
Towards an Adaptive Strategic Model for Website Management in the Era of Digital Transformation

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Abstract:

Purpose: The purpose of this study is to present a comprehensive strategic management model for website governance in the context of digital transformation. The research aims to identify best practices, category-specific management patterns, and key user-oriented factors influencing website effectiveness across industries.

Design/Methodology/Approach: A mixed-method design was adopted, combining multiple case studies of ten diverse websites with a quantitative survey of IT professionals. The collected data were analysed using multi-criteria analysis and hierarchical cluster analysis to evaluate inter-category differences and determine the relative importance of technological and usability factors.

Findings: Results demonstrate that security and functionality are the most influential factors shaping user experience, while the absence of structured web governance leads to operational inefficiencies and weaker competitiveness. The research culminates in a strategic website management model capable of adapting dynamically to user needs through a technological decision engine.

Practical Implications: Implementing the proposed model enables organisations to align their digital presence with user expectations and industry-specific requirements, enhancing service quality, competitiveness, and user satisfaction.

Originality: The study provides an empirically validated framework integrating governance, technology, and user experience, offering a novel, adaptive approach to website strategy development supported by real-time analytics.

Keywords: Website management, digital strategy, governance, user experience, online services, digital transformation.

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1. Introduction

Websites have become essential strategic assets for organizations across all sectors. Effective management of an organization's web presence – including its websites, intranets, and other online channels – is crucial for maintaining competitiveness in a rapidly evolving digital landscape. As user expectations rise and new technologies emerge, organizations must continuously adapt their websites to provide high-quality content, services, and user experience.

Prior research indicates that robust website management can positively influence organizational performance; for instance, the quality of corporate websites has been linked to better business outcomes. Conversely, inadequate management of websites can result in dysfunctional site structures, poor navigation, security vulnerabilities, and other problems that undermine user satisfaction and organizational goals.

In the context of online banking, for example, issues such as security, privacy, and trust have been shown to obstruct user acceptance of web services. These challenges underscore the importance of developing comprehensive strategies for website management.

Despite the critical role of websites, many organizations lack formal “web governance” frameworks to guide decision-making and accountability for their online presence. Web governance refers to the structure of roles, responsibilities, policies, and procedures that direct how an organization's online content and operations are managed.

A well-designed web governance system clearly delineates who has authority to make decisions about digital strategy, content standards, and technical platforms, thereby preventing chaos and inefficiency (Welchman 2015).

Without such governance, common issues include overlapping content ownership, inconsistent design standards, and internal competition between departments for web resources (Roth 2009). Roth (2009) notes that the absence of proper website management can lead to “dysfunctional internal structures, inconsistent navigation and metadata, high operating costs, and security gaps”, among other problems.

These issues not only frustrate users (who may struggle to find information or trust the site) but also impede the organization's ability to project a coherent digital presence aligned with its goals.

Given these challenges and the dynamic character of digital transformation, there is a clear need for systematic research into website management strategies. This study responds to that need by addressing the following research questions:

- What are the best practices and recommendations in managing websites effectively?
- How do website management strategies differ depending on the category of the website (e.g., e-commerce, informational, social media, etc.)?
- Which factors influence the selection and usage of websites from the perspective of user experience?
- What technological criteria are most significant in evaluating websites from a user's point of view?

The purpose of this article is to present a comprehensive, adaptive model of website management strategies that enables the alignment of management practices with the specific characteristics of a given website and the generation of real-time strategic responses to evolving user needs.

The study aims to compare website management strategies across different industries to identify best practices and their sector-specific adaptations, formulate practical recommendations supporting effective website governance, determine the key factors influencing user choices and interactions with websites, and assess the relative importance of technological criteria shaping user experience.

The article seeks to address an existing research gap in the field of digital management by introducing an integrated, technology-driven framework that combines organizational, content, and user experience dimensions—enhancing operational efficiency, strategic coherence, and alignment with user expectations in the context of ongoing digital transformation.

The article begins with a review of literature on website management and governance, highlighting essential concepts, frameworks, and factors influencing effective digital strategies. Next, the research methodology is presented, combining qualitative case studies with a quantitative survey to obtain empirical evidence.

The results and discussion section then outlines the main findings and introduces the proposed strategic model for website management. The paper concludes with a summary of key insights, practical implications, limitations, and recommendations for future research.

