

EDITORIAL: Navigating strategic transformation across technology, governance, and human judgment

Dear readers!

Recent research in corporate strategy and governance increasingly converges on a shared insight: that firms are navigating transformations that are simultaneously technological, financial-institutional, and human. The contributions in this issue reflect this convergence by examining how organizations redesign strategic processes in digitally accelerated environments, how they preserve value and legitimacy under heightened uncertainty, and how strategic outcomes ultimately depend on decision-making, leadership, and organizational behavior. Taken together, these studies reinforce a view of strategy and governance as dynamic, interdependent systems rather than as isolated domains.

The first prominent trend concerns digitalization and artificial intelligence as strategic transformation mechanisms, instead of as standalone technologies. Recent scholarship emphasizes that artificial intelligence (AI) reshapes how strategic decisions are framed, evaluated, and enacted, particularly under conditions of uncertainty and information overload (Chalmers et al., 2020; Lu & Tie, 2025; Ustahaliloğlu, 2025). Beyond efficiency gains, AI increasingly supports opportunity recognition, creativity, and foresight, influencing core strategic activities across sectors (Akpan, 2025; Mariani & Dwivedi, 2024; Giuggioli & Pellegrini, 2023). The rapid diffusion of generative AI has further accelerated this shift, drawing attention towards new forms of strategic sensemaking enabled by machine-generated content.

Importantly, these developments implicitly point toward the growing relevance of the human-AI interaction as an emerging research frontier in strategy and governance. Rather than replacing managerial judgment, predictive and generative AI systems appear to increasingly operate as cognitive complements that interact with human heuristics, experience, and biases (Agrawal et al., 2019). Strategic outcomes thus may depend not only on AI capabilities per se, but also on how hybrid decision architectures are designed, governed, and embedded within organizational processes. From this perspective, scholarly attention is likely to move beyond questions of AI adoption toward deeper inquiry into how human and algorithmic agency jointly shape strategic choice, accountability, and control.

The second major theme highlighted in this issue relates to how financial resilience and strategic control under uncertainty intersect with corporate governance. Recent work increasingly conceptualizes resilience as a value-creating capability linked to internal controls, transparency, and strategic discipline, rather than as a purely defensive response to crises (Li et al., 2025; Ortega et al., 2025). At the same time, sustainability-oriented financial mechanisms are becoming structurally intertwined with conventional markets. Evidence on green finance and market connectedness shows that periods of stress can amplify spillovers and systemic risk, reinforcing the governance relevance of disclosure, reporting quality, and financial oversight (Zennaro et al., 2024). Together, these insights point toward a research agenda that integrates risk management, sustainability, and governance into coherent explanations of long-term value protection.

Finally, the issue underscores the enduring importance of the human and behavioral foundations of strategy execution, particularly in technology-intensive contexts. Behavioral strategy research continues to highlight how cognition, biases, and social processes shape strategic decision-making (Cristofaro et al., 2025), while employee-centered studies reinforce the strategic relevance of engagement, experience, and commitment for organizational performance (Vereb et al., 2025). Overall, these contributions suggest that future research will benefit from more explicit connections between governance structures, leadership choices, and digital tools at the micro level. Advancing such multi-level, process-oriented perspectives will be essential for understanding how strategies are not only designed, but also effectively enacted and sustained in increasingly complex organizational environments.

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