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THE ROLE OF STRATEGIC ALLIANCE IN THE ERA OF MODERN DIGITAL TRANSFORMATION

The approach to the study the role of strategic alliances in the conditions of digital business transformations has been further developed in the article. In the course of a critical analysis of the content of scientific publications of modern scientists who studied the behavior, peculiarities of activity and the meaning of strategic alliances, it was established that the role of strategic alliances in the conditions of digital transformations does not disappear, but brings new advantages, requiring the maximization of returns from more dynamic partnership relations, which requires more in-depth study of such benefits. Dynamics analysis of the number of concluded agreements in the field of strategic partnership in the period of 2014-2023 demonstrates their increase starting from 2017, which led to the activation of digital business transformations. In the course of research, it was determined that the role of strategic alliances in the conditions of digital business transformations is to ensure strategic flexibility under the conditions of continuity of digital transformations, improve competitive positions on the market, increase their innovativeness and efficiency, improve organizational stability and the ability of companies to learn, create opportunities for obtaining synergistic effect. It develops the ability of companies to proactively manage changes, contributes to the joint solution of strategic tasks and goals of partner companies, provides significantly greater opportunities for the development of innovative processes through the development and implementation of

new methods and forms of work, new solutions in economic sectors, innovations in management, contributes to survival in market competitive environment and is an important competitive imperative to ensure overall long-term digital transformation.

Keywords: international strategic alliance, digital transformation, IT companies, cooperation forms, strategic partnership, development.

РОЛЬ СТРАТЕГІЧНИХ АЛЬЯНСІВ В ЕРУ СУЧАСНИХ ЦИФРОВИХ ТРАНСФОРМАЦІЙ

Метою дослідження є вивчення ролі стратегічних альянсів в умовах цифрових трансформацій бізнесу.

Фундаментальні та швидкі зміни в ринковому середовищі все частіше ставлять під сумнів існуючі уявлення про роль стратегічних альянсів. Однією з найбільш суттєвих змін, яка формує розвиток бізнесу, є його цифрова трансформація, яка вибудувала базис для створення інновацій, побудови нових цифрових бізнес-моделей, сприяла поширенню прогресивних організаційних змін та підвищенню ефективності бізнесу. Особливе значення в цьому процесі несе ініціатива ІТ-компаній, об'єднання найкращих практик бізнес-моделювання, інновацій та цифровізації бізнесу. В сучасних умовах традиційні системи міжфірмової співпраці та координації відносин вимагають перегляду з метою швидшого реагування на зміну очікувань, вимог та характеристик стратегічних партнерів по бізнесу.

В ході критичного аналізу змісту наукових публікацій вчених сучасності, які досліджували поведінку, особливості діяльності та значення стратегічних альянсів встановлено, що роль стратегічних альянсів в умовах цифрових трансформацій не зникає, а несе нові переваги, вимагаючи максимізації віддачі від більш динамічних партнерських відносин, з одного боку, та довгострокових відносин, необхідних для розвитку інноваційних моделей з іншого, що потребує більш глибокого вивчення таких переваг.

Аналіз динаміки кількості укладених угод у сфері стратегічного партнерства в період 2014-2023 рр. демонструє їх збільшення починаючи з 2017 р., що зумовило активізацію цифрових трансформацій бізнесу. В той самий час, отримані результати демонструють зростання ролі співробітництва між компаніями, яке характеризується взаємоузгодженим управлінням, пошуком взаємних вигід і створенням нової цінності для кожного з учасників стратегічного партнерства.

В ході подальших досліджень встановлено, що роль стратегічних альянсів в умовах цифрових трансформацій бізнесу полягає у забезпеченні стратегічної гнучкості за умов безперервності цифрових трансформацій, покращенні конкурентних позицій на ринку, підвищенні їх інноваційності та ефективності, покращенні організаційної стійкості та здатності компаній до навчання, створення можливостей отримання синергетичного ефекту. Це розвиває здатність компаній керувати змінами проактивно, сприяє спільному вирішенню стратегічних завдань і цілей компаній-партнерів, надає значно більші можливості для розвитку інноваційних процесів через розробку та

впровадження нових методів і форм роботи, нових рішень у секторах економіки, інновацій в управлінні, сприяє виживанню в ринковому конкурентному середовищі та є важливим конкурентним імперативом забезпечення загальної довгострокової цифрової трансформації.

Ключові слова: міжнародний стратегічний альянс, цифрова трансформація, ІТ-компанії, форми співпраці, стратегічне партнерство, розвиток.

