Topic of the report:
"Transformative changes in the strategic toolkit"

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Digital development strategies by region
(number of strategies) 2022

Regions	All strategies	Infrastructure	Digital business
Developed countries	32	27	21
Countries with transition economies	11	10	6
Developing countries, including:	59	54	40
Africa	25	23	17
Asia and Oceania	16	15	9
Latin America and the Caribbean	18	16	14
In total	102	91	67

Digital strategies of the G20 countries and Ukraine

Country	Strategy	Main accents
USA	Information Superhighway (1991) National Broadband Plan (2010) Digital Economy Agenda	Digital communications system, ICT network Access to broadband; high-speed Internet Creation of a favorable environment for digitalization "we will make America the first in the digital economy"
Japan	Japan Priority Policy Program e-Japan Priority Policy Program-20031 e-Japan Priority Policy Program-20042 Priority Policy Program-2006	Research and development in the field of information infrastructure and technologies. Ubiquitous availability of digital technologies in industries and service areas, diversity in application. Focus on public administration - government, hospitals, schools
EU	The digital divide in Europe (2005) Digital Agenda for Europe (2020)	Open and competitive digital economy, ICT. Development of a single digital market
United Kingdom	Digital Britain (2009) Digital Economy Act (2010) Digital economy strategy 2015-2018	Leadership in the Digital Economy. Digital Media Policy - Copyright, Internet Domain Names, Local Radio, Video Games. Encouraging Digital Innovators; focus on the user; equipment of digital innovators; development of infrastructure, platforms and ecosystems; ensuring sustainability
France	Digital 2020: France	Development of fixed and mobile broadband. Promotion of digital applications and services, especially e-government or e-commerce
Australia	The National Digital Economy Strategy (2011)	E-health, e-education, smart networks, e-government, digital economy, digital media
Germany	Germany: Industrie 4.0 Digital Strategy2025	Cyber-physical systems, Internet of things, cloud computing. Digital independence, digital infrastructure, data security
South Korea	Innovations in production 3.032 (2014) Scheme of innovation in manufacturing 3.0 (2015) (Innovation in Manufacturing 3.0 Strategy Needs Better Focus with Clearer Direction) South Korea digital-2020	Information technologies + Production
Індія	Digital India (2015)	Creation of digital infrastructure. Provision of digital services. Digital literacy
Китай	Internet Plus (2015)	ICT, integration of the Internet and other traditional industries State participation in digitalization
Ukraine	National Economic Strategy-2030 State strategy of regional development until 2027	The main vectors of economic development are laid out: incentives for industry, the agricultural sector, mining, information technologies and innovations, infrastructure and domestic transportation, and the energy sector. A digital transformation strategy with over 60 tasks.

Views on management trends

Management trends	+	-
Today's business leaders must trust and empower people, not manage and control them	79	5
Culture is just as important as business success strategy	75	8
Supply chain capabilities are becoming increasingly important to the industry's success	67	9
Digital disruption and software solutions are rapidly changing the rules of competition	66	9
We are disciplined spend managers who focus our spend on strategic priorities	63	13
Customers have become less loyal to brands than before	61	15
We could significantly increase the level of innovation by collaborating with outsiders, even competitors	59	15
Excessive complexity increases costs and hinders growth	58	16
Bureaucracy and excessive levels of hierarchy put us at a competitive disadvantage	56	20
Effective mergers and acquisitions will be critical to success in the industry	56	19
We talk about digital strategies, but we don't implement them fast enough	56	19
Our company adapts to changes faster and better than our competitors	56	20
We innovate through rapid prototyping and collaborative testing with end users	54	18
We collect and use the full value of data from all corners of our enterprise	54	18
Over the next three years, we will face significant gaps between our IT capabilities and business needs	53	22
Our advanced analytics capabilities are world-class	52	20
In our industry, shareholders value growth more than profits	50	25
Our IT systems are holding back profit growth	46	25
Lack of understanding of consumers hurts our productivity	45	29
The structure and culture of our company hinders profitable growth	45	28

