

ORGANIZATIONAL AGILITY IN THE ASPECT OF STRATEGIC ADAPTATION IN A CHANGING GLOBAL ENVIRONMENT

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Abstract: The aim of the article is to analyze organizational agility in the context of strategic adaptation of companies to the changing global environment. The hypothesis assumes that organizational agility is a key element enabling companies to effectively adapt to dynamic market, technological and cultural changes. The article conducts a case study of Siemens, which has demonstrated an exceptional ability to flexibly manage resources, quickly respond to changes and implement modern technologies. The Siemens example illustrates how managing cultural diversity, building relationships with business partners and developing advanced risk management strategies contribute to long-term success. The findings indicate that organizational agility is essential to maintaining competitiveness in the global business environment. Recommendations for companies include investing in new technologies, developing diversity management skills, flexibility in the approach to business models and promoting an organizational culture conducive to cooperation and continuous learning.

Keywords: organizational agility, globalization, agile characteristics, enterprise, company

1. Introduction

In the era of globalization, businesses around the world face dynamic and complex challenges. Globalization processes lead to intensified competition, rapid technological progress and market volatility. In such conditions, the organization's ability to quickly adapt and respond to changing conditions becomes a key success factor. The need to address the topic of organizational agility results from the need to understand how companies can effectively adapt their strategies and operations in the face of global challenges. The analysis of organizational agility allows for the identification of mechanisms and practices that enable companies not only to survive, but also to develop in a changing global environment. Modern enterprises must invest in technology development, cultural diversity management and flexible business models to meet the growing market demands. The example of Siemens, as a

technology leader, illustrates how organizational agility can be effectively used to strategically adapt to changing global conditions. Studying cases like Siemens provides valuable lessons and best practices that can be applied by other organizations striving to achieve long-term success in the global marketplace.

2. The essence of organizational agility

Organizational agility means the ability to flexibly manage resources, make quick decisions and effectively introduce innovations (Godfrey & Hatch, 2007). Agile organizations can quickly transform their operational strategies and adapt business models to changing customer and market needs (Lima & Pacheco, 2021). This process requires both internal flexibility and the ability to anticipate and respond to external changes. Agility enables companies to identify and exploit market opportunities, as well as minimize the risks associated with unpredictable changes (Auerbach Publications, 2021).

A key element of organizational agility is an organizational culture that promotes cooperation, openness to change and the ability to learn and develop. Employees in agile organizations are encouraged to experiment, share knowledge, and quickly adapt to new challenges (Elkington, 1998). This approach requires leaders to promote a work environment where innovation and continuous improvement are the norm (Ronda-Pupo & Guerras-Martin, 2012). Additionally, agile organizations often employ agile project management methods such as Agile (Porter & Kramer, 2006), which allow for an iterative approach to product and service development, enabling rapid responses to changing market requirements and conditions (Candela, Castelli, & Pagano, 2011).

Organizational agility is also related to the ability to effectively manage change (Parker, Wall, & Cordery, 2008). Organizations must be able to rapidly implement new technologies, processes, and organizational structure to meet dynamic market demands (Luthar, 2012). This requires advanced planning, coordination, and project management skills that may span many different departments and geographic locations (Karnani, 2010). Agility in change management allows organizations to move smoothly through transformation phases, minimizing disruptions to daily operations (Crane & Matten, 2016).

In the context of globalization, organizational agility becomes even more important. Enterprises must not only adapt to local market conditions, but also integrate global strategies that allow for effective management of cultural diversity, legal regulations and customer expectations from different regions (Polish Agency for Enterprise Development, 2021). Agile organizations are able to quickly adapt their activities to local needs, while taking advantage of global resources and opportunities. This approach requires developed competencies in

international management and the ability to quickly scale operations on global markets (García-Granero, Piedra-Muñoz, & Galdeano-Gómez, 2020).

