strategic Management Tools	Strategic analysis, scenario planning, strategy maps, Key Performance Indicators (KPIs), risk management, ESG approach, strategic controlling, and digital analytics.
Digital Technologies	Artificial Intelligence (AI), Big Data, Business Intelligence (BI), Internet of Things (IoT), Cloud Computing, Enterprise Resource Planning (ERP), Customer Relationship Management (CRM) systems, digital platforms, and Digital Twins.
Expected Outcomes	Enhanced competitiveness, digital maturity, organizational resilience, adaptability, management effectiveness, innovative development, and the creation of long-term value for stakeholders.

Source: developed by the authors.

As shown in Table 1, strategic management for the sustainable development of modern organizations is a multidimensional system that integrates strategic, organizational, technological, and socio-economic components. Unlike the traditional approach to strategic management, which is primarily focused on achieving economic performance, the proposed approach integrates sustainable development principles, modern strategic management tools, and digital technologies into a unified management system aimed at ensuring long-term competitiveness, organizational resilience, and adaptability.

A distinctive feature of the proposed conceptual foundations is the systemic nature of the interrelationships among their components. In particular, digital technologies are viewed not as an independent direction of organizational development but as a strategic instrument for enhancing the effectiveness of strategic functions, supporting managerial decision-making, and facilitating the achievement of sustainable development goals. This approach makes it possible to consider digital transformation as an integral component of the strategic management system of modern organizations rather than merely as a process of technological modernization.

Accordingly, there is a need for a more comprehensive examination of the impact of digital transformation on the strategic management system for the sustainable development of modern organizations, since digitalization has become one of the key drivers of changes in the content, functions, and tools of strategic management.

The contemporary processes of digital transformation significantly reshape approaches to strategic management by expanding its functional capabilities and improving the quality of managerial decision-making. Whereas digitalization was initially associated primarily with the automation of individual business processes, it now encompasses all levels of organizational management, creating new mechanisms for strategic analysis, planning, implementation, and control [1; 4].

Digital technologies enable the rapid collection, processing, and analysis of large volumes of data, thereby substantially enhancing the quality and validity of strategic managerial decisions. The application of Artificial Intelligence (AI), Big Data, Business Intelligence (BI), digital platforms, Enterprise Resource Planning (ERP), and Customer Relationship Management (CRM) systems facilitates the timely identification of changes in the external environment, supports the forecasting of alternative development scenarios, and enables the prompt adjustment of an organization's strategic priorities [1; 7; 10; 11].

Therefore, digital transformation has a profound impact on all components of the strategic management system of a modern organization by ensuring their digital integration and enhancing the effectiveness of strategic decision-making. A generalized overview of the main directions of this influence is presented in Figure 1.

