

TECHNOLOGICAL CHALLENGES ARISING FROM THE DEVELOPMENT OF DIGITAL TECHNOLOGIES AND GLOBAL TRANSFORMATION PROCESSES AND THEIR ROLE IN CHANGING THE STRATEGIC PRIORITIES OF BUSINESS

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ABSTRACT

The Digital Economy is a program for the period 2016-2020, which provides for the implementation of a number of measures to stimulate the introduction of information and telecommunications technologies in most sectors of the country's economy. The new interpretation mentions three components of the "digital economy" methodology: e-business information infrastructure, e-business network, e-commerce. Today, the digital economy is valued at three trillion dollars.

This value has been formed since the launch of the Internet. The dominant component of the modern economy is the work with data and the use of information and communication systems for production and management. The digital economy strengthens this component

Network technologies. In the modern economy, companies in the digital sector come to the fore and become points of innovative growth that provide the entire economy with a digital resource. From here, the influence of the digital economy extends to the entire economy.

This papers shows that the radical technological and socio-cultural challenges of the external environment caused by the development of digital technologies and the global transformation processes associated with them, combined with the fact that the traditional sources of growth are largely exhausted, cause a change in the strategic priorities of business, increased attention of researcher and practitioners to digital platforms and business ecosystems that lead to the transformation of markets and industries, strategies and behaviors of companies. Approaches to redefining an existing business are described and it is shown that in the modern economy the space for strategic choices is expanding significantly and the choice itself when determining a company's strategy becomes multi-vector and multi-agent.

Keywords: Technology, Economy, Ecosystem, Fact, Approach, Process.

1. INTRODUCTION

The great challenges of our time associated with digital technologies and sociocultural changes in the external environment, as well as the threats to undermine traditional industries and markets from platform models and business ecosystems, necessitate business transformation and changes in strategic priorities, as well as conceptual and empirical research aimed at comprehending these processes and the formation of new theoretical knowledge.

The modern world, including the world of economics, and not the world - the economy (according to S.N. Bulgakov), is becoming more and more technologically advanced and at the same time, by the way, less moral and spiritual. Technology is one of the main components of information, which in turn is the main factor in the production of the modern capitalist market (chrematistic) and the process of quasi-market reproduction, sometimes shifting from real to network, digital and virtual; From vertical to horizontal. The product of modernity is the electronic economy, including the web, the Internet, and digital economies, which operate with the help of digital communications. The electronic information revolution in the economy has greatly affected the transformation of economic relations for more than four decades. Transformations occur in relations of production and institutions in both content and form. In the digital economy, economic relationships become more complex as a subject matter when certain algorithms complement them. The peculiarity of transformations in production and / or economic relations is reflected in the fact that the processes of production, distribution, exchange and consumption (use) of information become the main processes in comparison with other types of economic and economic activities, as well as influence with them.

The electronic information revolution in the mid-seventies. It led to a change in the technological basis of production, when a network of networks - the Internet as a huge enterprise, and satellite communications, in general, informatization and computing operations of the first and second generation allow the transmission of information from anywhere in the world without a wired connection.

The hypothetical intensification of economics is, in fact, chrematistics, which have no limits.

The electronic information revolution and its product, the electronic and digital economy, are changing the form of organization of economic relations, institutions and organizations in the global space of the (mainly capitalist) market economy.

The term "digital economy" (author - Nicholas Negroponte) appeared relatively recently, in 1995 [1]. This concept is associated with the intensive development of information and communication technologies (ICT), the beginning of the second-generation informatics process, which is the basis of the emerging sixth technological situation. In fact, all areas of human life (economic, social, political, cultural, social, etc.) have changed to some extent due to the discovery and development of information and communication technologies.

More and more industries and sectors are included in the national economy: the most important of them: finance, trade, as well as engineering, agriculture, construction, transportation, communications, medicine, education, etc. - in the electronic and digital economy. Therefore, according to the Boston Consulting Group, the Internet economy in 2010 amounted to 2.3 trillion. In 2013, the digital economy was an order of magnitude smaller, at just \$20.4 billion, according to a report by Oxford Economics.

