Typology of Institutional Transformation Strategies of Industrial Complexes in the Digital Economy

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ABSTRACT
The article is devoted to the study of theoretical aspects of the strategy of transformation of industrial structures. The main scientific views on the essence of change strategies and enterprise development are analyzed. The content of the strategy of institutional transformations of industrial complexes in the digital economy is determined as a set of goals, plans, principles and measures that determine the logic and parameters of controlled changes in the organizational and economic model of the enterprise's functioning in order to ensure its long-term competitiveness and adaptation to new market conditions. The general and distinctive elements of the transformation strategy, development strategy and growth strategy are highlighted. The level and place of the strategy of institutional transformations in the hierarchy and system of strategies of industrial complexes are determined. The recommended structure of goals and plans for the enterprise transformation strategy has been developed. Various types and kinds of change strategies classified by reputable domestic and foreign scientists have been investigated. The author's typology of strategies for institutional transformation of industrial complexes in the digital economy is proposed and justified. It includes: 1) a strategy of advanced transformation; 2) a strategy for resolving contradictions; 3) a strategy of following the trend. The developed typology can be used by the management of industrial organizations when choosing a strategy for reforming companies.

Keywords: institutional transformation strategy, typology of enterprise strategies, industrial complex, digital economy, digital transformation

1. INTRODUCTION
Structural changes in the economy, digitalization of business processes and increased competition in industrial markets require the search for new strategies for the development and transformation of industrial complexes and enterprises in Russia. About 5 years ago, the number of digital innovations began to grow exponentially in the world. They have revolutionized approaches to business organization and created new opportunities to increase labor productivity and quality of administration, increase the speed of business interactions, reduce transaction costs, and speed up work with information [1]. Thus, over the past 2-3 years, more than 90% of the world's data volume has been created, the volume of business networks and electronic communications between economic agents has increased by 40%, and more than 30% of data has been placed in electronic cloud services. According to McKinsey consulting structures, up to 50% of all work processes in the world will have been automated by 2036 [2]. Despite the strong influence of digital tools on market development, experts from the reputable international network of audit and consulting companies PricewaterhouseCoopers note that the main task of enterprises in implementing digital innovations is not so much to switch to new technologies and it solutions as fundamentally change in strategies and business models [3].

The authors share this position and believe that transformation strategies for industrial complexes operating in a digital environment should not be limited to technical digitalization of management and production processes, but should provide for the synchronous transformation of all key elements of enterprises.

2. RESEARCH METHODOLOGY
The purpose of the article is to study the content and typology of strategies for institutional transformation of industrial complexes in the digital economy. The object of the research is a system of strategies for large industrial enterprises and complexes. The subject of the analysis is the content of institutional transformation strategies, as well as the set of economic relations that arise in the process of their development and implementation.

The hypothesis of the research is that in the conditions of the digital economy formation, production complexes and
enterprises can maintain their competitiveness only through deep reforms (managerial, structural, organizational, technological, etc.). For their consistent and effective implementation, industrial companies need to develop and implement appropriate strategies for institutional transformation.

In this regard, the definition of the content, goals, role and typology of transformation strategies is of crucial importance for the development of the theoretical and methodological basis of strategic management of industrial complexes and enterprises.

Quantitative and descriptive analysis, methods of classification, typology and structural division are used as the basic research tools.

The methodological basis of the research is the work of authoritative Russian and foreign scientists in the realm of strategic development of industrial structures – L. D. Gitelman [4], V. M. Polterovich [5], O. S. Vihansky, Yu. P. Anisimov, H. Mintzberg, K. Thorley, H. Wirdenius, I. K. Adizes [6], P. E. Connor, L. K. Lake [7], R. Chinn, S. Dichter, K. Gagnon, A. Alexander [8] and others.

An analysis of the works of these scientists shows that there can be six main views on understanding the strategy of transformations and development:

1. The general line of action, corporate program or long-term plan of measures [9];
2. A set of target areas, trajectories, landmarks and development vectors;
3. The response of the enterprise to external challenges;
4. The stage (phase) of the process of solving the problems of the organization;
5. A list of rules for making long-term decisions; a system of tools for the implementation of management and market activities [10];
6. An idea that combines factors and methods of competition.

