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THE ROLE OF STRATEGIC CHANGES IN THE MANAGEMENT OF AN ENTERPRISE IN MODERN CONDITIONS

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***Abstract.** In the context of dynamic market environments and institutional transformation, enterprises are increasingly challenged to implement strategic changes that ensure sustainability and competitiveness. Organizational culture, innovation infrastructure, and adaptive management models represent critical dimensions of such transformation, yet their interdependence is often underestimated in traditional approaches. The purpose of this study is to systematize and adapt modern approaches to strategic change management, highlighting the integration of organizational, cultural, technological, and innovation-oriented factors. The results demonstrate that successful implementation of strategic change requires coordinated preparation of personnel, development of innovation systems, and the adoption of flexible management models. Employee readiness, supported through consistent training, staged adaptation, and clear communication of objectives, reduces resistance and fosters engagement. At the same time, innovation infrastructure and information technologies play a central role in supporting decision-making processes and enhancing the responsiveness of enterprises to market demands. Modern models such as forward-looking, network-based, agile, and customer-oriented organizations provide the structural and operational flexibility required to compete under conditions of uncertainty. The scientific contribution of the article lies in the integration of these dimensions into a comprehensive framework for guiding enterprises through complex transformations. Unlike traditional approaches that prioritize either structural or technological elements, the proposed framework demonstrates that sustainable competitiveness depends on balancing human, cultural, and technological resources. The practical significance of the study is expressed in the possibility of applying this framework as a diagnostic tool for assessing readiness for change and as a roadmap for enterprise-specific transformation strategies. The findings are particularly relevant for enterprises in transition economies, where limited resources and external shocks require adaptive, innovation-driven, and culturally sensitive approaches to strategic management.*

***Key words:** strategic changes, organizational structure, planning, marketing, human resources, consumers, innovation, coordination, enterprise, management.*

Introduction. In the context of increasing global competition, economic instability, and rapid technological transformation, enterprises are facing unprecedented challenges that require them to rethink their

management approaches. The modification of organizational management structures, therefore, is no longer a matter of choice but a strategic necessity for ensuring competitiveness and sustainable development.

The process of such transformation is evolving across several key areas, reflecting the growing complexity and dynamism of the modern business environment. The main foundations for strategic changes can be summarized as follows:

- decentralization of production and marketing operations. In many large enterprises, semi-autonomous or fully autonomous divisions with independent responsibility for profit and loss have already been established or are currently being developed. These divisions are entrusted with the full organization of production and marketing activities, including financial self-sufficiency and the right to establish commercial partnerships with external organizations. Such decentralization enhances managerial flexibility and enables faster adaptation to changing market conditions;

- innovative expansion, market diversification, and search for new opportunities. This direction is pursued through the creation of innovative units within major corporations, responsible for developing new products and technologies and independently promoting them in target markets under the principles of risk financing. A widespread practice among large companies is the establishment of small, innovation-oriented enterprises in the most promising sectors to achieve competitive market positions within the shortest possible timeframe;

- debureaucratization and continuous enhancement of employee creativity and productivity. To achieve this, companies introduce a wide range of measures, including share ownership programs for employees and the establishment of enterprises based on collective ownership, thereby fostering higher levels of motivation, commitment, and responsibility among personnel.

The successful implementation of these strategic changes requires a systematic approach to organizational design and restructuring. Such an approach should integrate the internal characteristics of economic systems with the dynamically changing external environment and emerging progressive trends, ensuring comprehensive and coherent organizational development.

Analysis of recent researches and publications. The problem of managing strategic change has been widely addressed in management theory and practice over the past decades. Classical approaches to change management, such as the models of J. Kotter [1] and J. Kotter & L. Schlesinger [2], emphasize structured stages of change implementation, stakeholder analysis, and overcoming resistance. These models remain relevant as they provide universal algorithms for managers; however, researchers note that they are often too linear and rigid for modern turbulent environments [3].

