SPECIFIC FEATURES OF SELECTING ORGANIZATIONAL DEVELOPMENT STRATEGIES IN THE CONTEXT OF DIGITAL TRANSFORMATION

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Abstract

Digital transformation has fundamentally altered the competitive landscape within which enterprises formulate and execute organizational development strategies. This article examines the specific features that distinguish strategy selection under digital disruption from conventional pre-digital paradigms. Drawing on classical frameworks - including the Resource-Based View, Dynamic Capabilities theory, Porter's Generic Strategies, and the Balanced Scorecard - the article develops a five-stage Digital Strategy Selection Model and a Digital Strategy Positioning Matrix. The analysis is grounded in empirical data from Uzbekistan's tourism sector, with reference to 'SKY LUX TRAVEL' LLC, whose 791.8% revenue growth between 2022 and 2024 illustrates how digital capabilities generate sustained competitive advantage.

Keywords: organizational development strategy, digital transformation, strategy selection, dynamic capabilities, competitive advantage, digital maturity, tourism sector, Uzbekistan.

1. Introduction

The relationship between strategy and technology has always been mutually conditioning. What distinguishes the contemporary period is the scale, speed, and pervasiveness of digital transformation. Unlike previous technologies, digital tools - artificial intelligence, cloud computing, big data analytics, the Internet of Things, and mobile platforms — are simultaneously reshaping cost structures, competitive boundaries, and customer expectations across virtually every industry.[1]

In this environment, traditional strategic management frameworks require significant reinterpretation. The sources of competitive advantage have shifted from physical assets toward unique digital capabilities, from product-market positions toward platform ecosystems, and from periodic market research toward real-time data

[1] Porter, M.E. and Heppelmann, J.E. (2014) 'How smart, connected products are transforming competition', Harvard Business Review, 92(11), pp. 64–88. (source to be formatted by author)

intelligence. The tourism industry provides a particularly instructive case: Uzbekistan recorded 7.7 million international arrivals in 2024 and operates under the 'Uzbekistan-2030' strategy targeting 15 million annual visitors - a context in which digital agility directly determines competitive viability.[2]

This article examines the distinctive features of selecting an organizational development strategy under digital transformation conditions, develops a five-stage Digital Strategy Selection Model and Digital Strategy Positioning Matrix, and grounds the theoretical argument in evidence from the Uzbek tourism sector.

2. Theoretical Foundations: Classical Frameworks and Their Digital-Era Limitations

Strategic management theory was established in the second half of the twentieth century around physical scale, market access, and production efficiency. The classical canon - Ansoff's growth matrix, Porter's generic strategies and Five Forces, Barney's Resource-Based View (RBV), and Mintzberg's strategy typologies - retains foundational value but shows significant limitations when applied to digital contexts.

The Ansoff matrix does not capture platform-based competition, where market boundaries dissolve rather than expand. Porter's Five Forces struggles with multi-sided platforms and data-driven competitive moats.[3] The RBV's static resource inventory fails to capture the need for continuous reconfiguration. The most significant theoretical advance is Teece, Pisano and Shuen's (1997) Dynamic Capabilities framework, which reframes advantage as the capacity to sense opportunities, seize them, and reconfigure organizational structures — a logic ideally suited to environments of rapid digital disruption. Table 1 provides a comparative overview.[4]

Table 1. Comparative Analysis of Strategic Management Frameworks in the Digital Transformation Context[5]

Framework	Core Logic	Digital Dimension	Key Limitation	SME Applicability
Ansoff Matrix (1965)	Market/product growth vectors	Extended by digital scholars post-2010	Static; ignores platform ecosystems	Moderate

[2] Decree of the President of the Republic of Uzbekistan on the 'Uzbekistan-2030' Strategy, September 2023. Tashkent. (source to be formatted by author)

[3] Mintzberg, H., Ahlstrand, B. and Lampel, J. (2009) Strategy Safari: Your Complete Guide Through the Wilds of Strategic Management. 2nd edn. Harlow: FT Prentice Hall. (source to be formatted by author)

[4] Ansoff, H.I. (1965) Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion. New York: McGraw-Hill. (source to be formatted by author)

[5] Compiled by the author based on Ansoff (1965), Porter (1985), Barney (1991), Teece et al. (1997), Kaplan and Norton (2004).

