



Management

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**Adaptive change management strategies for aligning organizational teams
with volatile digital consumer trends**

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Abstract. The relevance of the study is determined by the growing need for innovative management approaches to ensure the effective functioning and development of organizations in an unstable business environment. The **purpose of the article** is to review the effectiveness of adaptive change management strategies for aligning organizational teams with evolving trends in digital consumption. **Methods.** To study current developments in the field, an analysis of the scientific literature was conducted, and to present the results, generalization and systematization were employed. **Results.** Methodological approaches to the analysis of adaptive change management strategies were considered, in particular, the application of systems analysis to study organizational transformations, the use of digital analytics tools to interpret consumer trends, and the assessment of the effectiveness of team interaction in digital work environments. The impact of digital consumer behavior on the transformation of management approaches was analyzed, particularly in light of the growing importance of cross-functional cooperation, rapid decision-making, and data integration into management practices. The paper examines the mechanisms for aligning organizational teams with changing



consumer expectations and highlights the role of digital communication platforms, collaboration tools, and real-time data analytics in facilitating coordinated organizational responses to market changes. The paper assesses key factors that influence team effectiveness when implementing adaptive change management strategies, including developing digital competencies in employees, fostering a collaborative culture in the organization, and creating leadership structures that support innovation. **Conclusions.** Adaptive change management strategies have been shown to significantly enhance organizational teams' ability to respond to the challenges of the digital economy. Integrating systems-based management, digital consumer analytics, and collaborative team practices can help organizations become more agile, improve coordination among team members, and enable more effective implementation of change initiatives.

Keywords: team management, organizational effectiveness, adaptive management, digital consumer behavior, organizational flexibility, team interaction, strategic management.

Адаптивні стратегії управління змінами для узгодження організаційних команд із мінливими цифровими споживчими трендами

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Анотація. Актуальність дослідження визначається зростаючою потребою у пошуку інноваційних підходів до менеджменту компаній для забезпечення їхнього ефективного функціонування та розвитку в умовах нестабільного бізнес-середовища. **Метою статті** є огляд ефективності адаптивних стратегій управління змінами для узгодження організаційних команд з мінливими тенденціями цифрового споживання. **Методи.** Для



вивчення поточних напрацювань з проблематики застосовано аналіз наукової літератури, для представлення результатів дослідження – узагальнення та систематизацію. **Результати.** Розглянуто методологічні підходи до аналізу адаптивних стратегій управління змінами, зокрема застосування системного аналізу для вивчення організаційних трансформацій, використання інструментів цифрової аналітики для інтерпретації споживчих тенденцій та оцінка ефективності взаємодії команд у цифрових робочих середовищах. Проаналізовано вплив цифрової поведінки споживачів на трансформацію управлінських підходів, зокрема у зв'язку із зростанням значення міжфункціональної співпраці, швидкого прийняття рішень та інтеграції даних в управлінські практики. Розглянуто механізми узгодження діяльності організаційних команд із мінливими очікуваннями споживачів та підкреслено роль цифрових комунікаційних платформ, інструментів для спільної роботи та аналізу даних у реальному часі у сприянні скоординованій реакції організацій на зміни на ринку. Оцінено ключові фактори, що впливають на ефективність команд під час впровадження адаптивних стратегій управління змінами, зокрема розвиток цифрових компетенцій персоналу, зміцнення культури спільної роботи в організації та створення керівних структур, що підтримують інновації. **Висновки.** Встановлено, що адаптивні стратегії управління змінами значно підвищують здатність організаційних команд реагувати на виклики цифрової економіки. Інтеграція системних підходів до управління, цифрової аналітики споживачів та практик співпраці в команді сприяє підвищенню гнучкості організації, зміцненню координації між членами команди та забезпеченню більш ефективної реалізації ініціатив щодо змін.

Ключові слова: управління командами, ефективність організацій, адаптивний менеджмент, цифрова поведінка споживачів, організаційна гнучкість, командна взаємодія, стратегічне управління.



Problem statement. The rapid development of digital technologies and the intensification of global processes of digitalization have significantly changed the conditions in which modern organizations operate. In modern markets, consumer behavior is increasingly shaped by digital platforms, social networks, mobile applications and data-driven services, which constantly change expectations regarding the speed, personalization and accessibility of products and services. Under such conditions, the ability to manage organizational change effectively becomes a decisive factor in maintaining competitiveness and ensuring the sustainable development of companies. However, traditional approaches to management, which are often based on fixed hierarchical structures and relatively stable market conditions, are no longer sufficient to respond to rapid fluctuations in digital consumer trends. As a result, organizations face the challenge of developing adaptive change management strategies that enable them to respond promptly to changing consumer needs while maintaining internal coordination and strategic coherence.