More recent studies highlight the limitations of traditional strategic planning approaches in conditions of uncertainty and emphasize the importance of organizational flexibility, dynamic capabilities, and continuous adaptation [4, 5]. In particular, the theory of dynamic capabilities stresses that sustainable competitive advantage depends not only on formulating strategies but on the enterprise's ability to reconfigure resources and processes in response to environmental changes [6].

In addition, scholars argue that strategic changes are strongly influenced by corporate culture, leadership, and employee engagement [7; 8]. The human factor, often underestimated in classical models, is now considered central to successful transformations. Moreover, in the digital economy, strategic change is increasingly linked to technological renewal, digitalization of processes, and the development of knowledge management systems [9; 10].

Therefore, although classical frameworks provide a valuable theoretical basis for understanding the mechanisms of change, contemporary research increasingly emphasizes the need for adaptive, integrated, and context-sensitive approaches.

This shift reflects the recognition that successful strategic transformation requires not only formalized planning but also an assessment of organizational readiness for change as a critical precondition for sustainable results. In this regard, it is appropriate to consider the established methods of strategic planning that form the core of the classical model of strategic management [11].

Against this background, particular attention should be paid to the contribution of J. Kotter and L. Schlesinger, who systematized the key features of change implementation into four consecutive stages. Their model, despite certain limitations in conditions of modern uncertainty,

remains an important conceptual foundation and a starting point for analyzing readiness for strategic transformation in enterprises (Table 1).

Table 1

Specific signs and features of the implementation of changes

№	Stage	Content
1	Analysis of the situation after the adoption of the strategic plan	1) Problems, opportunities are identified. 2) Changes and relevant results are noted.
2	Analysis of the factors of the situation - given and not given	1) Given factors: indicators, resources, commitments necessary for change. 2) Unspecified factors: norms, attitudes, other constants are clear conditions that are not related to changes, but affect the first group of factors.
3	Selection of a change strategy	Changes: 1) technology; 2) products, services; 3) structure; 4) personnel.
4	Implementation control, execution	Responding to emerging problems, using management accounting methods.

Note: The table is compiled by the author

However, the conditions and circumstances reflected in Table 1 illustrate a significant limitation of classical approaches: their practical implementation often encounters serious difficulties due to the uncertainty and unpredictability of external and internal factors. As several authors argue, the complexity of change management is largely determined not only by the correctness of strategic priorities but also by the accuracy of initial assumptions, the relevance of forecasts, and the adequacy of resources [3; 12]. In this regard, the risk of misalignment between planned objectives and actual organizational capabilities is particularly high, which may lead to substantial losses during the execution of strategic initiatives.

This recognition has led scholars to propose a shift in emphasis: from analyzing the content of change itself to assessing the organization's readiness for change as a determinant of successful transformation [8, 13]. Readiness assessment involves a multidimensional analysis of the organization's internal environment, including managerial competence, stakeholder engagement, corporate culture, and temporal resources.

Such an approach reflects a broader trend in strategic management research, which prioritizes adaptability, learning capacity, and resilience over rigid planning [5; 6].

Building on this perspective, the readiness for strategic change can be formalized through an integrative evaluation framework. For example, the relationship between need for change (N), forecasted outcomes (P), organizational ability (A), early effectiveness (E), and risks (R) can be conceptualized in the form of an approximate inequality:

$$N - P - A - E > R , \quad (1)$$

where N is the need for changes:

- if employees understand that inaction or other decisions will lead to the organization lagging behind competitors, decline, and reduce its income, the strategic plan is rational, and at the same time, strategic changes will allow the organization as a whole and its individual participants to achieve visible success;

- P – forecast of the future result: to what extent can one rely on a favorable (or unfavorable) outcome;

- A - the organization's ability to change, which includes the ability of top managers to implement changes, as well as the organization's internal ability to accept changes;

- E - the effectiveness of the first practical steps and achievements;

- R – risks and costs associated with changes. These include the introduction of new technologies, equipment, hiring new personnel, etc. costs associated with.