Information as a major factor of production in the form of modern technologies of the sixth technological system (in this case, information and communication technology) has opened up great opportunities for high-quality economic growth through the following tools and factors:

- First, unlimited trading sites on the Internet, the development of online trading, financial exchanges (stocks and currencies);
- secondly, the downsizing of companies for successful competition in markets, the development of horizontal management systems and the emergence of virtual enterprises (companies) and organizations, which are also referred to as "electronic companies";

- Third, the multiple use of the same physical, labor and other resources to provide various services within the enterprises cloud infrastructure, which is specialized
Regional clusters of the digital economy and digital ecosystem;
- Fourth, the limited scope of operational activities only by the size of the Internet;
- Fifthly, the customer has become a kind of “god” of the digital economy, i.e.
Fetish him (client);
- Sixth, the ever-increasing economic impact of digital products, including
Including by reducing production costs;
- Seventh, and most importantly, the emergence of new points of economic growth and “digital valleys”.

However, the limitations of the digital economy must be taken into account at the same time. This is, first, that its basic and applied aspects are developed within the framework of Aristotelian karmic, the capitalist system, ie. "Cash civilization" according to V.Yu. Katasonov, not according to Aristotelian economics as a harmonious and socially beneficial moral economics (in harmony with spirit and nature) [2]. First, the theory and practice of the digital economy ignores ethical, spiritual, and ethical principles. The cyborg creation project is not appreciated in these situations. Secondly, cryptocurrency (Bitcoin) is currently known to be banned in some countries due to its uncontrolled circulation and wide potential for money laundering. Third: It grew and expanded

The purpose of the article is to analyze the directions of development of the theory and practice of strategic management of companies in the digital age, related to the definition of strategic priorities and the description of the space of strategic choices.

The novelty of the article is associated with the generalization of a large number of mostly foreign author's views and views on topical issues of strategic management, an understanding of the processes taking place in companies on the basis of information obtained during conversations with their managers and owners, as well as the fact that these questions are still not enough presented in the local literature.

Big challenges of today:

Rapid changes in the external environment associated with the widespread use of digital technologies and general-purpose technologies (GPTs), which are transforming economic and social life at the national and global levels, have a huge impact on business development, and, accordingly, on strategic management.

In 2017, consulting firm Accenture conducted a survey of 930 top executives from 12 industries in more than 20 countries to identify the digital technologies that have the greatest impact on business performance and personalized customer experience. Based on survey data and econometric modeling, it is shown that companies that use combinations of digital technologies those cross-functional and organizational boundaries achieve significant financial results. It also shows that equipment manufacturers can reduce total cost per worker by almost 20% if they use robotics, artificial intelligence, big data analytics and 3D printing in combination with each other. From the point of view of business management, perhaps the most important challenge of the digital economy is the development of digital platforms and the formation of business ecosystems based on them, which not only change the way work is organized and carried out, but also destroy existing business models and production. Companies that have built digital platforms such as Google, Apple, Facebook are generating gigantic revenues and showing high revenue per

employee: in 2018, Apple had a figure of \$2.01 million, Facebook was \$1.56 million. While in Procter & Gamble - 0.6 million

. The market capitalization per employee also shows the same indicators shifted towards platform companies. Platform companies are flourishing, although their explosive growth is partially limited by social pressure and regulatory restrictions.

Technological shifts, combined with the development of the Internet, social networks and the widespread use of smartphones, which are becoming an important information device in the lives of consumers, create new opportunities for human participation in society and the activities of companies. Describing the new roles of consumers, J. Heymans and G. Timms [1] proposed a scale for increasing the degree of consumer participation in accordance with new roles, these are:

- Traditional consumption of goods and services;
- joint consumption (sharing, or the sharing economy), and the types of jointly consumed goods and services are constantly expanding: cars, bicycles and other equipment, housing, open source software products, social media content are shared, joint purchases are made, etc. ;
- formation, or co-creation, is associated with the participation of consumers in the development of an idea or product design, adaptation of content in social networks, the formation of Wikipedia content, etc.;
- financing, often emotional, through crowdfunding platforms for those projects that you like, or social financing through specialized funds;
- the production of "hand-made" products, a variety of individual services, the creation of videos and channels, photographs and other creative works that are sold or posted on social networks. A new rule of behavior is being formed in society - "we do it ourselves";
- Co-ownership on the principles of peering (equal ownership) or open access (open source) can still be said in relation to Wikipedia or a variety of software products, but the areas of co-ownership are gradually expanding.

As a result, a new power of consumers is emerging in the modern economy, driven by people's growing sense of belonging to what is happening (especially in social networks), which digital technologies and mobile devices allow to realize. For example, according to experts, the market for consumer goods (the FMCG market) has become a consumer market, with consumers trying to reduce the time to buy such goods, but at the same time spending time on reviews and recommendations, becoming complicit in the process of creating new products and their promotion to the market.