2. Literature Review

Early approaches to website management treated the development of a website primarily as a technical endeavor, focused on design and deployment. However, contemporary research and practice emphasize that managing a website is a

multidisciplinary, ongoing process that intersects technology, content, user experience, and business strategy. In other words, website management is not merely about maintaining web pages, but about aligning the online presence of an organization with its strategic objectives and stakeholder needs.

This holistic view is often framed under the concept of web governance or digital governance, which provides a structured approach to decision-making for all aspects of an organization's digital presence (Welchman, 2015). Welchman (2015) defines digital governance as "the framework for establishing responsibilities, roles, and decision-making authority for an organization's online presence, encompassing websites, mobile sites, social channels and other online services".

A sound governance framework delineates which roles (e.g., content owners, IT administrators, marketing managers) have authority over specific areas like content strategy, design standards, technical infrastructure, and compliance policies. By separating daily operational tasks from strategic decision-making, such frameworks help organizations manage digital initiatives without descending into chaos or conflict. In practice, implementing web governance has been shown to improve the quality and efficiency of digital products and services (Welchman, 2015).

One key aspect of web governance is establishing clear roles and processes for website management. Industry guidelines suggest that a designated web management team or steering committee often oversees governance policies (Monsido, 2015). This team typically includes stakeholders such as content managers, IT staff, UX designers, and senior executives – each responsible for strategic, tactical, or operational roles.

For example, a strategic sponsor (often a senior executive or website owner) sets the overarching vision and goals for the site, while tactical staff translate that vision into requirements, priorities, and design choices, and operational personnel handle the day-to-day content updates and technical maintenance.

Clearly defining these responsibilities ensures accountability and prevents confusion. As Diffily (2006) observes, when many actors are involved in managing a site without established norms or standards, inconsistencies and inefficiencies are inevitable.

Therefore, effective web management requires formal policies and standards to guide how content is created, approved, and published, how technical changes are made, and how user feedback is handled. Monitoring and oversight are also essential components – web governance includes mechanisms to continuously review website performance and compliance with standards, often led by the governing team (Monsido, 2019). The presence of such governance policies has been identified as a critical success factor for large organizational websites.

The scope of website management is broad, covering both front-end content considerations and back-end technical operations. A comprehensive governance framework addresses areas including digital strategy, content lifecycle, design and user experience, technology infrastructure, budgeting, online marketing, and legal compliance (Navas-Zeledón, 2017; Monsido, 2019).

Navas-Zeledón (2017) emphasizes that web governance is not only about organizational structure of web teams but also about the “systems, technologies, rules and procedures” that underlie how an organization operates online.

In practice, this means that a web governance policy may encompass a wide range of duties: setting the online strategy, managing budgets for web projects, administrating servers and software, ensuring consistent branding and communications, handling e-commerce operations, customer service channels, content creation workflows, multilingual content management, UX design, information architecture, data analytics, cybersecurity, content archiving, and more.

These tasks might be handled by a single individual in a small organization or by multiple specialized teams in a large enterprise, depending on resources and needs. For instance, McGovern (2009) found that larger organizations often distribute web responsibilities across various departments (IT, marketing, etc.), necessitating a unifying governance framework to coordinate efforts. In any case, the literature agrees that website management is an interdisciplinary endeavor requiring coordination between technical and non-technical functions (Kanazawa *et al.*, 2021).

Kanazawa *et al.* (2021) argue that a website management framework should deliver all activities related to maintaining and administering websites, integrating required technology and resources while focusing on processes and information management.

This implies that managing a website effectively is as much about organizational processes and human factors as it is about technology. Websites cannot be treated as static IT projects; they are dynamic services that must be continuously improved and aligned with both business goals and user expectations.

Another important theme in the literature is the relationship between website management and user experience. Ultimately, the primary goal of website management is to provide the best possible experience for the user (Al-Hawari, 2020). This involves ensuring that the site meets certain standards for usability, accessibility, and content relevance (Al-Hawari, 2020).

For example, a website should comply with accessibility standards so that it is usable by people with disabilities, and it should offer intuitive navigation and search so that users can easily find what they need. A core objective of web management is maintaining content quality and relevance, since outdated or poorly structured content undermines user satisfaction.