Among the most well-founded definitions of the transformation strategy, one should note the definitions of V. Polterovich and K. Ryatov. Thus, Polterovich considers the transformation strategy as a promising trajectory for the transformation of institutions over time, taking into account resource, technological, and institutional constraints and including mechanisms for stimulating planned changes [5]. K. Ryatov understands the transformation strategy as a description of justified, purposeful and planned actions of the organization related to the introduction of transformation technologies that open up new opportunities for the implementation of the mission in a specific micro- and macro-environment. [11].

In general, most researchers agree that the key task of the transformation strategy is to ensure an effective response of an industrial enterprise to emerging problems, evolving risks, opportunities and other changes in the external environment.

From the forgoing, the authors offer the following vision of the essence and content of the strategy of institutional transformation of the industrial complex operating in the digital environment.

The essence of the strategy of institutional transformations of the industrial complex in the digital economy is a logical sequence of stages of targeted and coordinated changes in the basic structure of elements and relationships of the industrial complex in order to ensure its balanced development and strategic competitiveness in the global transformation of economic relations as a result of the introduction of information and communication technologies and innovations [12].

In terms of content, the strategy of institutional transformations of the industrial complex in the digital economy is a system of goals, plans, principles and measures that determines the logic and parameters of a controlled change in the organizational and economic model of the functioning of an industrial complex in order to ensure the effective implementation of its potential, transfer to a more competitive state and adapt to new environmental conditions arising under the influence of large-scale integration of progressive information and communication technologies and innovations [12].

### 3. RESEARCH RESULT

In terms of content and targets, the transformation strategy is closest to the development and growth strategies, but it has a number of important distinctive elements (Table 1).

| **Table 1** Common and distinctive elements of an institutional transformation strategy, development strategy and growth strategy |
|---|
| **Type of strategy** | **Similarities in the content of strategies** | **Differences in the content of strategies** |
| Institutional transformation strategy | 1. Focus on increasing the long-term competitiveness of the enterprise | 1. Emphasis on deep internal changes in the enterprise |
| | 2. Focus on the integrated and balanced development of the enterprise through the progressive transformation of all its elements, systems and spheres | 2. Focus on solving systemic problems and contradictions in the model of the company's functioning |
| | 3. The use of proactive measures, the rate of change | 3. Focus on the transformation of institutions, culture, management technologies and ways of organizing staff |
| Development strategy | 4. Focus on the implementation of innovations, digital services and new technologies | 1. Emphasis on strengthening the external (market) position of the company |
| | 5. Focus on adapting the company to the market and taking into account new trends | 2. Orientation towards taking advantage of new opportunities |
| Growth strategy | | 1. Emphasis on increasing the values of key quantitative indicators of the enterprise |
| | | 2. The rate on expanding market share, production volumes and product sales |
The strategy of institutional transformation is an essential element of the industrial complex management mechanism that integrates key priorities, goals, activities and projects for its transformation and development. According to the author, the strategy of institutional transformation is a strategy of the first level in the hierarchy of strategies of a production organization. Under certain conditions, the transformation strategy can act as a General strategy, as it provides for a balanced and progressive change of all key elements, institutions and subsystems of the enterprise. The strategies of institutional transformations and the development strategy of the industrial complex should be synchronized and not contradict each other. The main tool for ensuring their consistency seems to be the formation of a clear hierarchy of enterprise strategies with the determination of the place of the transformation strategy in it (Figure 1).

As part of the study of the essence and content of the strategy of institutional transformation, it is necessary to characterize its goals. Traditionally, a goal is defined as the desired state of the system, which is planned to be achieved within a limited period of time. Based on the study of theoretical, methodological and conceptual aspects of the transformation of organizations, the authors propose a system of goals for the strategy of institutional transformations of the industrial complex (Figure 2).

