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## **СТРАТЕГИЧЕСКОЕ УПРАВЛЕНИЕ ОРГАНИЗАЦИЕЙ В КОНТЕКСТЕ ИННОВАЦИОННОГО РАЗВИТИЯ**

**Аннотация:** В данной статье рассматриваются основные элементы, проблемы и стратегии преодоления организационных стратегических проблем управления Казахстаном в контексте инновационного развития. Анализируя политику, экономическую, технологическую и социально-культурную среду, в статье указывается, что Казахстан находится на критическом этапе трансформации от экономики, зависящей от ресурсов, к экономике, основанной на знаниях. Баланс между моделью инноваций, возглавляемой правительством, и рыночным механизмом, скоординированное развитие традиционных отраслей и новых отраслей, а также построение региональных сетей сотрудничества стали важными направлениями для организационного стратегического управления. В статье также подчеркиваются такие проблемы, как инерция экономики энергетики и нехватка высококлассных технических талантов, и предлагаются стратегии преодоления, такие как создание «инновационного анклава» и оптимизация системы принятия стратегических решений. Наконец, в статье обобщаются внутренние реформы и международные связи логики «двойной циркуляции» Казахстана, что дает парадигматическое вдохновение для инновационной стратегии новых стран, основанных на ресурсах.

**Ключевые слова:** Инновационное Развитие, Организационное Стратегическое Управление, Казахстан, Экономическая Трансформация, Региональное Сотрудничество

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## STRATEGIC MANAGEMENT OF THE ORGANIZATION IN THE CONTEXT OF INNOVATIVE DEVELOPMENT

**Abstract:** This paper explores the core elements, challenges and coping strategies of Kazakhstan's organizational strategic management in the context of innovative development. By analyzing the policy, economic, technological and social and cultural environment, the article points out that Kazakhstan is in a critical stage of transformation from a resource-dependent economy to a knowledge-based economy. The balance between the government-led innovation model and the market mechanism, the coordinated development of traditional industries and emerging industries, and the construction of regional cooperation networks have become important directions for organizational strategic management. The article also emphasizes challenges such as energy economic inertia and shortage of high-end technical talents, and proposes coping strategies such as building an "innovation enclave" and optimizing the strategic decision-making system. Finally, the article summarizes the domestic reform and international linkage of Kazakhstan's "dual circulation" logic, providing a paradigmatic inspiration for the innovation strategy of emerging resource-based countries.

**Keywords:** Innovative Development, Organizational Strategic Management, Kazakhstan, Economic Transformation, Regional Cooperation

### Introduction

Against the backdrop of profound changes in the global economic landscape, innovation-driven development has become an important engine for driving the sustainable development of emerging economies. The wave of technological revolution and digital transformation is reshaping the global value chain, providing unprecedented opportunities and challenges for emerging market countries. As a hub country in Eurasia, Kazakhstan, with its unique geo-economic advantages, is at a critical stage of transforming from a traditional resource-dependent economy to a knowledge-based economy. This transformation is not only an inevitable choice to cope with the pressure of global energy market fluctuations and climate change, but

also a strategic path to achieve long-term national competitiveness.[1] The Kazakhstan government's "Strategy 2050" and "Digital Kazakhstan" plan aim to promote economic structural diversification and digital transformation by building an innovation ecosystem. This series of measures not only reflects the country's strategic emphasis on innovation development, but also provides an important practical background for the study of organizational strategic management.[2] This paper will take Kazakhstan as the research object to explore how organizations can achieve optimal resource allocation and capacity upgrading through strategic management in the context of innovation development, so as to occupy a favorable position in global competition.

### **Coupling of organizational strategic management and innovative development**

Against the background of profound changes in the global economic landscape, innovation-driven development has become an important engine for promoting sustainable development in emerging economies. The wave of technological revolution and digital transformation is reshaping the global value chain, providing unprecedented opportunities and challenges for emerging market countries. As a hub country in Eurasia, Kazakhstan, with its unique geo-economic advantages, is at a critical stage of transformation from a traditional resource-dependent economy to a knowledge-based economy. This transformation is not only an inevitable choice to cope with the pressure of global energy market fluctuations and climate change, but also a strategic path to achieve long-term national competitiveness. The "2050 Strategy" and "Digital Kazakhstan" plan proposed by the Kazakhstan government aim to promote economic structural diversification and digital transformation by building an innovative ecosystem. This series of measures not only reflects the country's strategic emphasis on innovative development, but also provides an important practical background for the study of organizational strategic management.