To sum up, organizational agility is not only a response to contemporary business challenges, but also a key element of the strategy for survival and development in a changing global environment (Blickle & Heß, 2006). Thanks to the ability to flexibly manage resources, make quick decisions and effectively introduce innovations, agile organizations can remain competitive and achieve success in the global market. Promoting an organizational culture conducive to cooperation and continuous learning and skillful change management are necessary conditions for achieving organizational agility in today's world (Dudek, 2019; Dyba, 2020).

3. Strategic adaptation of companies to the challenges of globalization

Strategic adaptation of companies to the challenges of globalization requires organizations to constantly analyze and adapt their strategies, structures and operational processes. In this context, it is crucial to understand global trends such as technological changes, financial market dynamics, legal and social regulations and the growing importance of sustainable development. Companies must be able to identify and assess the impact of these trends on their operations and respond quickly to emerging opportunities and threats (Brown, Owens, & Bradley, 2011).

As part of strategic adaptation, organizations should develop capabilities to manage cultural diversity and build relationships with business partners in various markets (Matuszczyk & Okólski, 2023). Effective intercultural communication and the ability to negotiate in complex international environments are essential for success in a global environment. Companies also need to invest in developing the competencies of their employees so that they can meet the demands of work in a global context (Chen & Siau, 2020).

Technology plays a key role in strategic adaptation to globalization (Sajdak, 2013; Sallnäs & Björklund, 2020). Companies must implement modern technological solutions that enable process automation, improved operational efficiency and better data management (Nath & Agrawal, 2020). Digital transformation is becoming an integral element of business strategies, enabling companies to quickly respond to market changes and adapt to customer expectations (Collins, 2013).

Another important aspect is the ability to manage risk. Globalization brings with it many uncertainties and potential threats, such as political changes, armed conflicts, natural disasters and currency fluctuations (Munodawafa & Johl, 2019). Companies must develop risk management strategies that minimize the negative effects of these phenomena. This includes both the identification of potential risks and the development of emergency plans and

mechanisms for monitoring the situation on an ongoing basis (İlhan, Erolu, & Toygur Eroğlu, 2023).

Flexibility in the approach to business models is another key element of strategic adaptation (Akkaya, 2021, Anthonius, 2021). Companies must be ready to modify their strategies depending on changing market conditions (Kumkale, 2022). This includes both adapting products and services to local needs, as well as exploring new markets and finding innovative ways to deliver value to customers (Kt & Sivasubramanian, 2023).

Collaboration with other entities, such as business partners, non-governmental organizations and government institutions, can significantly impact a company's ability to successfully adapt to globalization. Building strong cooperation networks enables the exchange of knowledge, resources and best practices, which can contribute to increasing the company's competitiveness on the global market (Ludviga & Kalvina, 2023).

To sum up, the strategic adaptation of companies to the challenges of globalization requires a comprehensive approach that includes both internal changes in organizational structures and processes, as well as the ability to effectively manage external relations and risk. Investing in technologies, developing employee competences, flexibility in approaching business models and building strong cooperation networks are the key elements that allow companies to meet the challenges of the global market and achieve long-term success.

4. ORGANIZATIONAL AGILITY IN THE ASPECT OF STRATEGIC ADAPTATION IN A CHANGING GLOBAL ENVIRONMENT – CASE STUDY

By analyzing the case of Siemens, it is possible to observe how organizational agility can be effectively used for strategic adaptation in a changing global environment. Siemens, as one of the largest and best-known technology companies in the world, has had to repeatedly adapt its strategies, structures and operational processes to meet dynamic changes in the global business environment (Siemens, 2024a; Siemens Software, 2024; McKinsey & Company, 2024).

Siemens has demonstrated exceptional flexibility in resource management and the ability to quickly respond to changing market conditions. In response to the growing importance of sustainability and digital technologies, the company decided to strategically transform its operations by implementing advanced technologies such as the Internet of Things (IoT), artificial intelligence (AI) and data analytics. This transformation has enabled Siemens not only to improve operational efficiency, but also to create innovative products and services that meet the needs of today's customers (Siemens, 2024a; Siemens Software, 2024; McKinsey & Company, 2024).