Framework	Core Logic	Digital Dimension	Key Limitation	SME Applicability
Porter's Generic Strategies (1985)	Cost leadership, differentiation, focus	Data analytics enables hyper-differentiation	Ignores network effects & data moats	High
RBV / VRIN (Barney, 1991)	Strategy on unique, inimitable resources	AI, CRM, cloud as VRIN assets	Static resource inventory	High
Dynamic Capabilities (Teece et al., 1997)	Sensing, seizing, reconfiguring in volatile markets	Best fit for digital disruption contexts	Complex to measure	Moderate–High
Balanced Scorecard + Digital KPIs (Kaplan & Norton, 2004)	Aligns strategy across four perspectives	Digital metrics integrated as 5th perspective	Requires mature data infrastructure	High

No single classical framework is sufficient for digital strategy selection. The Dynamic Capabilities framework and the digitally extended Balanced Scorecard are the most analytically adequate; however, a comprehensive methodology requires integrating the positional logic of Porter's strategies with the resource uniqueness criteria of the RBV - a synthesis that underlies the model developed in Section 4.

3. Specific Features of Strategy Selection Under Digital Transformation

The Primacy of Digital Capability Assessment: Conventional strategic analysis begins with market position and resource base. In digital contexts, this must be supplemented by a rigorous digital maturity assessment - covering technology adoption, data infrastructure, digital skills, and innovation culture. An enterprise with strong market position but low digital maturity may be more vulnerable than a smaller, digitally capable competitor. Table 1 confirms a strong positive correlation between digital maturity and strategic agility across sectors.[6]

[6] Hill, C.W.L., Jones, G.R. and Schilling, M.A. (2017) Strategic Management: Theory and Cases. 12th edn. Boston: Cengage. (source to be formatted by author)

Table 1.

Digital Maturity Index and Strategic Agility Index by Sector (0–100 scale, 2023)[7]

Sector	Digital Maturity Index (0–100)	Strategic Agility Index (0–100)
Financial Services & FinTech	92	88
Tourism & Hospitality	**67**	**71**
Retail & E-commerce	85	82
Manufacturing	54	60
Healthcare	58	55
Education & EdTech	61	65
Logistics & Supply Chain	73	69
Public Sector / Government	39	44

Tourism and hospitality scores 67 on digital maturity and 71 on strategic agility - indicating progress in digital adoption but significant untapped potential in AI personalization, predictive analytics, and omnichannel CRM. The public sector and manufacturing lag substantially on both indices.

The Volatility of the Strategic Planning Horizon: Classical frameworks assumed planning horizons of five to ten years. In digital markets, technology change, rapid competitive entry, and shifting consumer behaviour render horizons beyond three to five years highly uncertain. Long-term strategic vision remains essential as an organizational anchor, but the mechanisms for pursuing that vision must be far more adaptive and iterative than classical models envisaged.

The Centrality of Data as a Strategic Resource: Data has emerged as a primary strategic resource that satisfies Barney's VRIN criteria: it is valuable (enabling precision targeting and personalization), rare (data advantages compound over time), imperfectly imitable (historical data cannot be replicated by new entrants), and non-substitutable (data-driven advantages cannot be achieved through alternative means). This elevates data infrastructure investment from an operational concern to a strategic priority.[8]

The Ecosystem Dimension of Digital Strategy: In digital markets, enterprises compete not as individual firms but as participants in digital ecosystems — networks of suppliers, intermediaries, technology providers, and complementors. For 'SKY LUX

[7] *World Economic Forum (2023) Global Competitiveness Report; UNWTO World Tourism Barometer (2024).*

[8] Kaplan, R.S. and Norton, D.P. (2004) Strategy Maps: Converting Intangible Assets into Tangible Outcomes. Boston: Harvard Business School Press. (source to be formatted by author)

TRAVEL' LLC, strategic position is determined not only by internal capabilities but by integration with Booking.com, Centrum, and Easy Booking platforms, and by leverage of Instagram's social media ecosystem for customer acquisition.