The coupling of organizational strategic management and innovative development is the core topic of this study. In the context of innovation-driven development, the core dimension of strategic management has shifted from traditional static resource

allocation to dynamic capability construction and ecosystem synergy. Dynamic capability theory emphasizes that organizations adapt to external challenges by integrating, reconstructing, and releasing resources in a rapidly changing environment. This theory provides important inspiration for the adaptability of Kazakhstan's enterprises in transformation.[3] At the same time, the rise of the open innovation model requires organizations to break through boundaries and build an innovation ecosystem through collaborative cooperation with external innovation entities (such as governments, universities, and research institutions). This model can not only accelerate technology diffusion and knowledge sharing, but also effectively reduce innovation risks and enhance overall competitiveness. In the context of Kazakhstan, its unique geo-economic characteristics make it a bridge connecting the Eurasian market, which provides a broad space for regional cooperation for organizational strategic management. However, Kazakhstan's innovation model has a significant government-led feature. How to find a balance between government guidance and market mechanisms has become the key to the success of organizational strategic management.

### **Analysis of the Strategic Environment for Innovation Development in Kazakhstan**

The strategic environment analysis for innovation development in Kazakhstan needs to be carried out from three dimensions: policy, economy and technology, and social culture, in order to fully reveal the construction logic and internal driving force of its innovation ecosystem. In terms of policy environment, the Kazakhstan government has clarified the long-term goal of national innovation development through the "2050 Strategy", aiming to transform the economy from resource-dependent to knowledge-intensive. This strategic framework provides a clear direction for organizational strategic management. As a regional financial and innovation hub, the Astana International Financial Center (AIFC) has not only attracted international capital and technology inflows, but also provided local enterprises with international financial and legal services through institutional innovation, becoming an important policy tool to promote innovation development.

In terms of economic and technological environment, Kazakhstan's traditional industries, especially energy and mining, are facing an urgent need for technological upgrading.[4] The advancement of global energy transformation and carbon neutrality goals has forced these industries to improve their competitiveness through digitalization and green transformation. At the same time, Kazakhstan's layout in digital economic infrastructure, such as 5G networks, blockchain technology, and smart city construction, not only provides technical support for the development of emerging industries, but also creates conditions for the digital transformation of traditional industries. This dual transformation of technology and economy requires organizations to take into account both short-term efficiency improvement and long-term innovation capacity building in strategic management.

The social and cultural environment is an important dimension of Kazakhstan's innovation and development that cannot be ignored. The cultivation of entrepreneurial culture and the reserve of young innovative talents are the key driving forces for promoting economic transformation. The Kazakhstan government is gradually building a social atmosphere conducive to innovation and entrepreneurship through a series of policy supports, such as entrepreneurial incubators, innovation funds, and international education cooperation projects. The cultivation and introduction of young talents not only injects vitality into the innovation ecosystem, but also provides human resources guarantee for organizational strategic management. In addition, Kazakhstan's multi-ethnic cultural integration characteristics pose unique challenges and opportunities to organizational management. The coexistence of multiple cultures may bring obstacles to communication and collaboration, but it may also become a source of inspiration for innovative thinking. How to effectively utilize cultural diversity in organizational strategic management and build an organizational culture that coexists with inclusiveness and innovation is an important issue facing Kazakhstan companies.