Statement of the problem in a general form and its connection with important scientific and practical tasks. For many decades, strategic alliances have attracted interest primarily from the standpoint of developing partnerships to achieve both individual and mutual strategic goals (He et al., 2020). At the same time, fundamental and rapid changes in the market environment are increasingly questioning existing ideas about the role of strategic alliances, requiring a review of theoretical and practical concepts characterizing previous ideas about their functioning. One of the most significant changes that shapes the contextual development of business is its digitization and digital transformation (Mezghani & Aloulou, 2019), which built the basis for creating breakthrough innovations, building new digital business models, and formed the basis for the further development of companies (Ziyadin et al., 2020), contributed to the spread of progressive organizational changes and increased business efficiency (Salyaevich & Pardaev, 2021). The formation of the initiative of IT companies and the proper transfer of knowledge (Li et al., 2022), combining the best practices of business modeling, innovation and digitalization of business (Sathananthan et al., 2017) should be highlighted as the most important for carrying out digital business transformation. This proves that in the modern business environment, it is important for companies to review traditional systems of intercompany cooperation and coordination of relations in order to respond as quickly as possible to changing expectations, requirements and characteristics of strategic business partners (Bouncken та Fredrich, 2016).

Analysis of the latest studies, in which the solution to the problem was initiated. The research of strategic alliances and digital transformations in business is given attention in the modern scientific works of many domestic and foreign scientists. The COVID-19 pandemic has led to increased digital transformation, changing

customer behavior, management and technology knowledge gaps to address them (Klein & Todesco, 2021). Therefore, the idea in the form of an integrative conceptual framework regarding a new understanding of management actions necessary for competition in the new digital landscape through digital transformation is being actively promoted (Ghosh et al., 2022). In particular, in order to meet the future expectations of customers, company managers in the context of digital transformations have to revise their own business models and the general organizational structure of companies (Bilgeri et al., 2019). In the works of scientists, it is argued that improving the competitive positioning of firms depends not only on the technologies they adopt, but more importantly, on the strategies that are developed (Ismail et al., 2017), while the basis for transformations should be the IT strategy, which will cover the cost, scope and speed of a digital business strategy and the sources of business value creation (Bharadwaj et al., 2013). The role of strategic alliances in the context of digital transformations does not disappear, but brings new advantages, requiring the maximization of returns from more dynamic partnerships, on the one hand, and long-term relationships necessary for the development of innovative models, on the other hand (He et al., 2020). The authors substantiated that the creation of strategic alliances is closely related to the processes of accelerating the digital transformation of business areas involved in strategic partnership, contributing to its development, and through the use of digital technologies ensures the growth of their innovative power (Kryvovyazyuk et al., 2023), also direct and indirect significant influence between digital leadership and the development of strategic alliance and dynamic capabilities based on market orientation was proven (Mihardjo et al., 2019). Since partnership relations are important for the creation of strategic alliances, in modern conditions it is appropriate to consider them as digital interaction (Van Veldhoven & Vanthienen, 2022). However, a critical analysis of the content of scientific publications by scientists does not provide a clear answer regarding the role played by strategic alliances during digital transformations.

Objectives of the article. The objective of the research is to study the role of strategic alliances in the context of digital business transformations.

Presentation of the main material of the study with a full justification of the obtained scientific results. During the last 5-7 years, the role of cooperation between companies, which is characterized by mutually coordinated management, the search for mutual benefits and the creation of new value for each of the participants of the strategic partnership, has been growing significantly. This is convincingly evidenced by the growth in the number of concluded agreements in the field of strategic partnership (Fig. 1).

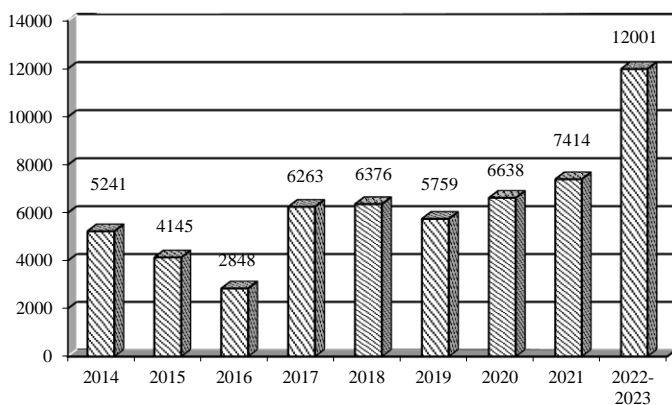


Fig. 1. Dynamics of concluded agreements within the framework of strategic partnership in 2014-2023

Source: compiled by the authors in accordance with (World Bank, 2022; Refinitiv, 2023)