### Figure 1
The place of the strategy of institutional transformations in the system of strategies of the industrial complex

| First level of industrial complex strategy | General / corporate strategy |
|-------------------------------------------|-----------------------------|
| Development strategy                      | Institutional transformation strategy |
| Basic development/growth strategies       | Local change strategy       |
| Business forms development strategy       | Change blocking strategy    |
| Business sector development strategy      |                            |
| Stability strategy                        |                            |
| Defense strategy                          |                            |

| Second level of industrial complex strategy | Competitive (business) strategies of the industrial complex |
|--------------------------------------------|-------------------------------------------------------------|
| Cost reduction strategy                    |                                                             |
| Differentiation strategy                   |                                                             |
| Focusing strategy                          |                                                             |
| Other strategies                           |                                                             |

| Third level of industrial complex strategy | Functional strategies of the industrial complex |
|-------------------------------------------|--------------------------------------------------|
| Marketing strategy                        | Production strategy                              |
|                                           | Financial strategy                              |
|                                           | Investment strategy                             |
|                                           | Innovation strategy                             |
|                                           | Digital strategy                                |
|                                           | Institutional strategy                          |
|                                           | Other strategies                                |

| Fourth level of industrial complex strategy | Local and other strategies of the industrial complex |
|--------------------------------------------|------------------------------------------------------|
| Project strategies                         | Structural link strategies                          |
|                                           | Problem solving strategies                         |
|                                           | Other strategies                                    |

| Growth vector of change activity (depending on the type of strategy) | Growth vector of change activity (depending on the type of strategy) |
|---------------------------------------------------------------------|---------------------------------------------------------------------|
| General / corporate strategy                                        | Local change strategy                                              |
| Institutional transformation strategy                               | Change blocking strategy                                           |
| Development strategy                                                | Stability strategy                                                  |
| Basic development/growth strategies                                 | Defense strategy                                                    |

### Figure 2
Growth vector of change activity (depending on the type of strategy)

| General / corporate strategy | Institutional transformation strategy |
|-----------------------------|---------------------------------------|
| Development strategy        | Local change strategy                 |
| Basic development/growth strategies | Change blocking strategy              |
| Business forms development strategy |                                    |
| Business sector development strategy |                                    |
| Stability strategy           |                                       |
| Defense strategy             |                                       |

| Competitive (business) strategies of the industrial complex |
|-------------------------------------------------------------|
| Cost reduction strategy                                    |
| Differentiation strategy                                   |
| Focusing strategy                                           |
| Other strategies                                            |

| Functional strategies of the industrial complex |
|--------------------------------------------------|
| Marketing strategy                               |
| Production strategy                              |
| Financial strategy                               |
| Investment strategy                              |
| Innovation strategy                              |
| Digital strategy                                 |
| Institutional strategy                           |
| Other strategies                                 |

| Local and other strategies of the industrial complex |
|------------------------------------------------------|
| Project strategies                                  |
| Structural link strategies                          |
| Problem solving strategies                          |
| Other strategies                                    |
The overall goal of the institutional transformation strategy

Ensuring long-term competitiveness and balanced development of the industrial complex

The system of key subgoals of the institutional transformation strategy

1. Improving the efficiency of the industrial complex and its adaptation to new market conditions
2. Improving the quality of industrial complex management at all levels
3. Digital transformation of the industrial complex
4. Increasing the innovative activity of the industrial complex and the development of new competencies
5. Solving systemic cross-functional and cross-structural problems of the industrial complex
6. Formation of effective economic institutions and corporate culture
7. Technical and technological modernization of the production of an industrial complex
8. Organizational and structural optimization of the industrial complex

The system of market subgoals of the institutional transformation strategy

Growth of revenue and profit of the industrial complex  Increase in product sales  Increasing investment attractiveness  Increasing the market share in the branches of presence  Integration into global value chains

Figure 2 The system of goals of the strategy of institutional transformations of the industrial complex

The goals of the institutional transformation strategy are achieved through the implementation of a plan of program activities and projects that are interconnected in terms of deadlines, budgets, and performers (Figure 3).

Institutional transformation strategy  Institutional transformation form

Institutional transformation plan

Plan for transforming institutions and culture, leveling of resistance  Function optimization plan  Reengineering plan for business processes and management technologies  Digital transformation and innovation development plan  Plan of structural and organizational changes  Infrastructure change plan

Basic plan for the development of the industrial complex

Tactical and operational development plans

Change programs  Transformation projects  Specific activities

Resource, time, and other restrictions  Available resources and capacity

Figure 3 Recommended system of plans for the strategy of institutional transformation of the industrial complex in the digital economy

The study of the essence, content, structure, distinctive features, place and role of the strategy of institutional transformation allows us to analyze its variations and build an appropriate typology.