Content management practices, including content audits and governance of editorial workflows, are thus a vital part of web strategy (Barker, 2016). Barker (2016) notes that modern Web Content Management systems and practices enable consistency and efficiency in maintaining site content and applying best practices across large websites. Moreover, effective web management requires continuous adaptation to new trends such as mobile device usage, social media integration, and emerging technologies.

Monsido (2015) describes web governance as a continuous search for opportunities to improve the site by adopting innovations in areas like social media, responsive design, cloud services, analytics, and mobile platforms.

The ability to adopt new ideas and products into existing procedures and management frameworks is highlighted as a hallmark of good web governance. In practice, this could mean regularly updating the website's features (for instance, adding support for new social media sharing options, or implementing a chatbot powered by artificial intelligence) within the governance structure that ensures such changes align with overall strategy.

Literature on web performance metrics and evaluation further complements the discussion of web management strategies. Organizations use various metrics to assess the effectiveness of their websites, which in turn inform management decisions.

These metrics can be technical (e.g., page load speed, uptime), user-centric (e.g., usability scores, accessibility compliance), content-related (e.g., content freshness, SEO rankings), or business-oriented (e.g., conversion rates, online sales, user retention).

Alsmadi (2014) provides a taxonomy of website performance metrics, distinguishing between process metrics (how the site is managed and maintained) and product metrics (outcomes such as traffic and user satisfaction). Regular measurement of such indicators allows managers to identify areas for improvement and validate the impact of changes. For instance, if bounce rates (users leaving quickly) are high on certain pages, this might signal poor content relevance or usability issues that management needs to address.

Additionally, the notion of competitiveness is prominent: in highly competitive online markets, a well-managed website can confer significant advantages. The literature on online competitiveness suggests that elements like superior user experience, unique content, or innovative services can create a competitive edge that is hard for rivals to copy (Bernal Jurado et al. 2018).

Classic concepts of competitive advantage apply in the digital realm, though the exact definition of "competitive advantage" for web services can be elusive and

context-dependent. Nonetheless, examples abound: Amazon's rise to e-commerce dominance has been attributed to its innovative business model and relentless web strategy, while Google's leadership in search is maintained by continuous investment in research and development yielding new web services and improvements.

These cases illustrate how strategic website management – focusing on innovation, user-centric design, and robust infrastructure – can translate into market leadership.

3. Methodology

To achieve the research objectives, the study adopted a mixed-methods research design combining qualitative case study analysis and quantitative survey research. This approach was chosen to provide a comprehensive understanding of website management strategies from both organizational and user perspectives. By using multiple methods, the study triangulates findings and enhances the validity of the conclusions (Lisiecka and Kostka-Bochenek, 2009). The research was structured in two major phases:

3.1 Multiple Case Studies of Website Management (Qualitative Phase)

The first phase involved conducting a multiple case study analysis of websites in different categories. Case study research is an empirical method that enables in-depth exploration of contemporary phenomena within real-life contexts (Lisiecka and Kostka-Bochenek 2009). It is particularly suitable for studying complex processes like website management, as it allows detailed examination of practices and outcomes in specific instances.

In this study, ten websites were selected purposively to represent a broad range of categories and industries on the Polish internet market. The categories included, for example: corporate informational websites, e-commerce (shopping/auction) sites, educational portals, social networking services, search engines, news/media sites, streaming television platforms, collaborative knowledge sites (wiki/encyclopedia), online banking sites, and gaming community sites.

Each selected website served as a case embodying the management practices and strategic approach typical for its category. The case selection aimed for diversity in order to compare how management strategies might differ by context (e.g., the strategy for a banking website vs. a social media platform).

A structured case study protocol was developed to guide data collection for each website. This protocol included research questions and a scenario covering key aspects of management: organizational governance structure (roles and responsibilities for the site), content management processes, technological

infrastructure and tools, performance metrics used, user engagement strategies, and any recent improvements or issues faced.

Data were gathered through a combination of methods: analysis of publicly available information (such as the site's published policies, press releases, or financial reports), web analytics data (where accessible), and, in some cases, informal interviews or discussions with individuals knowledgeable about the site's management (when available). For instance, financial and strategic data for a major e-commerce site were obtained from investor reports, while information on a knowledge platform's content moderation and governance was gleaned from its published documentation. Each case study resulted in a detailed profile of the website's management strategy and outcomes.