Modern research has proven that strategic alliances creation has a positive effect on the digital transformation of businesses and the development of their innovative power, which is determined by the possibilities of organizing partnership relations and the level of organizational culture, the degree of integration of business sectors, the level of compatibility of management goals for the partner parties, the level of external relevance, opportunities for obtaining a synergistic effect for strategic alliances (Kryvovyazyuk et al.,_2023). In particular, it contributes to improving the organizational stability of

companies (Islam et al.,_2017), increasing their innovativeness and efficiency (Salisu and Bakar, 2018; Britchenko et al.,_2018), improving companies competitive positions on the market (Walas-Trębacz, 2013). A new approach to creating strategic agility and organizational sustainability simultaneously through agile business processes that represents a resolution of the trade-off between the efficiency and effectiveness of a company's response to strategy – an issue related to the current debate on building organizational sustainability – and can be used at the organizational level. Flexibility creates a strategic dimension of sustainability, that is, in other words, the ability of companies to manage change proactively, and at the same time more efficiently and effectively in order to transform and renew (Miceli et al.,_2021). Strategic flexibility focuses on the ability to quickly respond to changes in demand, increases in the competitive advantage of companies in a strategic alliance, while contributing to the improvement of competitive positions (Setyadi et al.,_2017). The influence of strategic alliances on the development of their innovativeness should be considered through the degree of solving strategic tasks and goals of partner companies. Geopolitical threats, increased competition on international markets, the need for organizational changes in the context of digital business transformation cause a more serious attitude to partnership relations between companies of different types, scales of activity, and achievements. Cooperation within strategic alliances provides significantly greater opportunities for the development and implementation of innovative processes through developing and implementing new methods and forms of work, new solutions in economic sectors, and innovations in management. Such effect, as research shows, is stronger for companies led by executives with better general management skills, companies with more experience in collaborating in strategic alliances, and companies that operate in industries. In addition, the impact of strategic alliances on stimulating innovation is more pronounced if the alliance partner companies share a common institutional owner or have a higher degree of technological proximity (Chemmanur et al.,_2023). Given the fact that digital transformation goes beyond the conventional purchase and subsequent adoption of new technologies, companies' ability to learn can

moderate the relationship between alliance knowledge acquisition and digital transformation (Schuchmann & Seufert, 2015). Hence, acquiring knowledge through strategic alliances can also be seen as a critical competitive imperative to help survive in the market competitive environment and the overall long-term digital transformation (Siachou et al., 2021). It is also noted that the reverse effect is also possible, when digital transformations will affect the development of strategic alliances. In the conditions of the challenges of the modern business environment, the need to use modern technologies is growing, in particular, such as blockchain, cloud storage, big data analysis, additive technologies, the Internet of Things, etc. Management must adapt to such challenges, because otherwise it will lag behind competitors. The need for faster adaptation and response to customer requests is another reason of the importance of changing the company's business model from traditional to digital. Summing up, the role of strategic alliances in the modern era of digital transformations is suggested to reduce to several important points (Fig. 2).

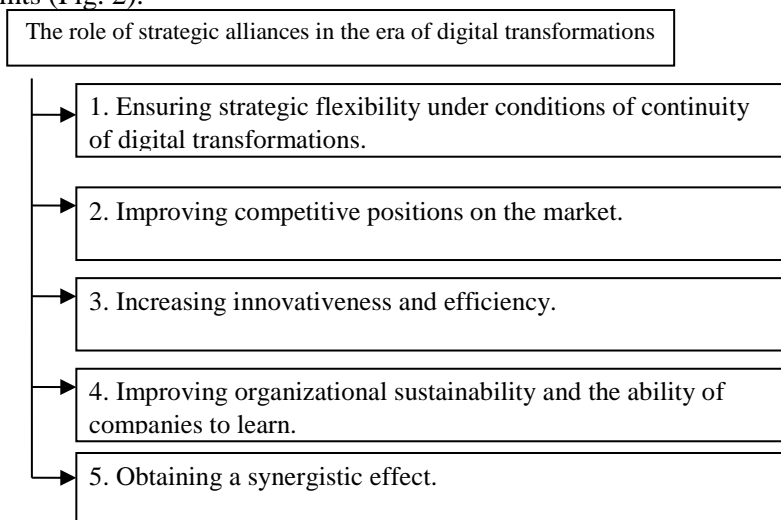


Fig. 2. Priority tasks, the implementation of which is ensured by strategic alliances in the era of digital transformations

Source: compiled by the authors

Conclusions. Previous research devoted to the study of the role of strategic alliances paid attention to those trends that characterized the deployment of digital transformation processes, while in the conditions of their acceleration, the role of the latter has changed significantly and requires additional study.

During the study of the dynamics of agreements based on a strategic partnership, it was established that from 2017 until today, the role of cooperation between companies has been growing, which is characterized by coordinated management, the search for mutual benefits and the creation of new value for each of the participants in the strategic partnership. This contributes to the improvement of strategic flexibility under the conditions of continuity of digital transformations, improvement of competitive positions on the market, increase of innovativeness and efficiency of companies, improvement of organizational sustainability and ability of companies to learn, obtaining a synergistic effect.

Further research should be aimed at studying the possibilities of creating effective structures management of various types of strategic alliances, management challenges due to future changes in the business environment, as well as studying reserves for increasing the efficiency and effectiveness of strategic partnerships in the era of digital transformation.

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