New values and generational markers of consumers, especially Generation Z (those born after 2000), have an impact on business activities, forcing companies to create platforms for dialogue with consumers, personalize their offers, and learn to involve the customer community in solving new problems. In essence, working with consumers, including in the online space, through the joint creation of value and the joint development of customer experience [2] becomes one of the vectors of the company's development strategy. Moreover, taking into account such trends as life expectancy growth, active longevity, the spread of a healthy lifestyle and the wellness trend, leads to the emergence of new products and areas of activity.

However, a closer connection between a business and potential customers does not eliminate the need to constantly monitor market inflection points that may open new opportunities or pose threats to an existing business. History shows numerous examples that even great companies miss their chance if they do not feel the market shift, do not appreciate the opportunity to undermine it. For example, IBM was belatedly reacting to the transition to minicomputers, just as Intel was

belatedly responding to the development of mobile devices. Significant shocks are now expected in the service sector under the influence of growing aggregator companies (E2E1 companies), which, using modern software, directly (without intermediaries) unite people who want to receive and provide various kinds of services.

In essence, the threat to disrupt traditional markets (so-called “uberization”) comes from new organizational forms of business, such as platform business models and business ecosystems. The driver of the development of new forms of business is the scale effect on the demand side, known as the network effect. Social networks enhance the effect of this factor, the development of mobile applications, as well as technologies that contribute to the growth of the network [3].

Under these conditions, the market leadership of companies becomes unstable, competition becomes more complicated and becomes more dynamic, which necessitates constant monitoring of the external environment, especially in terms of technological trends, as well as the values and behavioral markers of different generations of consumers as the most important components of PEST analysis. The importance of analyzing the company's stakeholders, their goals and interests is also increasing [4], including from the standpoint of developing partnerships within business ecosystems formed based on platforms.

At the same time, the demands from society and consumers in terms of building communications with business are increasing. In responding to these requests, the company must be to a certain extent open to information, respond flexibly to customer needs, track customer experience, in other words, the company must be both flexible and adaptive.

Thus, modern challenges of the external environment, or external shocks that open up new opportunities for business development and growth, but at the same time can cause the destruction of sources of competitive advantages and create threats to its sustainable development, necessitate expanding the boundaries of the analysis of the external environment and its subjects, as well as the range of methods and tools used in the development of the strategy.

Expanding strategic business priorities:

The problem of changing strategic management under the influence of new challenges is recognized and considered by many researchers and business practitioners. It is noted that the traditional sources of potential growth of companies have largely exhausted themselves. Acquisitions and mergers give way to the development of business ecosystems; Internet and new business models are becoming instruments of market expansion; really revolutionary novelties appear less and less often, and many products turn into functionally similar ones, complicating their promotion; in the markets there is a struggle for consumers, their “binding” to the company, for the formation of a consumer community or access to it; there is not just a migration of value within industry business systems, but an undermining of industries and markets [5, 6].

The trend of digitalization of the economy and society leads to the fact that data is becoming an important strategic resource for a company: these are streaming data from the Internet of Things, data from social networks and other open sources, user data and many other data. Working with data, extracting knowledge and meaning from them is also becoming an important strategic priority for the development of the company, allowing managers to gain previously unavailable knowledge about consumers and rely on predictive analytics in their decisions [7, 8].

The development of platform business models and the formation of ecosystems based on them have updated the study of strategies for platform companies, which differ significantly from the strategies of traditional business. The differences stem from the fact that platforms are evolving

forms of organization that effectively integrate and coordinate the interaction and competition of platform participants, as well as their innovative development.

An overview of the theoretical and empirical work on platform strategies published in academic journals between 2006 and 2016 is presented in the article "Research of platform strategies: an overview from the perspective of organizational ambidexterity" by a group of authors, including well-known platform business economists Marshall van Alstein and Jeffrey Parker [9]. Based on multi-stage selection and filtering, they formed a final sample of 109 articles cited in the SSCI (Social Sciences Citation Index) and reflecting the heterogeneity of approaches and points of view on the development of platforms. Five main categories were identified that combine the ideas and conclusions contained in the analyzed literature on platform strategies: these are pricing, openness, integration, differentiation and breadth of activities (multi-platform):

- An active discussion in the literature of issues and possible pricing strategies in platforms and business ecosystems is determined by their strong influence on the size of the customer base, which is a key resource of the ecosystem. It has been established that the owners of multilateral platforms actively use the subsidization of some participants at the expense of others, while it is critical to determine which of the parties and in what form to subsidize. For example, subsidies can take the form of free access to information or technical support.

