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# **Preface: Strategic management and change in the digital era**

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## **1 Introduction**

COVID-19 outbreak disrupted economies and societies around the world. From healthcare systems, schools and universities to companies and governments, they had to react quickly to adapt to new scenarios, in an environment with high complexity and uncertainty. Resolute measures were implemented to repair and mitigate the damages caused by this global disruption and resources are invested to be prepared for any new potential health emergency. It is important to protect workers, jobs and companies. In the case of the European Union, the European Commission (2023) adopted several important measures to get these goals, developing initiatives like a recovery plan for EU (NextGenerationEU), the Emergency Support Instrument or the Coronavirus Response Investment Initiative (CRII) and the Coronavirus Response Investment Initiative Plus (CRII+).

Companies need to know how to mobilise their strategic resources to adapt to different type of changes and be successful in this challenge (Ahlstrom and Wang, 2021; Ordóñez de Pablos, 2004; Reed, 2022; Thompson et al., 2020; Zhao et al., 2014).

## **2 Contents of the issues**

The first issue of 2022 presents a collection of papers that explore key issues about strategic change and management India, Iran and Nigeria.

The paper ‘The effect of strategic management thinking on organisational change considering the role of the staff responsiveness’ (by Ezmiri and Rostamzadeh) states that:

“Employee responsiveness shows the health of the organizational structure and indicates that it is possible to implement improvement and developing programs in a desirable context. To achieve this goal, strategic thinking is necessary both among managers and organizational levels. This research aimed to study the effect of strategic management thinking on organizational change considering the role of the staff responsiveness. This research is categorized as descriptive-correlation. The population of this study included all the employees of the Meli Bank of West Azerbaijan located in Iran. By using Cochran formula, 190 staffs were chosen to respond the questionnaire. Three types of questionnaires were used for data collection. The data analyzed through SPSS

and Smart PLS software. The results showed that strategic thinking and level of responsiveness have significant influence on organizational change.”

The paper ‘Effect of internal factors on strategic management practices of deposit money banks in South West, Nigeria’ (by Etonyeaku, Adepoju, Abayomi and Jesuleye) affirms that:

“Organisations differ in their capacity to manage and implement strategies as internal operations determine their strengths and weaknesses, as well as develop strategic plans to exploit environmental opportunities. This paper assesses the effect of internal factors on strategic management practices (SMPs) of deposit money banks (DMBs) in South West, Nigeria. Multistage sampling procedure was adopted to obtain 384 questionnaires from various cadres in the DMBs. Data analysis was conducted using partial least square structural equation modeling (PLS-SEM) with SmartPLS version 3. The findings of the study revealed that communication system, financial capacity, and human capital constructs were positive and significant predictors of SMPs, whereas others were not significant. This suggests that DMBs should leverage the communication system to enhance the effectiveness of SMPs and ensure that adequate financial resources are allocated to enhance the business operations of the DMBs. We further provide implications and draw conclusion from the findings.”

The paper ‘Investigating the determinants of sustainable organisational change perception among millennial generation: an evidence-based study’ (by Singh, Upadhyay, Babu and Srivastava) studies:

“The influence of emotional, cognitive, and organizational readiness as different determinants of sustainable organizational change in the millennial generation. The data was collected from five Indian universities and total of 447 usable responses were analyzed. Further, to examine the validity and reliability of the scale confirmatory factor analysis was utilised. Additionally, structure equation modeling was employed to assess the relationship among the constructs. In which the finding suggests that emotional readiness, cognitive readiness, and organizational readiness have emerged as the significant determinants of sustainable organizational change with Generation Y – millennials. Owing to their differential personality traits compared to their previous generations. These contributions holds great significance to academic institutions, as it provides valuable insight into formulating strategies for instilling sustainable organizational change. Moreover, the research adds to change management literature related to Generation Y by addressing the existing research gap.”

Finally, the paper ‘A new approach to effectively utilise the SWOT matrix in organisational strategic research (case study: Faraz Cement Company)’ (by Bagheri and Kamranrad) focuses on:

“The analysis of internal and external factors, internal factors evaluation matrix, external factors evaluation matrix, combination of internal and external factors matrix, SWOT matrix and finally the application of quantitative strategic planning matrix and strategy prioritization system. To run the proposed methodology, errors in the method of using the SWOT matrix in the organization are presented. In addition, in order to show the efficiency of the fundamental method, a case study has been conducted in Faraz Cement Company. According to the results, the company should try to increase its production to develop export markets using existing facilities which lead to reduce the logistics and company costs that affect the company’s profit margins.”

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