A more complete, detailed assessment of readiness involves studying the most important organizational characteristics used.

To assess the main characteristics of readiness for change, let's analyze it by six main elements [14]:

1. Stakeholders. Readiness for change largely depends on the quality of stakeholder satisfaction and the ability to balance their often contradictory interests. For consumers, the urgency of change becomes evident primarily when satisfaction with products begins to decline. Employees demonstrate motivation and readiness for effective activity only if dissatisfaction with working conditions is addressed; otherwise, their low engagement undermines strategic implementation. Investors, in turn, tend to demand rapid returns, which usually conflicts with the

longer horizons of strategic transformation. Numerous studies confirm that misalignment between these groups complicates change processes and increases resistance [8; 15; 16]. Thus, achieving balance among customers, employees, and investors remains one of the most critical managerial challenges.

2. Strategic tasks. The main directions of strategic development may include cost leadership, differentiation, innovation, quality improvement, and service enhancement [17]. However, their implementation requires not only formal approval, but also acceptance by management. Tasks must be supported by line and functional managers, who balance the objectives of their departments, workshops, and divisions with general corporate goals and draw conclusions about the coherence of new initiatives with previous plans. This managerial reaction may either reinforce or undermine the strategic program [14]. Scholars emphasize that without such alignment, resistance or indifference from middle management can critically weaken the execution of strategic projects [18].

Equally important is the role of personnel. The effectiveness of employees is determined by the extent to which their activities are aligned with overall strategic objectives. Lower-level managers and staff, especially under uncertain conditions, demonstrate entrepreneurial actions adequate to arising problems only if they understand the broader strategic vision. Otherwise, their focus remains limited to short-term operational tasks, which negatively affects long-term transformation [13].

Coordination. This is associated with the organization of effective communication with the stakeholders of the enterprise, which will ensure sustainable competitive advantages. Lack of coordination and teamwork leads to a decrease in the efficiency of individual relationships and the entire value chain, hindering the implementation of strategies. It is known from systems theory that in order to change the entire system, synchronous changes are required in its individual elements. Scholars confirm that effective coordination represents a cornerstone of strategic change, as it enables cross-departmental integration and ensures consistency with external partners [19].

Competence. Strategic change necessarily requires high production and management competence, providing the ability to solve new

problems. In addition, competence means the ability to create and deliver value to the customer with higher standards, based on the continuous training of the organization's employees. In fact, currently effective organizations are focused not only on good specialists, but on highly qualified specialists. Modern research highlights that competence should be understood not only as professional expertise but also as dynamic capabilities for continuous learning, innovation, and capability development [6].

Engagement. The effective work of all employees, including those at low production levels, cannot be achieved only with high coordination. To achieve a synergistic effect, the combination of all employees is necessary. Their high motivation is a more powerful factor than coordination, regulation of their actions by management – employees must be involved in the strategic process. Engagement is increasingly recognized as a stronger driver of performance than formal control mechanisms, since motivated employees actively contribute to change initiatives and strengthen organizational resilience [20].

4. Organizational levers. Leverage directs management to ensure organizational TOP-features and to form areas of activity. They can be divided into the following types:

Work organization. Implementation of work design, specialization, teamwork, development of a new enterprise structure, distribution of areas of responsibility, etc.

Centers of influence. Implementation of changes in existing powers, the degree of importance of departments. In particular, industrial know-how projects lead to the creation of new technology departments [21].

Human resource flows. Knowledge, skills, and habits of effective work of employees are one of the important conditions for changing business processes. Their regulation, including the hiring of new employees, the formation of management teams, leads to a new level of coordination, competence, and involvement, as well as the central TOP-features mentioned above.