The analysis of the case studies was both descriptive and comparative. First, each case was analyzed in depth to identify notable practices and outcomes ("within-case analysis"). For example, the study documented how a leading e-commerce site optimizes page performance and utilizes customer data to personalize content, or how a corporate website implements strict content governance and accessibility standards. Next, a cross-case analysis was performed to identify common patterns, differences, and best practices across the ten cases.

The cross-case comparison focused on determining which factors contributed to successful website performance and goal achievement in each category, and how these factors varied between categories. Through this analysis, the research distilled a set of best practices and success factors in website management.

Additionally, the case studies were used to generate recommendations and to perform an "impact analysis" of certain strategies – essentially evaluating how specific management practices (e.g. adopting a new content management system, or implementing mobile-responsive design) influenced website outcomes. These insights from the qualitative phase informed the development of the strategic model and provided context for interpreting the quantitative results.

3.2 User Survey and Multi-Criteria Analysis (Quantitative Phase)

The second phase of the study focused on the user perspective, aiming to identify which factors users consider most important when interacting with websites and how these factors influence their preferences across different types of online services. A survey-based design was applied, targeting individuals with professional experience in the IT sector, as their technical expertise ensured informed and accurate evaluations of website functionality and management effectiveness.

The survey was conducted online using a structured questionnaire and distributed through non-random snowball sampling among IT professionals, including developers, UX/UI designers, system administrators, and technology consultants. In

total, 216 respondents participated, reflecting the gender proportions typical of the Polish IT industry (approximately 15% women and 85% men).

Participants represented various professional roles and regularly used different websites in both their professional and personal activities. The questionnaire consisted of two parts: demographic and professional background, and an assessment of technological and usability factors influencing user experience.

Respondents evaluated six key criteria—security, availability, findability, customization, speed, and functionality—on a five-point Likert scale (1 = not important, 5 = very important).

The results indicated that security was perceived as the most important factor, followed by functionality, while availability and speed were also rated highly. Findability received moderate importance, and content customization was assessed as least important, though still relevant for interactive websites.

Respondents then considered these same factors in relation to different categories of websites, such as online banking, e-commerce, educational platforms, social networks, search engines, news portals, streaming services, wikis, and gaming sites.

A multi-criteria analysis combined general factor weights with category-specific importance ratings to determine the relative significance of each criterion. The results showed that security was dominant in data-sensitive categories (e.g., banking and e-commerce), while speed and availability were crucial for dynamic, media-based sites. Customization gained importance in interactive environments such as social media and gaming communities.

An exploratory cluster analysis grouped the website categories according to similarities in user preferences. Five distinct clusters were identified, revealing shared strategic characteristics.

For example, banking and e-commerce sites emphasized security and functionality, while search and streaming services prioritized speed and availability.

Social media and gaming sites formed another group, where user interaction and personalization played a greater role. These findings suggest that websites with similar user expectations can adopt comparable management strategies.

In summary, the quantitative phase complemented the qualitative case studies, providing empirical insight into user priorities and supporting the development of a strategic model of website management that integrates organizational, technological, and user-centered dimensions. All ethical standards were observed throughout the research, and participation in the survey was fully anonymous and voluntary.

4. Results and Discussion

4.1 Findings from Case Studies: Best Practices and Strategy Patterns

The multiple case study analysis provided comprehensive insights into how different types of websites are managed in practice across diverse organizational and market contexts. Despite clear differences in purpose, target audiences, and operational scale, the examined cases revealed several common patterns and best practices characteristic of effective website management.

The findings indicate that high-performing organizations treat website management not as a one-time technical project but as a continuous, strategic process that integrates organizational, technological, and user-oriented dimensions.

A consistent feature across successful cases was the presence of a well-defined governance structure with clearly assigned roles and responsibilities. Effective organizations implemented standardized procedures for content updates, quality control, and technical maintenance, while ensuring that all actions remained aligned with broader strategic objectives. This approach fostered operational coherence, efficiency, and the ability to respond rapidly to technological change and evolving user expectations.

From the cross-case comparison, several key success factors were identified, as summarized in Table 1.