4. Analytical Frameworks for Digital Strategy Selection

The Digital Strategy Positioning Matrix: The Digital Strategy Positioning Matrix (Chart 1) is an original analytical tool that plots enterprises on two dimensions: Digital Capability Level (horizontal axis) and Market Disruption Risk (vertical axis). The intersection produces four strategic quadrants, each with a distinctive posture and priority actions.

Chart 1. Digital Strategy Positioning Matrix: Strategic Postures by Digital Capability and Disruption Risk[9]

	▲ HIGH DISRUPTION RISK	
HIGH ▶	**QUADRANT II — Digital Defender** High disruption risk, Low digital capability. Strategy: Urgent digital transformation — survival mode. Priority: Invest in digital infrastructure immediately.	**QUADRANT I — Digital Leader** High disruption risk, High digital capability. Strategy: Aggressive innovation, platform dominance. Priority: Scale via ecosystem lock-in.
LOW ▶	**QUADRANT III — Digital Laggard** Low disruption risk, Low digital capability. Strategy: Selective modernization; monitor market signals. Priority: Build data literacy.	**QUADRANT IV — Digital Optimizer** Low disruption risk, High digital capability. Strategy: Operational excellence via digital efficiency. Priority: Deepen CRM, loyalty analytics, omnichannel. (SKY LUX TRAVEL position)
	← LOW DIGITAL CAPABILITY LEVEL HIGH →	

Based on this analysis, 'SKY LUX TRAVEL' LLC occupies Quadrant IV (Digital Optimizer): high digital capability combined with moderate disruption risk. The strategic priority for this quadrant is deepening existing digital capabilities - CRM

[9] Developed by the author based on Dynamic Capabilities Framework (Teece et al., 1997) and empirical data from the Uzbek tourism sector.

enhancement, omnichannel marketing, and predictive analytics - rather than high-risk platform pivots or defensive digital transformation programmes.[10]

The Five-Stage Digital Strategy Selection Model

The model operationalizes the theoretical principles and positional insights of the matrix into a sequential process that enterprise managers can apply systematically.

The sequential logic ensures that strategy selection is a structured analytical process rather than an intuitive choice. Stage 1 establishes the factual foundation. Stage 2 translates it into a positional diagnosis. Stage 3 disciplines
option generation through the VRIN filter. Stage 4 introduces financial feasibility

Figure 1. Five-Stage Digital Strategy Selection Process Model[11]

Stage 1 | Environmental Scanning & Digital Readiness Audit
PESTLE-D analysis; assessment of the enterprise's current digital maturity across technology infrastructure, data analytics capacity, and skill endowment; benchmarking against sector leaders. Output: Digital Readiness Score (DRS) and disruption threat map.

▼

Stage 2 | Strategic Position Identification
Plot enterprise on the Digital Strategy Positioning Matrix. Determine quadrant membership (Leader / Optimizer / Defender / Laggard). Confirm with Dynamic Capabilities assessment.

▼

Stage 3 | Strategy Option Generation
Generate 3–5 candidate strategies consistent with quadrant position and resource endowment. Apply VRIN filter to assess digital resource uniqueness. Use Ansoff-Digital extension to map growth direction.

▼

Stage 4 | Multi-Criteria Evaluation
Evaluate options against: (a) financial feasibility — NPV, payback period; (b) strategic fit — Balanced Scorecard digital KPIs; (c) risk profile — three-scenario sensitivity analysis (optimistic / base / pessimistic).

▼

[10] World Economic Forum (2023) The Global Competitiveness Report: Digital Transformation Benchmarks. Geneva: WEF. (source to be formatted by author)

[11] Developed by the author based on the strategic management literature and empirical data from 'SKY LUX TRAVEL' LLC (2022–2024).