Information, analysis, and reward systems. In new strategic conditions, the content of the main structural elements will be different, new subsystems will appear, and indicators will change accordingly. Therefore, data processing, payroll, and other measurements are difficult,

and sometimes impossible, to implement using old systems. Their advanced development will be fundamentally necessary.

Leadership. At key moments of the organization's existence, including during strategic changes, the involvement of personnel in the company's restructuring activities plays an important role. For this, the company's management must have not only authority, but also leadership. This can to some extent compensate for the discrepancy between existing plans and current tasks, new conditions for the development of the enterprise.

Academic literature emphasizes that these mechanisms – work design, structural reorganization, knowledge flows, and reward systems – are the primary tools through which strategic change becomes institutionalized [22]. Importantly, leadership is considered a central lever that can mitigate inconsistencies between existing practices and new strategic demands, fostering commitment and guiding employees through uncertainty [1; 23].

5. Corporate culture. Corporate culture is widely recognized as a crucial factor shaping organizational readiness for strategic change. A high level of shared organizational values and norms can help neutralize the impact of negative factors and strengthen the effectiveness of other managerial levers. However, the development of such a culture requires long-term and consistent efforts from management. Most organizational levers are directly or indirectly related to people, since it is employees who implement changes in processes and structures. At the same time, assessing the readiness of human resources for change remains a particularly complex task due to the high degree of uncertainty inherent in social systems. Employees often find it difficult to evaluate change initiatives, primarily because of incomplete information and limited awareness of transformation plans, which reinforces perceptions of change as risky. This observation is consistent with the broader literature, which highlights the dual role of organizational culture as both a barrier and an enabler of strategic transformation [7; 24].

6. Temporal resources. In addition to cultural aspects, temporal resources play a decisive role in determining an organization's ability to implement change. Strategic plans cannot be realized within excessively short timeframes, even if efforts are maximized. On the other hand, protracted delays in executing change initiatives may result in missed

opportunities and a loss of competitiveness. Thus, the assessment of temporal resources should involve balancing urgency with realistic implementation horizons. This is particularly important in dynamic environments where external challenges and threats emerge rapidly [25]. From this perspective, time constitutes one of the core components in evaluating readiness, since the pace of strategic transformation largely depends on it.

7. Information systems. Finally, information has become one of the most important organizational resources, comparable in significance to material, financial, technological, and human assets. Effective business operations require an integrated information system capable of supporting and managing production processes. Strategic changes in enterprise structures inevitably necessitate adjustments to the information system. To this end, it is advisable to develop a consolidated matrix of information systems and databases, which makes it possible to identify existing “gaps” in the company’s software and telecommunications infrastructure. Such a matrix enables the visualization of fragmented systems within a centralized software package and provides the basis for supplementing missing components with new information products designed for the future [26].

Taken together, these components illustrate that organizational readiness for strategic transformation is not limited to technical resources but constitutes a multidimensional construct. The literature suggests that success depends less on the formal design of plans and more on the systemic capacity of organizations to adapt flexibly to changing conditions.

The formulation of the objectives of the article. The purpose of the study is to develop theoretical and methodological provisions on modern approaches to strategic changes in enterprise management in modern conditions.

Statement of the main material of the research. In the process of preparing for change, the stimulation of innovation activity acquires a decisive role. Strategic goals in modern enterprises are increasingly linked to innovative development, since innovation serves as a mechanism for improving production efficiency and enhancing competitiveness. The advancement of innovation requires not only the creation or expansion of innovation infrastructure but also the establishment of mechanisms for introducing new products to the market. This, in turn,

presupposes interaction with external partners such as financial institutions, research organizations, and educational institutions, as well as the organization of a qualified labor market and the development of a proprietary innovation niche. Nevertheless, innovation cannot be activated solely by structural measures; it also requires a revision of established behavioral stereotypes within the workforce, which highlights the importance of incentive programs, reward systems, and the broader innovation infrastructure.

