

TRENDS AND PROSPECTS FOR THE DEVELOPMENT OF MANAGEMENT IN INTERNATIONAL COMPANIES

*In management, there is a need to move beyond single
fixes and to think in terms of systemic change*

Steve Denning, “Reinventing Management Requires Systemic
Change”

Global business management trends

1. AI and automation

Now, 77% of companies are either using or exploring AI in their businesses (*National University*).

The implementation of AI is gradually moving beyond chatbots and generative AI functions. Businesses will use AI for predictive analytics, decision-making, and improving operational efficiency.

3. Remote and hybrid work models

Employee engagement is higher among remote and hybrid employees (37%) vs. on-site employees without an option for remote or hybrid work (28%) (Gallup)

Companies will continue to adopt hybrid models that combine remote and in-office work. This will require dedicated effort from the leadership teams to manage their workforce effectively, maintain company culture, and make office spaces efficient.

2. Sustainability and circular economy

92% of buyers trust socially or environmentally responsible brands (Deloitte Insights)

Companies will begin to implement ESG (environmental, social, and governance) practices into their internal operations and strategy management.

4. Global data privacy and cybersecurity

64% of consumers surveyed consider data breaches to be the main risk to privacy (Acronis).

Protecting confidential data in international networks and strengthening customer trust through robust data security measures will be crucial to avoiding significant reputational and financial risks.

Global business management trends

5. E-commerce and digital marketplaces

In total, 2.71 billion people (33% of the world's population) worldwide currently shop online on specialized e-commerce platforms or social networks. E-commerce will continue to drive global growth, with digital marketplaces connecting businesses and consumers worldwide. Effective cross-border strategies, culturally relevant digital marketing, and seamless omnichannel experiences will remain key to success in diverse international online markets.

7. Regionalization and localization

60-64% of companies say they are currently regionalizing their supply chains or plan to do so. 91% of companies say they already have or plan to localize their product offerings. (McKinsey)

As globalization continues to advance, regionalization and localization are becoming increasingly important. Companies will continue to optimize regional supply chains and adapt products, services, and marketing to specific local cultural, linguistic, and regulatory requirements.

6. Changes in supply chains and flexible market entry/exit strategies

73% of companies have made changes to their supply chain in the last two years: adding or removing production locations. (Gartner)

Global businesses must build resilient and diversified supply chains to mitigate geopolitical tensions and economic downturns. Robust scenario planning and flexible market entry/exit strategies are crucial for adapting to the complex and volatile international landscape and ensuring business continuity.

8. Cross-cultural agility and inclusivity

Companies with more diverse leadership have 19% more revenue due to innovation; those with top teams from different ethnic and cultural groups have up to 33% better financial performance compared to their peers. (WORLDMETRICS.ORG REPORT 2025)

Managing diverse global teams will promote collaboration and leverage diverse perspectives for innovation and better understanding of global markets through sensitive communication strategies.

«The future of management is characterized by dynamic shifts and transformative trends that have profound implications for organizations, individuals, and society as a whole»

C. A. Groenewald et al. The Future: Trends and Implications for Organizational Management

Prospects for future changes in the management of international companies

Reconfiguration of management roles

Today's managers are no longer gatekeepers of information or sole decision-makers. Instead, they act as facilitators of innovation, promoters of collaboration, and goal-oriented leaders. They are becoming managers who must balance competing demands and multifaceted roles.

Balance between technological integration and human-centered design

Although digital transformation is a key factor in strategic advantage, successful implementation depends on employee acceptance, training, and management support. Technology should serve people, not the other way around. A human-centered approach that emphasizes user experience, learning flexibility, and trust aligns with design thinking methodologies.

Organizations that balance high-tech systems with human-centered leadership outperform competitors who focus solely on automation.

Prospects for future changes in the management of international companies

The Rise of Agile and Adaptive Organizations

A summary of the conclusions of contemporary scientific works on management indicates the extraordinary value of organizational flexibility. Flexible methodologies promote rapid iteration, cross-functional teamwork, and responsiveness to market changes. However, flexibility is not just a process; it reflects a way of thinking. Organizations must cultivate a culture of learning, psychological safety, and iterative experimentation. This signals a shift away from rigid strategic planning cycles toward real-time strategic execution.

Leadership and the Future of Work

Leadership development must keep pace with changes in the modern workplace. The rise of remote and hybrid work is challenging traditional approaches to control, engagement, and accountability. The growing role of asynchronous communication and distributed teams is creating a need for leadership models based on trust and results, rather than physical presence. At the same time, generational change in the workforce is creating new demands for meaningful work, greater autonomy, and constant feedback.

Embedding ESG and Purpose in Strategy

As ESG factors become central to the investment and regulatory environments, organizations must integrate sustainability and ethics into their core strategies. Superficial CSR efforts are insufficient. Instead, companies must integrate ESG principles into management, performance metrics, and innovation processes.

Prospects for future changes in the management of international companies

Strategic alignment and cross-functional integration

Strategic misalignment continues to pose a major challenge to organizational performance. This highlights the value of structured alignment frameworks such as OKRs, strategy maps, and balanced scorecards, which help translate broad strategies into concrete, measurable objectives while promoting accountability across functions. Cross-functional collaboration strengthens agility and drives innovation, but it demands dismantling silos, aligning incentives, and fostering trust among teams. Research indicates that when collaboration is embedded through shared platforms, unified metrics, and inclusive planning processes, organizations become more resilient and customer-focused.

Implications for Management Education and Policy

The evolution of business management requires parallel adaptations in management education and public policy. Business schools need to emphasize interdisciplinary approaches, hands-on learning, and ethical decision-making. Academic programs should also incorporate data literacy, climate risk awareness, and cross-cultural leadership skills. At the same time, policymakers play a crucial role in promoting innovation ecosystems, facilitating workforce reskilling, and encouraging adherence to ESG standards. Collaboration between the public and private sectors can drive inclusive growth and advance digital inclusion.