The relevance of studying adaptive change management strategies for developing organizational teams in the context of evolving digital consumer trends is underscored by the growing importance of human capital and collaboration opportunities in organizations that have undergone digital transformation. Organizational teams are the main units through which strategic initiatives are implemented, innovations are generated, and consumer insights are transformed into practical management solutions. At the same time, the growing complexity of digital markets requires teams to be more flexible, more interdisciplinary in their collaboration, and more technologically competent. Therefore, aligning teams with rapidly changing consumer expectations is becoming a key management task that directly affects the organization's effectiveness and long-term sustainability. In this context, developing adaptive strategies that integrate digital analytics, collaborative management practices, and continuous learning mechanisms is an important direction for both theoretical research and practical management.



Analysis of recent research and publications. The research issues are addressed by the work of several domestic scientists. In particular, the work of Y. V. Buriak, M. A. Yokhna, I. M. Tsaruk [1] emphasizes the need to develop adaptive management models to ensure the effective functioning of organizational teams in the digital economy. The work of N. V. Kuriacha, Y. E. Bilichenko [2] justifies the need to optimize the management of enterprise development in an unstable market environment by implementing flexible strategies and adaptive management mechanisms, which allow increasing the resilience of organizations to external challenges. The study by V. Mishchenko, A. Daragan, and O. Drugova [3] focuses on the role of control in managing digitalization processes, emphasizing the importance of using analytical tools to assess the effectiveness of implementing digital technologies and ensuring the consistency of the enterprise's strategic and operational goals. The study by O. Tarasiuk [4] shows that the conceptual principles of flexible change management enhance organizations' ability to respond quickly to market challenges and digital transformations. The study by S. Melnychenko [5] demonstrates that strategic management directly affects organizational success by integrating adaptive practices into internal management processes. The work of O. Hnylianska [6] highlights new approaches to leadership in social management, which ensure more effective implementation of changes and the development of organizational culture. The work of A. Zerkal, M. Pavlenko [7] argues that effective personnel management in crisis conditions requires the use of adaptive models that take into account employees' behavioral aspects and increase the flexibility of organizational teams during change. The work of O. Tarasiuk [8] substantiates the view that modern models of change management should include systemic and flexible approaches to coordinating team actions with external factors. The study by O. Tymkiv [9] shows that the effectiveness of change management depends on enterprises' ability to integrate innovative approaches to teamwork and digital analytics. In the work of M. Buriak and O. Makovoz [10], it was established that the methodology of flexible change management is an effective tool for organizational



transformation, which increases team adaptability and optimizes internal management processes.

Highlighting previously unresolved parts of the general problem. Despite significant advances in theoretical and practical approaches to change management in the context of digital transformation, previous studies do not fully address aligning organizational teams with evolving digital consumer trends. Existing work mainly focuses on individual aspects of adaptive management, such as flexible management models, leadership, and digital analytics, but insufficient attention is paid to the comprehensive integration of these elements into team interaction processes. Methodological approaches to assessing the effectiveness of adaptive strategies at the team level, particularly in the context of real-time, rapidly changing market conditions, are also underdeveloped. The lack of a systematic integration of digital consumer trend analysis with internal management practices creates gaps in the practical implementation of adaptive strategies.

Formulation of the objectives of the article (task statement). The aim of the article is to review the effectiveness of adaptive change management strategies for aligning organizational team performance with evolving digital consumer trends.

In accordance with the goal, we were set the following tasks: to summarize theoretical approaches to change management in the context of digital transformation of organizations; to explore methodological approaches to the analysis of adaptive change management strategies and tools for interpreting digital consumer trends; to analyze the mechanisms for coordinating the activities of organizational teams with the dynamics of digital consumer behavior; to assess the potential of adaptive management approaches in increasing the efficiency of organizational teams.