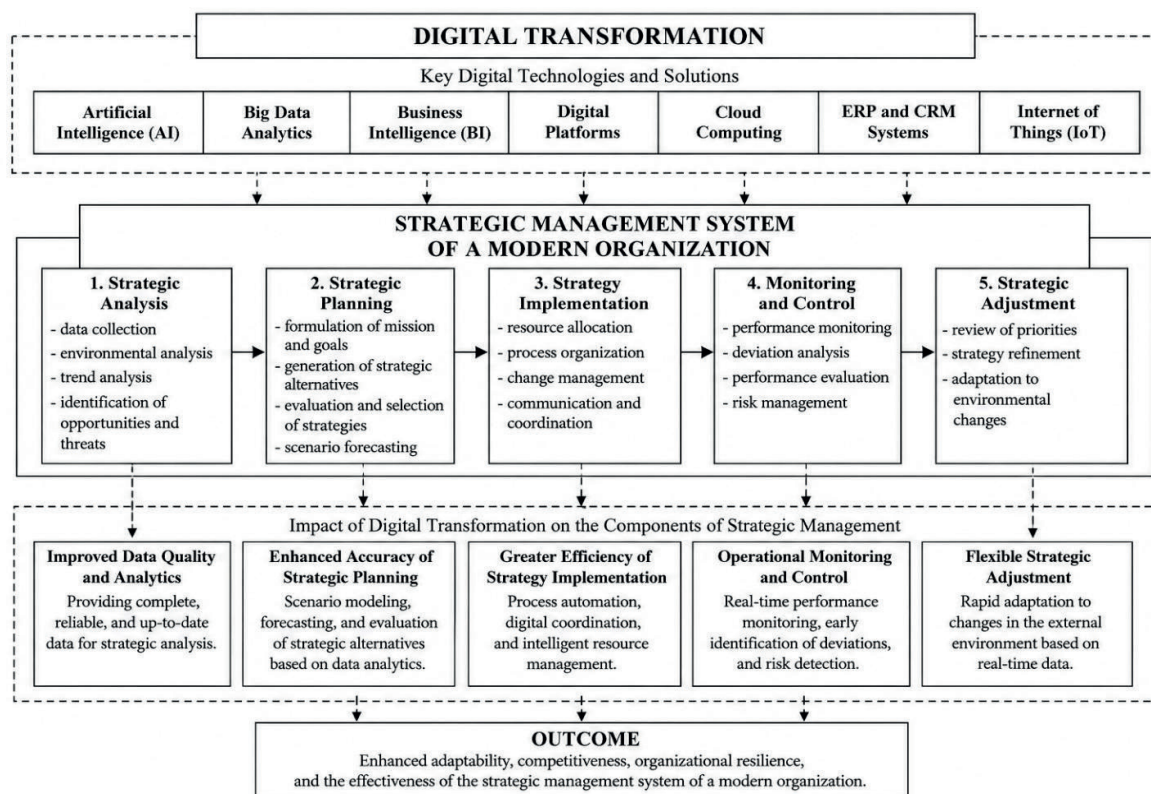


Figure 1. The Impact of Digital Transformation on the Strategic Management System of a Modern Organization

Source: developed by the authors based on [1; 4–7; 10; 11].

As shown in Figure 1, digital transformation is not an independent direction of organizational development but is integrated into all functional components of the strategic management system. Its influence extends throughout every stage of the strategic management cycle, from strategic analysis to monitoring, control, and strategic adjustment. The application of modern digital technologies enhances the quality of information and analytical support, expands the possibilities for forecasting alternative development scenarios, facilitates a rapid response to changes in the external environment, and improves the effectiveness of strategic managerial decision-making.

The proposed approach makes it possible to consider digital transformation as an integrating factor in the strategic management of the sustainable development of modern organizations. It ensures the interconnection between strategic objectives, managerial processes, digital technologies, and the expected development outcomes. This provides the foundation for developing a conceptual model of strategic management for the sustainable development of modern organizations that integrates sustainable development principles, modern strategic management tools, and digital technologies into a unified management system.

The findings of the study indicate that the effectiveness of strategic management for the sustainable development of modern organizations largely depends on the level of integration of digital technologies into the strategic management system. At the same time, digitalization should not be regarded as an independent direction of organizational development, since its strategic value is realized only when it is aligned with the organization's mission, strategic objectives, sustainable development principles, and overall corporate strategy. Therefore, the development of a strategic management system under contemporary conditions should be based on the comprehensive integration of managerial, organizational, informational, and digital components.

Taking into account current trends in the development of strategic management and the results of the analysis of existing scientific approaches, a conceptual model of strategic management for the sustainable development of modern organizations in the context of digital transformation is proposed. Unlike existing approaches, the proposed model considers digital transformation not as a separate direction of organizational modernization but as an integrating element that ensures the interconnection between strategic processes, sustainable development principles, and digital technologies.