Typology (from the Greek typos - form, imprint, sample) is a method of scientific cognition that involves the decomposition of a set of objects and their grouping using a generalized, idealized model. Typology is used for the purpose of comparative study of essential features, connections, functions, relationships, levels of organization and coexistence of objects. Typology is also the result of a typological description and comparison of objects, elements, phenomena [13].

Typologization solves the problem of structuring, ordered description and explanation of systems [13]. Consider the most grounded typologies of strategies for institutional transformation (Table 2).
Table 2 Analysis of typologies of change strategies for enterprises and organizations

| Authors | Type of strategies | Subtype of strategies | Criteria for the typical and kind division of strategies | Content of the strategy | Strategy implementation approach |
|---------|--------------------|-----------------------|--------------------------------------------------------|------------------------|----------------------------------|
| L. D. Gitelmann, B.E. Ratnikov [4] | 1. Organizational change strategies | 1.1. Evolutionary strategy | 1. Speed of implementation of changes; 2. Type of enterprise reaction to changes | Gradual (incremental) and distributed over time changes in the business model of the enterprise | Conducting a series of successive changes that complement each other |
| | | 1.2. Revolutionary strategy | | Dynamic and radical change (restructuring) of the business model of the enterprise according to a new vision | Carrying out the whole complex of changes (regardless of their depth) at once or in a short time |
| | | 1.3. Organizational change containment strategy | | Refusal of proactive changes, adherence to the existing logic of the functioning and development of the enterprise | Maintaining the existing organizational structure and business process system of the enterprise |
| | | 1.4. Strategy for blocking organizational change | | Ignoring the prerequisites for transformation, refusing to carry out organizational changes | Purposeful restriction of the influence of factors and forces that contribute to organizational changes in the enterprise |
| | 2. Directive strategy | 2.1. Directive strategy | | Prompt implementation of the necessary organizational changes based on the use of authoritative management tools. The implementation of directive strategies is most appropriate in the face of crisis trends at the enterprise. | The management “imposes” (uncompromisingly introduces) changes on the fundamental aspects and consults on the minor points. |
| | | 2.2. A negotiation-based strategy | 1. Level of flexibility of the management of the organization during the transformation; 2. Level of development of the changes | Implementation of trade-off changes in the enterprise, developed by management, taking into account consultations with personnel. Consideration of the interests of the main parties involved in the process of changes in the enterprise. | Consistent implementation of the strategy's activities, in which the company's management negotiates and consults with other interest groups on the implementation of changes and is willing to make concessions. |
| K. Thorley and H. Wirtembus | 2. Change strategies | 2.3. Regulatory strategy | Making changes in the organization based on the formation of a sense of responsibility among the staff not only for the transformation process itself, but also for obtaining the planned results. | Implementation of changes through the normative consolidation of new forms, institutions, parameters and algorithms of enterprise development, as well as the formation of responsibility of individuals and departments for the implementation of changes and achievement of goals. |
| | | 2.4. Analytical strategy | Making changes based on an in-depth analysis of the situation and involving the expert community (analysts, experts, specialists, etc.) | | |
| | | 2.5. Action-oriented strategy | Implementation of changes through "trial and error", adjustment of measures and projects of the strategy for the transformation of the enterprise, taking into account the actual results obtained. | Carrying out external and internal audits, posing problems to be solved, involving experts in the development and implementation of solutions for the necessary changes. | |
| V. M. Potterovich [5] | 3. Institutional reform strategies | 3.1. Shock therapy strategy | 1. Speed of the changes; 2. Method of implementing institutions (own or imported) | One-time and radical change in the system of existing institutions | Prompt introduction of more developed institutions borrowed from outside into the socio-economic system |
| | | 3.2. Growing strategy | Supporting the natural (gradual) evolution of one's own institutions | Consistent development and improvement of the quality of one's own institutions |
| | | 3.3. Strategy of intermediate institutions | A combined strategy based on a combination of various methods and options for transforming institutions | Combination of import (transplant), growing and reengineering of institutions |
| P.E. Connor, L.K. Lake [7] | 4. Organizational change strategies | 4.1. Facilitative strategy | 1. Management's level of flexibility when interacting with staff | Supporting the natural aspirations of staff for business transformation | Using the ideas, abilities and internal potential of the company's employees to make changes |
| | | 4.2. Information strategy | 2. Level of employee involvement in transformation processes | Motivating employees to change and leveling resistances due to a high level of staff awareness of reform plans | Informing employees about the planned transformations and their involvement in the change process |
| | | 4.3. Relationship strategy | Step-by-step replacement of outdated elements of organizational and economic relations with new practices | Testing and subsequent regulatory consolidation of new methods of work of the company's personnel |
| | | 4.4. Political strategy | Change in strategic vision and subsequent realignment of resources | Acquisition, sale or regrouping of strategic resources | |
Continuation of Table 2