Presentation of the main research material. The rapid digital transformation of the global economy has created a need for organizations to develop effective change management approaches. In modern management theory, change management is considered a systematic and purposeful process of planning,



implementing and controlling transformations within an organization to ensure its adaptability to changing environmental conditions. The essence of change management is the coordinated modification of organizational structures, processes, technologies and human resources in response to internal and external factors of change. Historically, the conceptual foundations of change management have evolved from relatively linear, planned models to more flexible, adaptive approaches. Thus, early theoretical models emphasized sequential stages of organizational transformation and focused on reducing resistance to change through structured planning and control mechanisms [8, p. 41–42]. Such approaches were effective in relatively stable conditions, but in the digital era, characterized by rapid technological innovation, unstable market conditions and increased consumer expectations, they are becoming increasingly ineffective. As a result, companies are increasingly using adaptive systems that prioritize collaboration and iterative development. Accordingly, the role of management is changing from controlling change to promoting company adaptability and enabling employees to actively participate in transformation processes.

The key to successful change management in the digital age is the effective functioning of organizational teams. Digital transformation fundamentally changes the structure and dynamics of teamwork in organizations, as the integration of digital technologies expands opportunities for collaboration, while creating new challenges. Organizational teams operating in the digital economy are characterized by high diversity, distributed work arrangements and significant reliance on digital communication platforms [9]. This requires the development of new forms of coordination and leadership that emphasize transparency, rapid information exchange, and collective problem solving. As a result, organizations are gradually moving toward cross-functional team structures that enable faster decision-making and more effective responses to market changes. The transformation of change management approaches is closely related to the emergence and rapid evolution of digital consumer trends. In the digital economy, consumers increasingly interact



with organizations through online platforms, mobile applications, and social media channels, generating significant amounts of behavioral data that can inform management decisions [10, p. 21–22]. These digital interactions are changing consumer expectations, as consumers now demand personalized services, fast responses, and a comfortable digital experience. Accordingly, organizations must adapt their internal processes and management practices to meet these changing expectations. Therefore, analyzing consumer digital behavior is becoming an important component of strategic management, allowing organizations to anticipate market changes and proactively respond to new trends. Digital consumer trends also affect the speed and scale of organizational change. The emergence of innovative business models creates a competitive environment in which organizations are forced to constantly improve their products, services, and operational processes. Change management is therefore directly linked to data-driven decision-making, as organizations increasingly use digital analytics to identify opportunities, assess risks, and measure the effectiveness of strategic initiatives [11].

The impact of digital consumer trends extends beyond the formation of market strategies and extends to the development of internal organizational cultures. To remain competitive, organizations must develop a business environment that supports innovation, experimentation, and rapid adaptation. Such a cultural transformation involves encouraging open communication, fostering collaborative practices, and creating an environment in which employees feel empowered to propose and implement new ideas. Management approaches that prioritize transparency and collegial decision-making help build trust within teams and facilitate a smoother implementation of organizational change. In this context, alignment between organizational teams and changing consumer expectations becomes a critical factor in achieving sustainable competitive advantage.

Thus, modern organizations operate in an environment characterized by technological development, rapid evolution of consumer behavior, and the constant emergence of new digital platforms [12, p. 322]. Under such circumstances, the



study of organizational change requires a methodological framework that can capture the multidimensional nature of transformation processes. One of the most widely accepted frameworks for such analysis is the systems approach, which views the organization as an integrated, dynamic system composed of interdependent elements, including organizational structures, human resources, technological infrastructure, management processes, and external stakeholders.

A systems approach provides a holistic perspective for analyzing organizational transformations. It does not focus on individual management interventions but emphasizes understanding the relationships among organizational subsystems and their interactions with the external environment. In the context of digital transformation, such a strategy becomes extremely relevant, as technological innovations often trigger changes across organizational processes, communication channels, and employee collaboration models. Accordingly, methodological approaches based on systems thinking encourage managers and researchers to evaluate change initiatives in terms of their broader organizational consequences, rather than considering them as isolated actions [13]. Another important aspect of methodological analysis concerns the detection and interpretation of digital consumer trends. The rapid spread of digital technologies has fundamentally changed the way consumers interact with organizations, creating a large flow of behavioral data that provides important information about changes in preferences, expectations, and interaction patterns. From a methodological perspective, the analysis of digital consumer trends involves the use of various analytical tools that allow organizations to collect, process and interpret large amounts of data obtained from online platforms, social networks, digital marketplaces and customer relationship management systems. These tools contribute to identifying new patterns of consumer behavior and help organizations anticipate future market changes. However, the effective use of such tools requires not only technical knowledge but also managerial skills to transform analytical findings into strategic and operational decisions. Interpreting digital consumer trends in a managerial context involves a



combination of data analysis and organizational strategy. Analytical tools provide quantitative indicators of consumer preferences and behavioral changes, but their practical value depends on management's ability to contextualize this information within broader organizational goals. In this regard, methodological approaches to studying adaptive change strategies emphasize integrating market information with internal organizational processes. Managers must interpret consumer data to drive product development, service innovation, and organizational workflow reconfiguration [14].