The conceptual model is based on the systems approach and reflects the logical sequence of the formation and implementation of strategic management for the sustainable development of a modern organization. Its structure



comprises interconnected blocks representing the influence of the external environment, strategic development orientations, the core strategic management processes, the digital management framework, supporting components, and the outcomes of the system's functioning. The interaction among these elements forms a unified strategic management mechanism capable of ensuring organizational adaptability to environmental changes, improving the effectiveness of managerial decision-making, and achieving the long-term goals of sustainable development.

The overall structure of the proposed conceptual model of strategic management for the sustainable development of modern organizations in the context of digital transformation is presented in Figure 2.

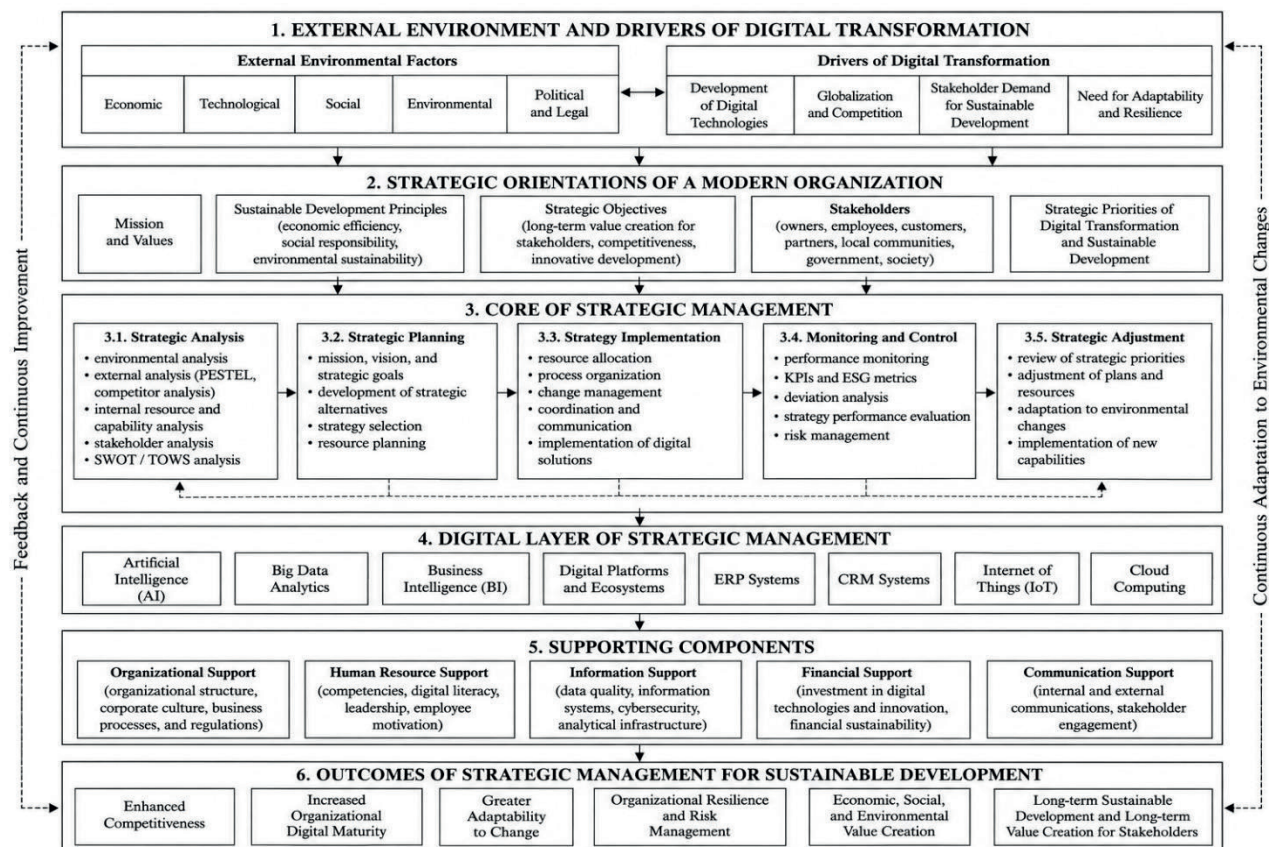


Figure 2. Conceptual Model of Strategic Management for the Sustainable Development of Modern Organizations in the Context of Digital Transformation

Source: developed by the authors.