- Based on extensive empirical material, it has been shown that opening a platform to third parties can lead to an increase in its innovative activity. It is concluded that the core of the platform, or the key module, is often available only to the owner, and additional modules are opened for sharing with third parties. This allows the development of innovative capabilities for the entire ecosystem, while the platform owner can use third-party innovations to improve the platform core, for example, through intellectual property sharing.

- It is also shown that platform owners can use, including simultaneously, an integration strategy, entering segments of complementary products, a differentiation strategy focused on attracting different user groups, as well as a multi-platform strategy, developing a new platform that forms a synergistic effect.

Reviewing the strategy of platform companies, G. Pisano notes that a reliable way to maintain a leading position in the platform business and undermine the possible actions of imitators is continuous investment in the development of technical and organizational innovations, as well as the presence of additional assets that help the company "bind" consumers to itself. Moreover, strengthen the ecosystem of participants formed around the platform [10]. As such assets, there may be competencies integrated into the business of clients; technologies that ensure the interaction of platform participants or the interconnection of devices used (iOS operating system); goods or services, other assets.

According to A. Gawer, M. Cusumano [11], as well as many other researchers, the key strategic task of platform companies is not to protect their competitive positions in the market based on economies of scale, but to create a value proposition that attracts new participants to the platform, and ensuring their effective interaction.

In other words, the change in business strategic priorities is about moving from growth and profitability to creating value for consumers, and within platforms, it be about creating value for all participants in the ecosystem formed around the platform.

Along with the expansion of strategic priorities, deep changes in the external environment necessitate transformations in companies, which actualizes the study of business transformation problems.

Business Transformation:

The theory of strategic management considers various aspects of business transformation, such as determining the depth of change (from changing the positioning of a business in an established market to redefining or “reinventing” a business anew), creating innovative business models that undermine traditional markets and businesses, and assessing the comparative costs of transformation.

Therefore, at the end of the last century, D.J. Thies proposed the concept of dynamic capabilities, which refers to "the company's potential to integrate, create and reconfigure internal and external competencies to meet a rapidly changing environment" [12]. At the core of a company's dynamic capabilities is its intellectual capital, which provides the ability to take faster and more innovative proactive steps to create new markets, recognize new business opportunities, and reinvent itself organizationally.

In other words, this concept is associated with the early discovery of new opportunities and their rapid implementation through transformations, including the reconfiguration of competencies and changes in the resource base of the company.

Closely related to the concept of a company's dynamic capabilities is the concept of the comparative costs of transforming a company in response to environmental challenges. These costs, which describe the barriers and costs faced by companies in reconfiguring and expanding their resources and competencies, are the other side of dynamic capabilities, which describe the potential of companies in terms of learning and rapidly developing competencies necessary to operate in a new area (market segment) [7].

Estimating the costs of strategic change and its impact on strategic choices and competitive dynamics has been the subject of much work. Thus, A. Menon, D. Yao [10], using game theory, propose to analyze such costs based on factors characterizing the depth of changes, as well as factors related to the trajectory and period of the company's development. The costs of the first type reflect changes in the resources and abilities necessary for functioning within the framework of the current and future strategy, and taking into account the previous experience of the company's development (its strategic inertia) allows a more comprehensive assessment of the costs of business transformation.

N. Argyres et al. [9, 8] argues that, although the challenges of the external environment affect all market participants to one degree or another, companies can choose different ways to transform their business, depending on the comparative costs associated with making changes. The authors illustrate their position on the example of the smartphone market, where the emergence of the iPhone has put market participants such as Blackberry, LG, Motorola, Nokia, Samsung and Sony Ericsson in front of the need to transform (reposition) their companies. The paths for transforming established companies were imitating the iPhone by creating conditions for application development, concentrating on the lower segment of mobile phones, focusing on devices with characteristics superior to the iPhone, and finally exiting the market. According to the authors, companies should choose a transformation strategy that is associated with lower comparative costs than competitors are.

Researchers describe different ways of business transformation in modern conditions: companies are redefining their business in broader terms, like Disney: from animation to entertainment for the whole family [10, 9];

Learn to manage dilemmas, or conflicting values [9]; try to inspire consumers through values and beliefs [10]. An important factor in today's dynamic environment is the financial flexibility of the company, which enhances its competitive advantages [12].