To provide structured analysis of consumer digital behavior and its impact on management, organizations are increasingly using a combination of analytical tools that support data collection, pattern recognition, and strategic interpretation (table 1). These tools differ in their primary functions, but collectively they contribute to the development of adaptive management strategies that can respond to changing market conditions.

Table 1

Characteristics of tools used by organizations to analyze consumer behavior

Analytic tool	Main analytical focus	Management interpretation and application
Web analytics platforms	Monitoring online user behavior, traffic patterns, and engagement metrics	Identifying consumer interaction patterns with digital platforms and adjusting digital communication strategies
Social media analytics	Analyzing consumer sentiment, discussions, and brand perceptions in digital communities	Assessing brand reputation and responding quickly to changes in consumer attitudes
Customer relationship management systems (CRM)	Integrating and analyzing customer interaction data across channels	Personalizing customer experiences and optimizing marketing strategies
Big data analytics	Processing large data sets to uncover hidden behavior patterns and trends	Strategic forecasting of consumer demand and identifying new market opportunities
Artificial intelligence-based recommendation systems	Automated analysis of consumer preferences and purchasing behavior	Development of personalized service offerings and increasing customer satisfaction

Source: compiled by the author based on [12–15]



Accordingly, analyzing digital consumer trends is important for understanding external market dynamics, but the internal effectiveness of teams remains a key factor in implementing adaptive change strategies. Methodological approaches to assessing team interaction in digital environments increasingly focus on the multi-level nature of collaboration, encompassing communication effectiveness, knowledge sharing, technological integration, and collective problem-solving capabilities. In digital organizations, teamwork often occurs through virtual platforms and collaboration software, enabling employees to interact regardless of their geographical location.

Evaluating the effectiveness of organizational teams in a digital environment requires a combination of qualitative and quantitative indicators. Quantitative indicators can include productivity metrics, response times on digital communication channels, task completion rates, and participation levels on collaboration platforms. At the same time, qualitative assessment focuses on factors such as team cohesion, trust among members, the ability to adapt to technological changes, and the collective interpretation of information obtained through digital analytics. The methodological basis of such assessments often involves survey tools, performance assessment systems and network analysis methods that identify patterns of interaction between team members [16].

Another important methodological aspect concerns the assessment of organizational learning processes within teams. In digital organizations, knowledge is constantly replenished through interaction with digital systems, customer feedback and internal collaboration platforms. Effective teams are those that can quickly perceive this knowledge and apply it in the decision-making process. Therefore, when assessing the effectiveness of teams, greater attention is paid to their ability to transform information into practical results.

In addition, the analysis of team interaction effectiveness should consider the roles of leadership and organizational culture in shaping collaboration dynamics. In organizations that have undergone digital transformation, leaders are expected to



foster open communication, encourage experimentation with new technological solutions, and create conditions that promote collective learning. Organizational culture, in turn, influences employees' willingness to share knowledge, engage in cross-functional collaboration, and join change initiatives. Therefore, the methodological assessment of team effectiveness cannot be limited to technical performance indicators; it must also take into account the social and behavioral aspects of collaboration.

Thus, methodological approaches to analyzing adaptive strategies for managing organizational change require an integrated framework that combines systems thinking, modern analytical tools for interpreting digital consumer trends, and comprehensive methods for assessing the interactions among organizational teams.

The analysis of theoretical and methodological approaches to managing change in a digital environment enables us to identify key insights into developing adaptive strategies to align organizational teams with rapidly evolving digital consumer trends. Modern organizations increasingly recognize that successful transformation depends not only on technological modernization but also on teams' ability to flexibly respond to external market signals and integrate them into internal decision-making processes [17, p. 8]. In this context, adaptive change management strategies aim to strengthen organizational teams' responsiveness, improve coordination mechanisms, and ensure a close alignment between management practices and the dynamics of digital consumer behavior.

One of the key issues concerns the transformation of management approaches to the formation and development of adaptive organizational teams. Management is increasingly focused on creating conditions that enable teams to work autonomously while maintaining strategic alignment with organizational goals. Such a transformation requires integrating digital tools that facilitate communication, coordination, and data-driven decision-making. Organizational teams are required



to work as dynamic units that can respond to new problems without excessive dependence on inflexible administrative procedures.