Stage 5 | Selection, Implementation Roadmap & Monitoring
Select the dominant strategy. Develop phased implementation roadmap (12/24/36-month milestones). Define digital KPI dashboard. Schedule periodic strategic review cycles.

and scenario testing. Stage 5 addresses the persistent gap between strategy selection and execution through implementation roadmap development and monitoring cycle definition.[12]

5. Empirical Grounding: 'SKY LUX TRAVEL' LLC and the Uzbek Tourism Sector

'SKY LUX TRAVEL' LLC provides a concrete illustration of digital-strategy alignment. The enterprise's total service volume grew from 34,500 million UZS in 2022 to 307,660 million UZS in 2024 — a 791.8% cumulative increase — with staff complement remaining stable at eleven persons throughout (Table 2).

Table 2. 'SKY LUX TRAVEL' LLC — Financial and Operational Metrics, 2022–2024[13]

Year	Total Service Volume (mln UZS)	Year-on-Year Growth (%)	Staff (persons)
2022	34,500	— (baseline)	11
2023	127,400	+269.3%	11
2024	307,660	+141.5%	11
Cumulative 2022–2024	**—**	**+791.8%**	**—**

This extraordinary productivity growth was driven by a single strategic decision: investment in a professional Instagram targeting specialist for digital customer acquisition. This scaled customer reach in a way that would have been impossible through conventional staff expansion at comparable cost.

Applying Stage 1 of the five-stage model identifies key digital assets: an Instagram presence generating over 500 inquiries per month; integration with Booking.com, Centrum, and Easy Booking; and data-informed seasonal budget allocation (advertising spend increased 30–40% during peak demand). Key vulnerabilities include: dependence on a single platform (Instagram), absence of a proprietary CRM system, and lack of customer lifetime value tracking. Stage 3 option generation produces four candidate strategies: omnichannel marketing integration; AI-

[12] UNWTO World Tourism Barometer, Volume 22, Issue 1, January 2024. (source to be formatted by author)
[13] Internal financial and operational records of 'SKY LUX TRAVEL' LLC, 2022–2024.

powered CRM implementation; MICE-segment development; and direct hotel and airline contracting to reduce commission dependency.

6. Recommendations

For Enterprise Managers

Adopt a structured, multi-stage approach to strategy selection. Conduct an honest digital readiness audit as the first step: overestimating digital maturity leads to strategies that exceed implementation capacity; underestimating it produces overly conservative choices. Enterprises in the Digital Optimizer quadrant should deepen existing digital capabilities rather than diversify prematurely. All enterprises should prioritize organizational data literacy as a foundational strategic investment.

For Policymakers: The 'Uzbekistan-2030' tourism targets are more achievable with active policy support for SME digital capability development: subsidized digital marketing training, co-financing of CRM implementation, and a national tourism data platform enabling enterprises to benchmark digital performance against sector norms.

For Academic Researchers: The Digital Strategy Positioning Matrix and five-stage model require empirical validation across a broader range of sectors, enterprise types, and national contexts. Future research should refine the Digital Readiness Score using validated psychometric instruments and incorporate mechanisms for managing organizational resistance to digital strategic change.[14]

7. Conclusion

Digital transformation does not merely add a variable to conventional strategy selection; it qualitatively alters the nature of the problem. Digital capability is a primary strategic resource. Data satisfies VRIN criteria. Planning horizons are compressed. Ecosystem positioning increasingly determines competitive outcomes.

In response, this article has developed two original analytical contributions: the Digital Strategy Positioning Matrix, which diagnoses an enterprise's appropriate strategic posture; and the five-stage Digital Strategy Selection Model, which operationalizes that diagnosis into a structured, reproducible process.

The 791.8% revenue growth of 'SKY LUX TRAVEL' LLC over 2022–2024, achieved through focused digital capability development rather than resource-intensive physical expansion, demonstrates that the principles articulated here are practically consequential. Future research should expand empirical validation, refine measurement instruments, and develop mechanisms for managing the organizational resistance that inevitably accompanies strategic transformation in the digital era.

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