### **Core elements of strategic management of Kazakhstan's organizations**

The core elements of strategic management of Kazakhstan's organizations revolve around three dimensions: strategic positioning, resource integration, and

organizational culture. These elements together constitute its strategic framework in the context of innovative development. Strategic positioning and goal selection are the primary tasks for organizations to achieve sustainable development in a complex environment. Kazakhstan's traditional industries, especially energy and mining, are facing the pressure of global energy transformation and carbon neutrality goals, and urgently need to achieve transformation through technological upgrading and green transformation. At the same time, the rise of emerging industries such as financial technology and green energy has provided new growth points for economic diversification.[5] Organizations need to find a path for coordinated development between traditional and emerging industries to achieve optimal allocation of resources and comprehensive improvement of competitiveness. Market positioning from the perspective of regional cooperation further highlights the strategic value of Kazakhstan as a hub of the Eurasian Economic Union. By deepening regional cooperation, Kazakhstan companies can make full use of the scale effect of the Eurasian market, expand their business boundaries, and enhance their international competitiveness.

Resource integration and capacity building are the core links of organizational strategic management. By building a government-enterprise-university innovation triangle model, Kazakhstan is gradually forming a resource integration mechanism driven by collaborative innovation. This model can not only accelerate the process of technology research and development and commercialization, but also provide organizations with continuous knowledge and talent support. The introduction of international capital and technology is an important driving force for Kazakhstan's innovation and development, but its success depends on its local adaptation capabilities. Organizations need to absorb international advanced technologies while combining local market demand and resource endowments to build an innovation ecosystem with regional characteristics.[6] Organizational culture and innovation mechanisms are the inherent driving forces of strategic management. State-owned enterprises occupy an important position in Kazakhstan's economy, and the agility reshaping of their reforms is the key to improving overall economic efficiency. By

introducing market-oriented mechanisms and innovative management models, state-owned enterprises can enhance their market competitiveness while maintaining their strategic dominance. As an important part of the innovation ecosystem, the digital transformation of small and medium-sized enterprises requires government support through incentive mechanisms to unleash their innovation potential.

### **Challenges and coping strategies**

The main challenges faced by Kazakhstan in the process of innovation and development are concentrated in the crowding-out effect of energy economic inertia on innovation input, the shortage of high-end technical talents and regional competition pressure. As a traditional resource-dependent economy, Kazakhstan's energy industry has long dominated. This economic structure has led to relatively insufficient innovation input and resource allocation has tilted toward traditional industries, thus inhibiting the growth space of emerging industries. At the same time, the shortage of high-end technical talents has further aggravated the lack of innovation capabilities, and regional competition pressure has made Kazakhstan face greater challenges in attracting international talents and technologies. The existence of these problems not only restricts the optimization and upgrading of the economic structure, but also puts higher requirements on organizational strategic management.

To meet these challenges, Kazakhstan needs to adopt a systematic strategic path. Building an "innovation enclave" model, such as the Astana Hub Science and Technology Park, can create a regional innovation highland and attract international technology and capital inflows by concentrating resources and policy support. Strengthening the Central Asian regional innovation cooperation network can make up for the lack of innovation resources in a single country through regional synergy and enhance overall competitiveness. In addition, the optimization of strategic decision-making systems based on AI and big data provides organizations with more accurate market analysis and resource allocation capabilities, which helps to achieve dynamic adjustments and efficient decision-making in complex environments. These response strategies not only provide a practical path for Kazakhstan's innovative development, but also provide new perspectives and inspiration for the research on

organizational strategic management.

### **Conclusion**

The core logic of Kazakhstan's organizational strategic management is reflected in the "dual circulation" model, that is, through the coordinated promotion of domestic reforms and international linkages, the deep integration of innovation-driven and economic transformation is achieved. At the domestic level, Kazakhstan promotes the upgrading of traditional industries and the cultivation of emerging industries through policy guidance and resource integration, and builds an economic ecosystem with innovation as the core. At the international level, its unique geo-economic advantages provide broad space for regional cooperation and integration into the global value chain. The establishment of platforms such as the Astana International Financial Center (AIFC) further strengthens the ability to introduce international capital and technology. This "dual circulation" logic not only provides sustainable impetus for Kazakhstan's innovative development, but also provides important paradigm inspiration for other emerging resource-based countries. By balancing domestic reforms and international cooperation, emerging economies can achieve a strategic transformation from resource dependence to innovation-driven in the global competition, injecting new vitality into global economic development.

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