It should be noted that the challenges associated with major innovations (innovation shocks) not only affect the characteristics of industries, but also transform their very nature, actually redefining industries. Innovation shocks devalue companies' established assets and competencies while opening up new windows of opportunity, spurring many market participants to make deep strategic changes. Today, innovation shocks are caused by the rapid development of digital technologies, which are rapidly penetrating all spheres of the economy and public life, leading to radical changes in the structure, organization and methods of production and consumption of products and services, changing the sources of competitive advantages of companies and dictating the need to transform their business [11. 12] smartphone revolution and make its messenger unavailable to other platforms clearly demonstrates the need for business transformation to avoid disruption in the digital age.

Thus, it is among the strategic priorities of modern companies that determine the direction and direction of business transformation.

Business models include working with data and digitizing business, creating consumer communities and, in the future, large interest groups, ensuring information openness for business and development.

A multi-stakeholder partnership focused on customer values and partners, and are preparing for a timely exit from the market.

In general, the forecasts of researchers and analysts agree that in the next decade, under the influence of digital technologies and related global transformation processes, there will be phase changes in the practice of strategic management of companies, including the field of strategic choices will significantly expand and the mechanisms for implementing strategies will change.

The space of strategic choices:

The space of strategic choices of companies in the modern economy is systematized not only by such traditional tools as two-dimensional portfolio matrices, Ansoff's "products - markets" matrix, BCG matrix, etc., as well as Abel's three-dimensional scheme "technologies - consumers - problems" [13]. New types of matrices are emerging, for example, the "markets - core competencies" matrix by Chakravarti - Lorange, which presents four renewal strategies: protection and expansion use of advantage, construction and business transformation [15]. Attempts are being made to display the multidimensional space of strategic choices in the form of maps or diagrams. So, K. Zuk and J. Allen propose to use maps of related business areas, in which rays emanating from the business core can represent new products and technologies, new markets and distribution channels, new steps in the value chain (integration forward or backward along the chain) and new market segments, new opportunities for internal development, including organizational innovation (new business models, for example) and product differentiation opportunities, and new businesses. In their opinion, such maps help the company to consider growth opportunities taken together, in a strategic context, building priorities based on facts [14].

The development of network forms of business organization and communications leads to the fact that the company, as well as consumers, have new roles.

Moreover, accordingly, new strategic directions of development.

On the one hand, the company must organize closer communications with consumers, not only receiving feedback (feedback) from them, but also involving the consumer community in the joint creation of value and solving other problems, analyzing and participating in the formation of customer experience, so the presence of companies in social networks and the formation of a strategy for working with social networks and mobile devices, with the emphasis on mobile devices becoming dominant (mobile first strategy).

On the other hand, the transition from supply chains and value creation to network structures, including those based on platforms, complicates the choice of a partner relationship strategy, since a company can be a supplier, buyer, developer, co-competitor, platform integrator, etc. . The traditional approach to determining a company's competitive advantage based on comparison with competitors (the Ohmae competition triangle: "customer-company-competitor") becomes more complicated, as partnerships and the synergies formed on its basis become important competitive advantages that are almost impossible to copy.

In this regard, the phenomenon of competitive-cooperative duality of business relations is attracting more and more attention of researchers, which is expressed in the fact that companies can simultaneously compete and develop cooperation relations. To describe the dynamics arising from the collaboration of competitors, Brandenburger & Nalebuff introduced the term "co-competition" [11]. As an example of the implementation of the co-competition strategy, we can cite Sony and Samsung, which are competitors in the product markets, suppliers to each other and at the same time created a joint venture that combined the key competencies of each partner [12]. In 2018, a special issue of the leading strategic management journal Strategic management Journal (Volume 39, Issue 12, and December 2018) was devoted to the problem of interaction between competition and cooperation. For example, in the work of Hoffman et al. [13] shows that competition and cooperation studies have different origins and developed in parallel. In works following the competitive logic, it was implied that the performance of companies is determined by competitive interaction.

Moreover, in many markets, competition stimulates cooperation in the form of collusion, which alleviates competitive pressure, but negatively affects the overall economic result. Collaboration researchers have approached companies that engage in collaborative activities, suggesting that networking has a positive effect on performance. Thus, until recently, scientists studied competition and cooperation based on different logics, practically without trying to combine these two directions.