| L. Perlin, K. Schuler [14] | 5. Coping strategies (adapted from management psychology theory) | 5.1 Reframing strategy | 1. Attitude of staff to the existing problems in the organization | Constructive transformation and solution of situations that create problems for personnel and the enterprise | Solving organizational problems by changing the way they are seen and understood |
|--------------------------|---------------------------------------------------------------|---------------------|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|
|                         | 5.2. Problem change strategy                                  |                     | Implementing reforms through voluntary employee participation | Convincing staff that changes are appropriate |
|                         | 5.3. Emotion management strategy                             |                     | Transforming the organization's business processes by forcing employees to make changes | Using administrative enforcement methods to drive change |
|                         | 6. Strategies for implementing in human systems              | 1. How to implement changes | Carrying out transformations through building a new system of values, norms and rules | Carrying out transformation based on the introduction of new norms, values and work mechanisms |
|                         | 6.1 Rational strategy                                         | 2. Level of flexibility of management in implementing reforms |                     | |
|                         | 6.2. Power strategy                                           | 3. Staff motivation level |                     | |
|                         | 6.3. Retraining and norms change strategy                    |                     |                     | |
| R. Chinn, K. Benn [15]  | 7. Transformation strategies                                 |                     | Development of strategic guidelines by top management and their translation to lower levels for implementation | Initiation and control of transformations is carried out by the company's management |
|                         | 7.1. Top-down strategy                                       | 1. Subject of the initiation of reforms | Reform of the organization based on the combination of local projects and proposals in the strategy | |
|                         | 7.2. Bottom up strategy                                      | 2. Development vector of transformations | | |
|                         | 7.3. Horizontal strategy                                     |                     | Combining senior management reform course with employee initiatives | Combining multiple sources and carriers of transformation in the enterprise |
| S. Dichter, K. Gagnon, A. Alexander [8] | 6. Strategies for implementing in human systems |                     | | |

The analysis of the existing typologies shows the following. The issues and aspects of transformation of industrial enterprises remain poorly understood. There is a shortage of reasonable classifications of strategies for institutional transformation production systems, especially those operating and developing in the digital economy. Thus, a relatively comprehensive view of the problem of systematization and typology of strategies for deep changes in economic systems is presented in the works of only 10-15 domestic and foreign authors, while most other academic materials contain only individual (often contradictory) developments on the topic under study.

The considered typologies of transformation strategies by L. D. Gitelman, V. M. Polterovich, B. E. Ratnikova, and K. Thorley are of great scientific interest, but they are characterized by a number of features that do not always allow them to be effectively used for the system transformation of industrial complexes. This is due to the fact that the types and kinds of strategies presented by these authors are mainly focused on organizational and structural reforms and do not contain a detailed description of other important aspects of transformation (functional, process, digital, institutional, and others). In addition, some typologies are applicable only to macroeconomic systems (countries, national economies, etc.) and cannot be adapted to smaller – scale objects, such as industrial complexes and enterprises, without prejudice to their content.

Typologies developed by R. Chinn, K. Benn, L. Perlin, and K. Shuler mainly characterize strategies that involve the use of psychological, emotional, and cognitive potential of personnel to transform production organizations, as well as the involvement of personnel in the transformation process. According to the authors, these typologies are more suitable for solving individual strategic tasks in the field of personnel management than can be used when carrying out complex institutional changes in industrial complexes, which include (in addition to performing personnel issues) reengineering of business processes, optimization of organizational structures, updating the composition of functions, building digital platforms, regrouping material infrastructure and implementing many other projects.