To design and implement strategic changes, scholars frequently refer to the methodology of J. Balogun and V. Hope-Hailey [27], which offers a structured framework for understanding change processes (Table 2).

Table 2

J. Baloga, U. Hope-Haley's strategic change methodology

№	Change	Content
1	Ways	Type of changes in terms of their scale, nature and potential, social outcome
2	Starting point	Changing the locus of control and its origin affects the transformation process
3	Leadership style	From democratic problem analysis to prescriptive recipes
4	Levers and mechanisms	Including the identification of levers, mechanisms of influence Organization of production, structure, technical, management systems, organizational culture
5	Roles	Establishment of new centers of influence, roles, including the team, delegation
6	Informatization of the enterprise	The introduction of information systems, including information processing and collection systems, appropriate to the new structure, management and tasks.
7	Stimulation and implementation of innovations	Adaptation of socio-economic and value directions, creation of conditions for the progress of the innovation sphere

Note: The table was compiled by the author.

Their model emphasizes the multidimensionality of change by identifying key elements such as leadership style, organizational levers, roles, informatization, and mechanisms of innovation stimulation.

However, while this framework provides a useful systematization of change components, it has been criticized for offering predominantly prescriptive guidance and less attention to the latent socio-cultural dynamics that often determine the success or failure of transformations.

The following guidelines should be followed during employee training as a process of preparing for strategic changes [4]:

1. Conditions for supporting strategic change.

In order to implement strategic changes, it is necessary to provide a set of conditions that will enable employees to become active supporters of the planned transformations. These conditions include:

- providing the opportunity for employees to disengage from past practices without significant disruption;
- offering maximum advance information;
- gradually integrating new practices with existing procedures;
- participation in discussions and meetings concerning planning and analyzing changes;
- clear leadership and specific measures to achieve the planned transformations;
- application of appropriate leadership styles;
- formation of teams capable of leading change initiatives;
- assessment and reporting on progress towards the defined goals.

2. Stages of organizational change.

According to the classical framework proposed by J.V. Newstrom and K. Davis, a key feature of the change process from the perspective of consistent employee training consists of three stages: unfreezing, change implementation, and refreezing [14]. The unfreezing stage involves rejecting previously established rules and procedures associated with former organizational directions, which are often perceived by employees as optimal. Achieving an understanding of the need for strategic changes and the transition from old attitudes requires managers at all levels to systematically communicate the impossibility of following previous paths and to explain the prospects and advantages of adopting new strategic directions [28].

The implementation of changes requires employees to adopt new activity standards, utilize new technologies, and develop new ways of thinking. Adaptation to a new and more predictable organizational state is invariably a complex and challenging process. Managers are

responsible for identifying and resolving issues that arise during the transition, ensuring that operational continuity is maintained.

3. Addressing task ambiguity.

Another important aspect of training is managing the inherent ambiguity of strategic tasks. During strategic planning, it is often fundamentally impossible to formulate certain objectives in full detail; specific performance indicators may only be applicable at lower operational levels. This principle is confirmed by V.M. Glushkova, who emphasized that “it is better to give a vague definition due to insufficient knowledge of the object under study than to fall into the illusion of false determinism.” Not all employees may be able to comprehend the selection of optimal actions under such fuzzy conditions. Therefore, personnel should be trained in advance to adopt appropriate behavioral standards and decision-making approaches within the context of new strategic realities.

4. Prioritization of changes.

Training programs should also focus on the correct prioritization of tasks. According to the Pareto principle, approximately 20 % of tasks generate 80 % of results. Even minor errors in assessing task importance can lead to significant setbacks in achieving strategic objectives. Systematic training should therefore include exercises aimed at developing the ability to work effectively with a range of possible and probable tasks, ensuring that personnel can identify and address the most critical issues.

