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ENHANCING STRATEGIC MANAGEMENT MODELS THROUGH DIGITAL TRANSFORMATION

Tokhtiyarov Akram Nurmukhamatovich
Deputy Chairman of the board for financial affairs,
“Uzbektelecom” JSC

In the era of digital economy, strategic management models are undergoing profound transformation. The traditional approaches that relied primarily on long-term planning and financial indicators are no longer sufficient to ensure competitiveness and sustainability. Instead, organizations are increasingly required to integrate digital technologies, data-driven decision-making, and innovation into their strategic frameworks.

The evolution of strategic management has been shaped by continuous changes in the global economy, with digital transformation emerging as one of the most critical drivers of contemporary business practices. Early foundations of strategic management were laid by A.D.Chandler (1962), who emphasized the importance of aligning organizational structure with corporate strategy, and by H.Ansoff (1965), who introduced strategic planning as a systematic approach to long-term competitiveness. M.Porter (1985) further expanded the field by conceptualizing competitive advantage through cost leadership, differentiation, and focus strategies. While these classical models provided essential frameworks, they were designed for relatively stable environments and did not fully account for the disruptive impact of digital technologies.

The rapid development of information technologies, the internet, and data analytics has challenged traditional strategic models. A.Bharadwaj et al. (2013) highlight that digital transformation is not only about adopting new technologies but also about rethinking business models and organizational processes to create new forms of value. Similarly, C.Matt, T.Hess, and A.Benlian (2015) argue that digital transformation integrates technological innovation with strategic decision-making, requiring organizations to embed agility, customer-centricity, and innovation into their strategic models.



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Another critical strand of research has focused on the role of Big Data and Business Intelligence in strategy. Chen, Chiang, and Storey (2012) emphasize that data-driven insights enhance strategic flexibility and predictive capabilities, enabling organizations to make more accurate and timely decisions. This perspective aligns with A.McAfee and E.Brynjolfsson (2012), who show that data-driven organizations consistently outperform their peers in productivity and profitability. The literature also highlights how digital transformation improves corporate governance and strategic control mechanisms. According to OECD (2015), digital platforms for reporting and monitoring strengthen transparency, accountability, and alignment between strategic goals and operational outcomes. Similarly, PwC (2016) notes that organizations that integrate digital dashboards and automated performance tracking into their strategic management achieve higher levels of responsiveness and stakeholder trust.

In addition, risk management within strategic models has been reshaped by digital tools. Gomber et al. (2018) demonstrate how artificial intelligence and predictive modeling allow organizations to identify, assess, and mitigate risks more effectively. This ensures that strategies are not only forward-looking but also resilient in the face of uncertainty and market volatility.

The literature underscores the role of performance evaluation systems in digital strategy. Kaplan and Norton's (1996) Balanced Scorecard has been widely adopted, but recent studies (Parmenter, 2015) show that integrating digital Key Performance Indicators (KPIs) provides a more dynamic and real-time assessment of strategic outcomes. This integration enables companies to link strategic objectives with measurable results, reinforcing a culture of accountability and continuous improvement.

Digital transformation reshapes strategic management in several important directions. First, the use of Big Data analytics and Business Intelligence tools enables managers to analyze market dynamics, predict customer behavior, and design more flexible strategies that respond to real-time changes. This provides a significant advantage in industries characterized by rapid technological shifts and volatile demand.



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Second, digital platforms allow organizations to improve transparency and accountability in their strategic governance. Automated reporting systems and online monitoring tools make it possible to track performance indicators in real time, thereby ensuring that strategic goals are closely aligned with operational results.

Third, the integration of digital communication channels within corporate governance structures strengthens interaction between boards, executives, and stakeholders. This facilitates faster decision-making and enhances the inclusiveness of the strategic process.

Moreover, the application of digital solutions in risk management – such as predictive modeling and artificial intelligence platforms – contributes to more effective identification, assessment, and mitigation of risks. This ensures that strategic decisions are resilient against external shocks and uncertainties.

Finally, the adoption of digital Key Performance Indicators (KPIs) and the integration of Balanced Scorecard systems allow organizations to continuously evaluate their strategic effectiveness. By linking strategic objectives with measurable results, companies can foster a culture of accountability, innovation, and long-term value creation.

The reviewed literature and analysis demonstrate that strategic management models are being fundamentally reshaped by the forces of digital transformation. While traditional frameworks such as those of Chandler, Ansoff, and Porter remain valuable for understanding the foundations of strategy, they are insufficient in addressing the volatility, uncertainty, and complexity of the digital economy. Contemporary organizations must therefore go beyond static models and embrace approaches that prioritize agility, real-time decision-making, and continuous innovation.

The integration of Big Data, Business Intelligence, artificial intelligence, and predictive analytics into strategic management enables organizations to make evidence-based decisions, anticipate market changes, and develop adaptive strategies. Likewise, digital platforms enhance transparency and accountability, ensuring stronger alignment between strategic objectives and operational outcomes. Risk management has also evolved, with digital tools providing



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organizations the ability to detect and mitigate threats more proactively. In parallel, the incorporation of digital KPIs and the Balanced Scorecard facilitates a dynamic evaluation of performance, reinforcing accountability and long-term value creation.

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