Siemens effectively managed cultural diversity and built strong relationships with business partners in various markets. An example is cooperation with local companies and research institutions in India, where Siemens invested in the development of a research and development center. This allowed the company to better understand the specific needs of the Indian market and adapt its products and services to local conditions. Effective intercultural communication and the ability to negotiate in a complex international environment were crucial to the success of these activities (Siemens, 2024a; Siemens Software, 2024; McKinsey & Company, 2024).

The implementation of modern technological solutions was another key element of Siemens' organizational agility. The company has invested in the development of the MindSphere platform, which enables the collection and analysis of data from industrial devices in real time. This platform has become the foundation for many innovative solutions offered by Siemens, enabling the company to quickly respond to market changes and adapt its products and services to customer expectations (Siemens, 2024a; Siemens Software, 2024; McKinsey & Company, 2024).

Siemens effectively managed the risks associated with globalization by implementing advanced risk management strategies. The company developed emergency plans and mechanisms for monitoring the situation on an ongoing basis, which allowed it to minimize the negative effects of unpredictable events, such as political changes, armed conflicts or natural disasters. This allowed Siemens to move smoothly through the transformation phases, minimizing disruptions to daily operations.

Flexibility in its approach to business models was another key factor in Siemens' success. The company adapted its strategies depending on changing market conditions, which included both adapting products and services to local needs and exploring new sales markets. Siemens actively sought innovative ways to deliver value to customers to remain competitive in the global marketplace.

In summary, the Siemens case illustrates how organizational agility can be effectively used to strategically adapt in a volatile global environment. Thanks to the ability to flexibly manage resources, quickly respond to changing market conditions and effectively implement innovative technologies, Siemens has managed to maintain its position as a leader in the technology market. The company has also demonstrated the ability to effectively manage cultural diversity and risk, which has enabled it to achieve long-term success in the global business environment.

5. Conclusions

The Siemens case study illustrates how organizational agility can be effectively used to strategically adapt in a changing global environment. The ability to quickly respond to market changes, flexible resource management and effective implementation of innovative

technologies have proven to be key elements of Siemens' success. The company effectively managed cultural diversity and built strong relationships with business partners in various markets, which enabled a better understanding of local needs and adaptation of the offer to specific conditions. The implementation of modern technological solutions, such as the Internet of Things and artificial intelligence, allowed us to improve operational efficiency and create innovative products that respond to contemporary customer needs. Siemens also effectively managed the risks associated with globalization by developing advanced risk management strategies and contingency plans, which helped minimize the negative effects of unpredictable events. Flexibility in its approach to business models allowed the company to adapt its strategy depending on changing market conditions and explore new sales markets. Cooperation with local companies and research institutions contributed to the development of innovative solutions and maintaining competitiveness on the global market. The Siemens case study provides valuable lessons that can be applied by other organizations seeking to achieve organizational agility in a volatile global environment. Ultimately, organizational agility, as an important element of survival and development strategies, enables companies to remain competitive and achieve success in the global market.

Companies should invest in developing the ability to quickly respond to changing market conditions by implementing flexible resource management strategies. It is crucial to implement modern technologies, such as the Internet of Things and artificial intelligence, which enable improvement of operational efficiency and the creation of innovative products and services. The ability to manage cultural diversity and build strong relationships with business partners in various markets should be developed, which will allow for a better understanding of local needs and adapting the offer to specific conditions. It is also worth developing advanced risk management strategies and contingency plans that minimize the negative effects of unpredictable events. Flexibility in the approach to business models should enable adapting the strategy depending on changing market conditions and exploring new sales markets. Cooperation with local companies and research institutions can contribute to the development of innovative solutions and maintaining competitiveness on the global market. Promoting an organizational culture that promotes cooperation, openness to change and continuous learning will support the development of organizational agility, which is a key element of the strategy for survival and development in a volatile global environment.

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