Within the framework of solving these problems and developing the theoretical basis for enterprise transformation, the authors propose the following typology of strategies for institutional transformation of industrial complexes (Table 3).
Table 3 Typology of strategies for institutional transformation of industrial complexes

| Type of strategies | Subtype of strategies | Content of strategies | Strategy idea | Strategy goals | Priority areas of the strategy |
|--------------------|-----------------------|-----------------------|--------------|---------------|-------------------------------|
| Institutional...   | Advance transformation strategy | System of innovative ideas, initiatives, solutions and action plans aimed at transformation, proactive development and ensuring the leadership of the industrial complex in the sales markets and in the branches of its presence | Enterprise development is through the implementation of innovative solutions (development of new technologies, competences, markets, working methods, business models, etc.). Conversion the company has conducted earlier and faster than the market (in the industry). The industrial complex is an exporter of change. | Ensuring leadership of the industrial complex in the industries and markets where it operates | 1. Search, development and implementation of advanced business models and market struggle |
| ... | Conflict resolution strategy | Anti-crisis plan of transformations, focused on the systemic solution of existing problems and contradictions at the enterprise | The development of the enterprise is carried out by solving the accumulated problems and leveling the constraints. The transformations are forced and are due to the exhaustion of the potential of the existing model of the functioning and development of the enterprise. | Minimizing the costs of transaction costs, as well as resolution of systemic problems and contradictions that hinder the dynamic development and effective functioning of the industrial complex | 2. Improving the quality of management at all levels |
| ... | Trend following strategy | Program of reactive changes that are catching up in relation to the level of market (industry) development. The strategy provides for the introduction at the enterprise of models and management tools previously tested by other market participants | The development of the enterprise is carried out through its adaptation to the market. Institutional changes first occur in the industry (in the market), and then they are imported by the industrial complex. | Maintaining the level of development of the industrial complex at a level not lower than the industry average | 3. Increase in labor productivity |

4. DISCUSSION OF RESULTS

The strategy typology is formed based on the integration of two key criteria:

- target and functional orientation of strategies. According to the authors, this is the main criterion, as it provides for the allocation and classification strategies transformations, based on their initial practical purpose, for industry development of the enterprise or permit its fundamental problems;
- market strategy challenge. This criterion is additional and characterizes strategies from the standpoint of scenarios of the market position and behavior that they form for the industrial complex.

The strategy of advanced transformations is the most promising for increasing the competitiveness and efficiency of the functioning of industrial complexes in the long term. It is focused on a deep restructuring of the business model of an enterprise, providing for updating its strategic vision, corporate culture, business process algorithm, composition of functions and organizational structure, as well as the introduction of digital innovations and improving the quality of management. This strategy can be chosen by an industrial complex claiming leadership in the industry and striving for leadership in the development of new technologies and the use of innovative forms of labor organization.

The conflict resolution strategy can be used to carry out institutional transformations at industrial enterprises, which have a number of fundamental problems and imbalances in the model of organizing business processes. This strategy is aimed at leveling internal system contradictions in the industrial complex, as well as balancing the level of development of interacting elements.

The trend following strategy is based on the idea of reasonable conservatism, which provides for the transformation of the enterprise through the implementation of proven solutions and projects. On the one hand, this strategy avoids the risks typical for pioneer companies. On the other hand, it provides the opportunity to implement a program of effective and proven innovations at the industrial complex. The trend following strategy can be chosen by large manufacturing organizations and systems with a strong position in the industry, operating in stable markets and seeking to eliminate the risks of major managerial mistakes.
The main priority areas of the proposed types of institutional transformation strategies are improving the quality of management, digitalization of business processes, increasing labor productivity, reducing transaction costs, forming an effective innovation culture, as well as industrial and technological modernization.

5. CONCLUSION

The study allows us to draw the following conclusions. Ensuring effective and timely transformation of production enterprises is one of the most important tasks of economic science. About half a century ago, Harvard business school Professor R. M. Kantor discovered fundamental differences between organizations that implement transformation and companies whose thinking style is directed against change and innovation. According to the observations of R. M. Kantor, transforming firms are much more Competitive, as they use an integrative approach to analyzing and solving problems, challenge established practices, and act on the border of their capabilities. The most important feature of these enterprises is that they measure themselves not by the standards of the past, but by the vision of the future [16].

In the digital economy, solving the issue of forming typologies of strategies for institutional transformations is of particular importance, since it allows the management of organizations to select the necessary strategy for the transformation and development of business during a period of profound market changes and the emergence of the digital world.

The typology of strategies proposed by the authors can be used by management as a theoretical and methodological toolkit for carrying out fundamental transformations in the business models of industrial enterprises and complexes.

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