5. Specialized training and skill development.

In many cases, participation in strategic projects requires specific knowledge, skills, and competencies. Recruiting qualified personnel is not sufficient; retraining and continuous professional development are often necessary to maintain the required level of expertise. The design of such training programs should consider both the acquisition of new skills and the adaptation of existing competencies to evolving organizational needs.

Summarizing the discussion of modern approaches to strategic planning, it can be concluded that the scientific substantiation of strategic development in industrial enterprises remains under active exploration. Traditional, well-established methods of strategic planning are increasingly inadequate in addressing the complexities of contemporary busi-

ness environments. There is a clear necessity to refine existing approaches, adapt them to new market realities, and explore novel, “untraditional” strategic paradigms that take into account dynamic changes across technological, organizational, and social spheres. The evidence presented underscores that effective strategic transformation relies not only on formal planning but also on the comprehensive preparation of personnel, careful prioritization of tasks, and the systematic development of capabilities necessary for innovation and adaptation.

Building on the previous discussion regarding employee preparation, innovation stimulation, and structured implementation of strategic changes, the next stage involves the adoption of new scientific management models that enable organizations to adapt effectively to contemporary challenges. Modern enterprises require conditions that allow the integration of internal markets, collaboration within industrial associations, and the utilization of global information systems to support decision-making and operational efficiency.

Analysis of organizational trends and evolving management practices highlights several types of management models that can facilitate the implementation of strategic changes:

1. Forward-looking organization. This model ensures rapid, independent, and responsible performance by employees when a clear, forward-looking practical vision serves as the common basis for decision-making. It provides employees with well-defined goals, particularly important in organizations managing diverse cultural groups domestically and internationally. Achieving a shared understanding of strategic objectives, both within and outside the organization, is a critical function of top management [11; 29].

2. Integrated organization with overlapping functions. Representing a traditional functional structure, this model integrates distinct departments such as marketing, production, research, and development, facilitating coordination across specialized areas.

3. Simplified and empowered organization. By reducing hierarchical layers, this model increases employees’ autonomy and responsibility, enhancing engagement and ownership of outcomes. Greater empowerment contributes to faster and more comprehensive satisfaction of customer and shareholder expectations.

4. Global organization. The expansion of production and technological capabilities, coupled with the universality of consumer and resource markets, necessitates a global approach. Organizations must operate across multiple countries, aligning strategies with global value chains and market demands.

5. Network organization. Rather than performing all functions internally, organizations can enter strategic alliances and contractual relationships, redistributing resources to optimize efficiency. Suppliers and customers may actively participate within the organizational network, enhancing responsiveness and flexibility.

6. Information technology-based organization. Effective integration of IT, communication systems, and information processing platforms is central to increasing operational efficiency and achieving sustainable competitive advantages [30]. Information systems support the alignment of production, service processes, and partner collaboration, thereby enhancing overall competitiveness.

7. Shareholder-oriented organization. Modern organizations cannot focus solely on internal objectives; they must balance shareholder interests with the broader expectations of stakeholders, including cultural and non-profit institutions. This approach emphasizes ethical governance and the adoption of global standards for organizational conduct.

8. Agile, adaptive, and learning organizations. Adaptation to rapid environmental and market changes is critical. Such organizations embed introspection, continuous learning, targeted employee training, and structured experimentation into operational processes, enabling rapid adjustment to new conditions.

9. Customer-oriented organization. Customer satisfaction remains central to strategic decision-making. Organizations should ensure that new product or service development reflects customer requirements comprehensively, often linking reward and compensation systems to performance outcomes in customer satisfaction [31].

10. Value-added and total quality-oriented organization. Competitive advantage requires the creation of added value through high-quality products and services. Organizations must concentrate resources on areas of comparative advantage and maintain quality standards across all operational dimensions.

11. Time-based organization accelerating product launch. Time-to-market has become a critical factor, as product life cycles shorten and

delayed launches can significantly affect performance. Organizations must optimize all activities, including management responses, to accelerate development, production, and delivery of new products.