Modern organizational teams often consist of specialists from different professional fields, including data analysis, marketing, information technology, and customer experience management. This diversity allows teams to interpret complex digital consumer data and transform it into actionable management insights. As a result, management approaches increasingly prioritize fostering a collaborative environment where employees can share experiences and collectively interpret market signals in digital form. In such conditions, leadership becomes less directive and more facilitating, focusing on enabling teams to generate innovative solutions rather than on establishing detailed operating procedures [18, p. 173].

Another important dimension concerns the mechanisms through which organizations align their teams with changing digital consumer trends. In the digital marketplace, consumer preferences change much faster than in traditional economic environments, requiring organizations to develop mechanisms for continuous monitoring and feedback. These mechanisms enable teams to obtain real-time insights into consumer interactions with digital platforms and integrate this knowledge into their operational strategies. Organizational teams are increasingly using digital analytics, customer feedback systems, and platform communication channels to track new behavior patterns. Interpreting these data streams enables teams to adjust marketing strategies, product development processes, and service delivery models to align with consumer expectations. At the same time, aligning teams with digital consumer trends involves creating effective internal coordination processes. Teams must be able to quickly share information across functional units and collectively interpret market signals. This process often requires implementing common digital platforms that integrate communication, data exchange, and project management. Thanks to such systems, organizational teams can coordinate their activities more effectively and respond quickly to changes in consumer demand. In addition, the alignment process depends on an organizational culture that encourages



openness, experimentation, and continuous learning. When employees are empowered to interpret customer feedback and propose improvements, organizations are better able to adapt to changing digital markets [19].

The effectiveness of digitally transformed organizations cannot be measured solely by traditional performance metrics, as the success of adaptive strategies depends largely on the quality of collaboration, knowledge sharing, and responsiveness to market feedback. As a result, organizations are increasingly evaluating team performance using a broader set of criteria, including innovation capacity, decision-making speed, and the ability to integrate digital insights into operational activities. Developing effective teams requires both technological support and the cultivation of organizational practices that strengthen collective accountability for results.

To demonstrate the relationships between adaptive management strategies and organizational team effectiveness, table 2 presents key strategic aspects and their expected organizational effects in the context of digital transformation.

Table 2

Characteristics of the strategic dimensions of adaptive change management in the context of digital transformation

Strategic dimension of adaptive change management	Key organizational practices	Expected impact on team performance
Formation of flexible team structures	Cross-functional collaboration, distributed leadership, flexible coordination mechanisms	Increase adaptability and speed of response to changes in the environment
Integration of digital consumer market analytics	Use of digital data platforms, monitoring consumer behavior and feedback analysis	Improvement of team alignment with changing market requirements
Development of digital competencies	Continuous learning, knowledge sharing, interdisciplinary collaboration	Increase in innovative potential and improved problem-solving ability
Strengthening a culture of collaboration	Open communication, shared decision-making, support for experiments	Increase in team cohesion and more effective implementation of change initiatives

Source: compiled by the author based on [17–20]



In summary, adaptive change management strategies affect many aspects of the organization's functioning. By reviewing the team structure, integrating digital consumer insights, and strengthening the culture of collaboration, organizations create conditions that enable effective responses to dynamic market conditions.

Conclusions. The generalization of theoretical approaches to change management in the context of organizations' digital transformation has led to the growing role of adaptive management models in ensuring the effective functioning of organizational teams. It has been determined that the modern digital economy is characterized by high consumer preference dynamism, rapid technological development, and the growing importance of digital communication platforms, necessitating a transition from traditional hierarchical management systems to more flexible, team-oriented approaches. It has been established that adaptive change management strategies involve integrating a systems approach to organizational transformation, using analytical tools to interpret digital consumer trends, and fostering an organizational culture focused on cooperation, innovation, and continuous learning. The analysis also showed that the effective coordination of organizational teams' activities with changing trends in digital consumption largely depends on management's ability to ensure prompt information exchange, stimulate cross-functional interaction, and implement digital tools to support teamwork.

It was found that implementing digital analytical systems, collaboration platforms, and mechanisms for monitoring consumer trends contributes to faster decision-making and increases teams' adaptability to changes in the market environment. The results confirm that integrating adaptive change management strategies with mechanisms for analyzing digital consumer trends enables organizations to respond more effectively to the challenges of the digital economy and to ensure sustainable development in the long term. The prospects for further scientific research are to develop methodological approaches to quantitatively assess the effectiveness of adaptive change management strategies and model their impact on the performance of organizational teams in the digital environment.



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