Top usage of management tools according to Bain&Company rating 2017-2023

| Rating	2017	2020	2021
1	Customer relationship management (CRM) (46%)	Strategic Planning (48%)	Lean principles (46%)
2	Benchmarking (44%)	Customer relationship management (CRM) (48%)	Six sigma (44%)
3	Employee Engagement Surveys (44%)	Benchmarking (46%)	Rapid prototyping (42%)
4	Strategic Planning (44%)	*Advanced Analytics (42%)	*Radio-frequency identification (41%)
5	Outsourcing (41%)	Supply Chain Management (40%)	*Shared service centers (40%)
6	Balanced Scorecard (38%)	Customer Satisfaction (38%)	TQM (36%)
7	Mission and Vision Statements (38%)	Change Management Programs (34%)	Outsourcing (35%)
8	Supply Chain Management (36%)	TQM (34%)	Supply Chain Management (34%)
9	Change Management Programs (34%)	* Digital Transformation (32%)	Customer relationship management (CRM) (32%)
10	Customer Segmentation (30%)	Mission and Vision Statements (32%)	Knowledge management (32%)
11	Core Competencies (29%)	Outsourcing (30%)	Core Competencies (31%)
12	Knowledge management (28%)	Core Competencies (28%)	Strategic Planning (30%)

*the tool is innovative for the specified time period

## Top 25 Management Tools & Trends for 2023

Digital and innovation	People and organization	Operations	Strategy and corporate finance	Sustainability
Agile Management ▸	Change Management Programs ▸	Business Process Reengineering ▸	Balanced Scorecard ▸	Decarbonization ▸
AI and Machine Learning ▸	Employee Engagement Systems ▸	Complexity Reduction ▸	Corporate Venture Capital ▸	DEI Programs ▸
Customer Experience Management ▸	Flexible Work Models ▸	Lean Six Sigma ▸	Dynamic Strategic Planning and Budgeting ▸	ESG Programs ▸
Design Thinking ▸	Purpose, Mission, and Vision Statements ▸	Supply Chain Management ▸	Objectives and Key Results (OKRs) ▸	
Digital Transformation ▸		Total Quality Management ▸	Scenario Analysis and Contingency Planning ▸	
Web3 and Blockchain ▸		Zero-Based Budgeting ▸	Stakeholder Strategies ▸	

The level of implementation of innovative enterprise management tools by region in the global space