The diversity of these models illustrates that modern strategic change is not purely procedural but encompasses structural, cultural, technological, and temporal dimensions. Implementation of such models requires coordinated preparation of personnel, clear communication of strategic objectives, and integration of innovation, information systems, and operational flexibility.

Collectively, these approaches form a comprehensive framework for guiding enterprises through complex transformations, justifying the relevance of the results presented in this study and highlighting the multifaceted nature of strategic change in contemporary organizations.

Building upon the identified models of organizational transformation, it becomes evident that their successful implementation cannot be limited to structural reconfigurations alone. Effective strategic change requires the alignment of three interrelated dimensions: (1) the systematic preparation of personnel, (2) the development of innovation and IT infrastructure, and (3) the adoption of adaptive management models. To illustrate this interconnection, an integrated framework is proposed (Table 3).

As the framework demonstrates, the success of strategic change lies in the synergy between human, technological, and structural factors. Personnel training reduces resistance and builds a culture of adaptability, while innovation infrastructure and IT systems provide the technological foundation for transformation. Adaptive management models, in turn, ensure that organizations remain flexible, responsive, and competitive in rapidly changing environments.

The results of the study confirm that the effectiveness of strategic change management depends not only on the selection of appropriate models but also on their integration into a coherent system. This integrated approach allows enterprises to move beyond fragmented measures, ensuring continuity between strategic planning, organizational restructuring, and cultural transformation. In this way, the proposed framework contributes both theoretical justification and practical tools for guiding enterprises through complex processes of modernization and adaptation.

Table 3

Integrated framework for strategic change implementation

Dimension	Key components	Role in strategic change	Practical implications
Personnel preparation	<ul style="list-style-type: none"> - Systematic training - Staged adaptation - Alignment of employee behaviors with new goals 	Ensures readiness, reduces resistance, and fosters engagement	<ul style="list-style-type: none"> - Clear communication of objectives - Participation in planning and discussions - Development of correct behavioral standards [
Innovation and IT infrastructure	<ul style="list-style-type: none"> - Innovation mechanisms - Comprehensive information systems - Support for adaptive processes 	Enables organizational flexibility and rapid response to market demands	<ul style="list-style-type: none"> - Creation or expansion of innovation infrastructure - Integration of software and telecommunications systems - Support for product development and operational efficiency
Adaptive management models	<ul style="list-style-type: none"> - Forward-looking organizations - Agile, customer-oriented, and network-based structures - Simplified and empowered hierarchies 	Provides structural and operational flexibility for strategic implementation	<ul style="list-style-type: none"> - Decentralized decision-making - Enhanced employee responsibility and engagement - Accelerated time-to-market for products and services

Note: The table was compiled by the author.

Taken together, the outlined models and the proposed framework underscore that strategic change in enterprise management is a multidimensional phenomenon. It requires the simultaneous transformation of organizational culture, employee behavior, innovation infrastructure, and managerial practices. The results obtained not only systematize existing approaches but also adapt them to the realities of enterprises operating under uncertainty and institutional transformation. These findings form the basis for the concluding reflections of the study, where the broader theoretical and practical implications of strategic change management are summarized.

Conclusion. Implementing strategic changes in enterprises is a multidimensional process that requires overcoming resistance, preparing personnel, and aligning organizational structures with new objectives. Resistance often arises due to uncertainty, incomplete information, and established behavioral patterns, and may intensify when transformations affect deeper cultural values and norms. In such cases, cultural modifications are necessary to support behavioral shifts and ensure that employee actions are consistent with new strategic priorities.