As shown in Figure 2, strategic management for the sustainable development of modern organizations in the context of digital transformation represents a multi-level integrated system in which all structural components are interconnected and interdependent. Its functioning begins with the influence of external environmental factors and the drivers of digital transformation, which create new requirements for the strategic development of organizations and determine the need to adapt the strategic management system to contemporary business conditions.

The next level of the model comprises a system of strategic orientations that defines the organization's mission, strategic objectives, priorities of sustainable development and digital transformation, and ensures the alignment of the interests of key stakeholder groups. These strategic orientations determine the content and direction of strategic managerial decisions and serve as the foundation for shaping the long-term development trajectory of a modern organization.

The core of the proposed model is formed by the strategic management system, which encompasses the interconnected processes of strategic analysis, planning, implementation, monitoring, and strategic adjustment. Unlike traditional strategic management models, these processes operate in close interaction with the digital layer of strategic management, which provides information and analytical support for managerial decision-making, increases the responsiveness of organizations to changes in the external environment, and creates the conditions for the continuous improvement of the management system.

The effectiveness of the proposed model is ensured by a comprehensive set of organizational, human resource, information, financial, and communication components that create the necessary conditions for implementing



strategic priorities and adopting digital technologies. This approach enables not only the digital modernization of individual business processes but also the comprehensive transformation of the entire strategic management system in accordance with the principles of sustainable development.

The implementation of the proposed conceptual model results in the development of an adaptive, competitive, and digitally mature organization capable of responding effectively to external challenges, achieving balanced economic, social, and environmental development, and creating long-term value for all stakeholder groups. An important feature of the model is the presence of feedback mechanisms among its structural components, ensuring the continuous improvement of the strategic management system in response to changes in the external environment and emerging opportunities created by digital transformation.

Thus, the proposed conceptual model establishes a comprehensive theoretical framework for strategic management for the sustainable development of modern organizations in the context of digital transformation. Its practical application will contribute to improving the quality of strategic management, ensuring the balanced development of organizations, enhancing the effective use of digital technologies, and strengthening their long-term competitiveness.

Conclusions. The study substantiates the conceptual foundations of strategic management for the sustainable development of modern organizations in the context of digital transformation, based on the integration of sustainable development principles, modern strategic management tools, and digital technologies into a unified strategic management system. It is established that digital transformation changes the content and implementation of the key functions of strategic management – strategic analysis, planning, strategy implementation, monitoring and control, and strategic adjustment – by enhancing data quality and analytical capabilities, improving the accuracy of strategic planning, increasing the efficiency of strategy implementation, enabling real-time monitoring, and facilitating flexible strategic adjustment. An author's interpretation of strategic management for the sustainable development of modern organizations in the context of digital transformation is proposed, which, unlike approaches that consider strategic management, sustainable development, and digital transformation as separate areas, integrates them into a unified system focused on adaptability, competitiveness, organizational resilience, and long-term value creation for stakeholders. The developed conceptual model extends this approach by considering digital transformation not as a separate area of technological modernization but as an integrating component that links strategic orientations, strategic management processes, sustainable development principles, digital technologies, supporting components, and expected outcomes within a single framework. The practical implementation of the proposed approach can contribute to enhancing the adaptability, digital maturity, competitiveness, and organizational resilience of modern organizations, thereby supporting their long-term sustainable development. Future research should focus on developing a methodological approach to evaluating the effectiveness of strategic management for the sustainable development of modern organizations and establishing a comprehensive system of performance indicators.

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