Use and level of satisfaction with management tools
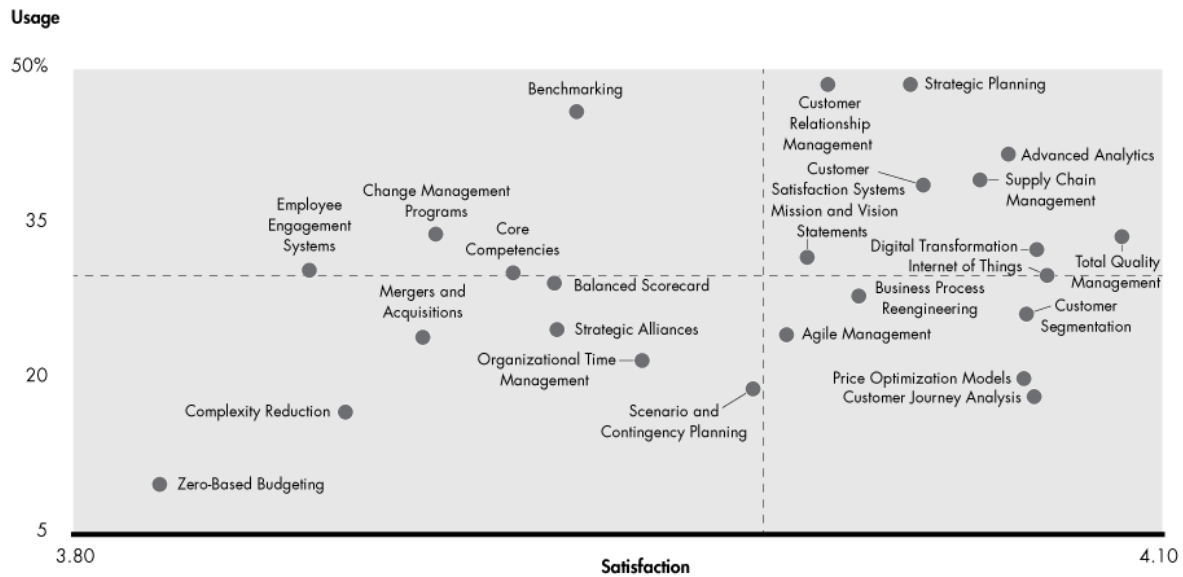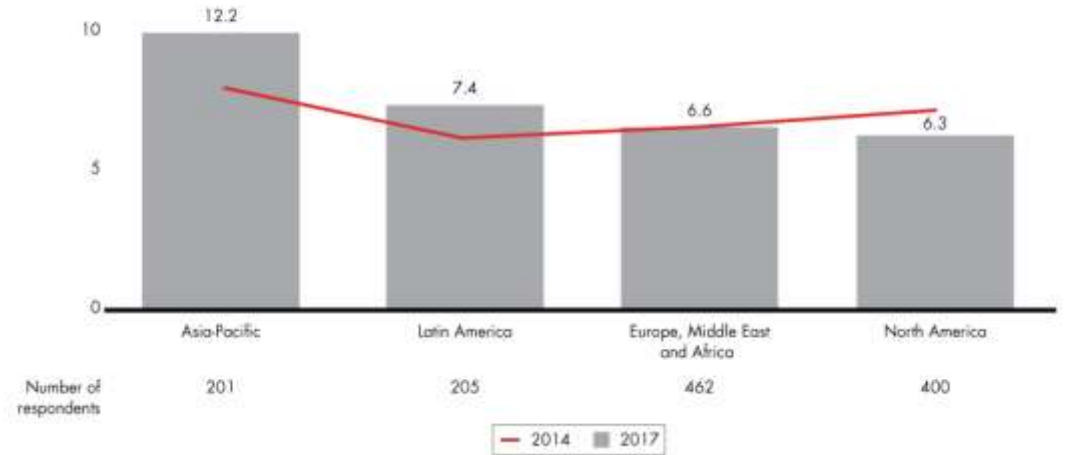
Typology of strategic tools

Types of strategic tools	Meaningful filling - techniques, methods and methods
Conceptual aspect - consists of techniques, methods and ways of strategizing, making strategic decisions and making choices, formulating a mission and vision, a whole definition, setting benchmarks and planning	**Mission and vision** (concept) of development, strategic balance, corporate values, management by objectives, change management program, cultural transformation, strategic planning, scenario planning, forecasting, contingency planning, simulation modeling **Formation of key competencies**, main capabilities, key success factors, key strategic areas of activity, benchmarking, use of best practices, knowledge management, competitor profile, analysis of real opportunities **Creating competitive advantages** and a stable position on the market - customer relationship management (CRM), customer segmentation (consumer market segments), loyalty and satisfaction management, marketing segmentation, individualized marketing
Informational and analytical - collection and processing of information	**Big data analytics,** business analytics, intelligent data analysis, balanced scorecard, process-oriented budgeting, cost and revenue analysis, overhead analysis
Organizational - methods and models of strategic behavior on the market, forms and methods of cooperation, actions related to the development and implementation of technical and technological and product innovations	**Transformation of business processes -** reengineering of business processes, reduction of cycle time, reduction of complexity, work with suppliers, management of supply systems (chains), joint commerce (collaborative commerce); cross-border corporation, analysis of value creation (value) chains, analysis of production and sales chains, new product development, systematic quality management, continuous (continuous) improvement (Kaizen), quality assurance, six sigma, open innovation, joint innovation, cooperative commerce, innovation open market **Reorganization of forms and methods of cooperation -** horizontal organizations, downsizing (disintegration, reduction of company size, dismissal of employees), merger and acquisition, merger of companies during integration, strategic alliances, outsourcing, offshoring; crowdsourcing

Thank you for your attention!