In the framework of co-competition studies, two main scenarios were distinguished:

- competition precedes cooperation, i.e. it is believed that the intensity of competition in an industry can positively influence the propensity of participants to cooperate and that in many markets competition is associated with the formation of alliances and the choice of partners;
- cooperation precedes competition, this scenario is associated with a knowledge leak within the alliance, as a result of which one of the partners invades the market of the other and becomes a direct competitor.

The studies also note that there is a transition from co-competition at the dual level to co-competition at the level of multi-agent communities and business ecosystems. Although both cases can be seen as examples of networked co-competition, their internal drivers are different. When entering into an alliance, a company may try to reduce competitive pressure by choosing a partner and defining its role in the alliance. In an ecosystem, partnership decisions can only be made in

agreement with other participants, i.e. the company depends on the independent decisions of third parties.

For strategic management, it is important that the strategies of competition and cooperation should be considered not as discrete choices, but as a search for some balance between them, which is determined by external and internal organizational conditions.

Also in strategic management, it is necessary to take into account changes in relations with consumers, who become not just buyers of the company's products, but also active participants in its marketing activities: they participate in the creation of products and content, promote the company's products. At the same time, consumers leave a "digital footprint", based on which a company can build a strategy for individualizing interaction (personalization) with consumers, taking into account customer experience and generational markers.

Consequently, the space of strategic choices of modern companies becomes:

- Multidimensional, covering goods, markets, technologies, competencies, data, social and other networks;
- multi-agent, among the agents there are consumers and their communities, competitors, partners, and each type of agent can perform different roles, and the interactions between them become nonlinear.

As a result, the strategic choices of companies become extremely complicated, as they become multi-vector and multi-agent.

In the case of a multi-vector choice, R. Martin suggests following three rules: 1) state the strategy on one page, containing a simple and concise rationale for the company's relevant strategic choices, as well as a description of the intentions and actions to achieve success; 2) do not try to achieve perfection, since the strategy involves a choice, and not answers to all questions, it is designed to increase the chances of success; 3) finally, clearly argue what exactly will have to be changed to achieve the strategic goal [30, p. 71]. O. Harari, who notes, "winners solve strategic problems on the go" [15, 14], echoes him.

We add that the chosen development vectors determine the direction of the search for new opportunities.

Technological possibilities for implementing the principle of multi-vector development help to overcome regional and national borders and use various sales channels simultaneously (omni-channels), implementing a market expansion strategy; personalize offers by implementing a strategy of product differentiation (commodity expansion), but already for the needs of a particular consumer.

The observed blurring of the boundaries of industries and markets, the formation of a technology space lead to the fact that companies seek to penetrate into other segments of the development space, implementing a diversification strategy, but the motives for choosing this strategy are changing. Therefore, index as a search engine began to release a smart column "Yandex.

Station" with a built-in speech recognition service "Alisa", believing that in the future it will be able to transmit advertising "to the client's ears." Such related diversification is no longer focused on the core of the business - the search engine, but on advertising as a way to monetize Yandex services. Two leaders (each in their own market) created a new Beru marketplace, the B2B payment service, and issued a virtual bankcard. In fact, Yandex uses a multi-platform strategy, just like Alibaba, which has created several platforms that complement each other, but are focused on different consumer groups [15].

2. CONCLUSION

From the above we can get the following outputs:

1. The big challenges of our time, such as the digitalization of the economy and society, the transformation of many industries and markets, changing consumer behavior patterns, the availability of information and other phenomena, have a significant impact on the activities of companies, forcing them to transform (redefine) their business and change / expand strategic priorities. New strategic priorities include working with data, building consumer communities, developing partnerships, including with competitors, focusing on values and platforms as new business models, as well as customer experience.
 2. The space of a company's strategic choices is expanding and becoming multidimensional, as technologies, competencies, data, network communities are added to markets and products, and at the same time multi-agent with a non-linear nature of connections, which makes it extremely difficult to form and evaluate strategic alternatives.
 3. Modern digital technologies remove restrictions and create opportunities for the implementation of multi-vector and multi-agent strategies of the company, as they allow overcoming the territorial boundaries of the business, develop Omni channel sales, personalize interactions with consumers, use different models of interaction with competitors, work on several platforms, etc.
- Naturally, the changes associated with the expansion of the list of strategic priorities and the space of the company's strategic choices require both further theoretical understanding based on the accumulation of empirical material, and the development of instrumental and methodological support for the processes of forming company strategies that meet the challenges of our time.

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