At the same time, the findings of this study confirm that strategic change should not be viewed narrowly as cultural transformation. Modern management practice requires the integration of structural, technological, and informational dimensions. The results highlight the critical role of innovation infrastructure and information systems, which form the technological backbone of change and allow enterprises to respond flexibly to market demands. In addition, the analysis of management practices demonstrates that enterprises can adopt a variety of organizational models (forward-looking, global, network-based, IT-driven, customer-oriented, and others), that provide structural and operational flexibility under conditions of uncertainty and institutional transformation. In this context, culture, innovation, and planning act as mutually reinforcing factors rather than isolated elements.

A number of authors emphasize that strategy is associated not only with planning but also with organizational structuring. This perspective underscores the importance of sequencing actions, preparing planning decisions, and ensuring adaptability to new realities. The study also highlights the role of continuous education and training, including international practices such as corporate universities, which support the institutionalization of strategic transformation.

The main scientific contribution of this research lies in the systematization and integration of modern approaches to strategic change management. Unlike traditional approaches that emphasize either structural or technological factors, the proposed framework combines organizational culture, innovation capacity, information systems, and adaptive management models into a comprehensive methodology.

The practical significance of the results is expressed in the possibility of applying this framework as a diagnostic tool for assessing readiness for change and as a roadmap for enterprise-specific transformation strategies. This is particularly important for enterprises in

transition economies, where resource limitations and external shocks demand flexible and innovation-oriented management practices.

Future research should expand the empirical base by conducting surveys and case studies across different sectors, particularly in construction and transport, to validate the applicability of the proposed framework. Another promising direction is the integration of digital transformation tools into strategic change management methodologies, aligning organizational adaptation with technological progress and innovation policies.

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РОЛЬ СТРАТЕГІЧНИХ ЗМІН У МЕНЕДЖМЕНТІ ПІДПРИЄМСТВА В СУЧАСНИХ УМОВАХ

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***Анотація.** У контексті динамічних ринкових середовищ та інституційних трансформацій підприємства дедалі частіше стикаються з необхідністю впровадження стратегічних змін, що забезпечують їхню стійкість і конкурентоспроможність. Організаційна культура, інноваційна інфраструктура та адаптивні моделі управління є ключовими вимірами таких трансформацій, проте їхня взаємозалежність часто недооцінюється у традиційних підходах. Метою дослідження є систематизація та адаптація сучасних підходів до управління стратегічними змінами з акцентом на інтеграцію організаційних, культурних, технологічних та інноваційно-орієнтованих факторів. Результати дослідження демонструють, що успішне впровадження стратегічних змін потребує скоординованої підготовки персоналу, розвитку інноваційних систем та застосування гнучких моделей управління. Готовність працівників, підтримана через системне навчання, поетапну адаптацію та чітке комунікування цілей, зменшує опір і сприяє залученості. Водночас інноваційна інфраструктура та інформаційні технології відіграють центральну роль у підтримці процесів прийняття рішень та підвищенні оперативності реакції підприємств на вимоги ринку. Сучасні моделі, такі як орієнтовані на майбутнє, мережеві, гнучкі і клієнтоорієнтовані організації, забезпечують структурну та операційну гнучкість, необхідну для конкуренції в умовах невизначеності. Науковий внесок статті полягає в інтеграції цих вимірів у комплексну систему, що спрямовує підприємства через складні трансформації. На відміну від традиційних підходів, які пріоритетно розглядають структурні або технологічні елементи, запропонована концепція демонструє, що стійка конкурентоспроможність залежить від балансування людських, культурних та технологічних ресурсів. Практичне значення дослідження проявляється у можливості застосування цієї системи як діагностичного інструменту для оцінки готовності до змін та як дорожньої карти для розробки стратегій трансформації конкретного підприємства. Отримані результати особливо актуальні для підприємств перехідних економік, де обмежені ресурси та зовнішні шоки потребують адаптивних, інноваційно-орієнтованих, культурно чутливих підходів до стратегічного управління.*

Ключові слова: стратегічні зміни, організаційна структура, планування, маркетинг, людські ресурси, споживачі, інновації, координація, підприємство, менеджмент.