Table 1. *Key Success Factors in Website Management Identified from Case Studies*
Success Factor Description

Success Factor	Description
Strategic Alignment	Effective websites are managed in close connection with the organization's mission and goals, ensuring that digital initiatives support broader institutional or business objectives.
User Orientation and Iterative UX Optimization	Continuous collection and analysis of user data guide improvements in functionality, design, and content, following a "plan-implement-measure-adjust" cycle.
Robust and Flexible Technological Infrastructure	Reliable, scalable, and secure infrastructures (e.g., CMS, cloud solutions, caching, security tools) ensure stability, adaptability, and continuity of digital services.
Performance Monitoring and Data-Driven Management	Ongoing tracking of Key Performance Indicators (KPIs)—such as engagement, conversion, or availability—supports evidence-based strategic decisions.
Security and User Trust	Systematic encryption, audits, updates, and legal compliance (e.g., GDPR) strengthen data protection and enhance user confidence in the website and organization.

Source: *Author's elaboration.*

Building on these findings, several recommendations can be proposed to improve website management practices, with a particular emphasis on strengthening cross-functional collaboration among technical, editorial, and strategic teams. Such collaboration fosters coherent decision-making, facilitates knowledge sharing, and enhances overall operational efficiency.

Equally important is the development of advanced analytical and data management capabilities, enabling organizations to derive actionable insights from user behavior, support evidence-based decisions, and implement more precise content personalization strategies.

The analysis also underscores the growing importance of mobile-first design principles, which should now be regarded as a fundamental standard in structuring information architecture and user interfaces. In parallel, the adoption of advanced technologies—particularly artificial intelligence (AI) and data analytics—has become essential for contemporary website management. These technologies enable process automation, real-time performance monitoring, predictive analysis, and adaptive content delivery, thereby significantly improving both managerial efficiency and user experience quality.

In conclusion, the case study findings reaffirm that effective website management requires an integrated and dynamic approach—one that unites organizational governance, technological agility, and continuous user experience optimization. Data-driven and user-centered practices, supported by flexible technological infrastructures, form the cornerstone of contemporary digital strategy. These insights form the empirical foundation for the integrated strategic model of website management, presented in the following section.

4.2 Survey Results Discussion: User Priorities and Implications

The survey results reveal a clear hierarchy of factors that shape user perceptions of website quality and influence their engagement behaviors. Foremost among these is security, which constitutes the foundation of user trust and a prerequisite for any interaction involving data sharing or financial transactions.

This finding indicates that web managers must treat security as a strategic priority, not merely a technical concern. In practice, this extends beyond implementing technological safeguards—as noted in the case studies—to include transparent communication with users, such as informing them about protection measures, offering security support, and ensuring that privacy and safety are considered whenever new functionalities or content are introduced.

The second most important factor identified was functionality, reflecting users' preference for websites that provide useful, reliable, and well-performing features. The implication for management is the need to balance the addition of new functions

with maintaining quality and coherence. Rather than pursuing extensive feature expansion, managers should focus on core functionalities that deliver genuine value and operate seamlessly.

Availability and speed also ranked high across most website categories, underscoring that reliability and performance optimization are essential to maintaining user satisfaction. Downtime or delays directly erode user trust, emphasizing the importance of technical strategies such as employing Content Delivery Networks (CDNs), optimizing code and media, and ensuring system redundancy.

The comparatively lower emphasis on findability (navigation and search) suggests that users tend to take intuitive navigation for granted—only noticing it when it is poor. Nevertheless, for content-rich websites such as news portals, knowledge bases, and e-commerce platforms, clear information architecture and efficient search functionality remain critical sources of competitive differentiation. Meanwhile, the relatively low overall weight of content personalization indicates that users generally prioritize efficiency and reliability over customization.

However, in interaction-oriented environments such as social networks, educational platforms, and gaming communities, personalization and user-generated content play a central role in engagement. Managers of such sites should therefore invest in features that facilitate interaction—such as commenting systems, profile customization, and content creation tools—while maintaining appropriate moderation and quality control.

A notable implication of these findings is the need for differentiated management strategies tailored to the category and purpose of each website. For instance, banking sites require substantial investment in security audits, encryption technologies, and trust signals, while streaming platforms must prioritize continuous performance optimization and content availability. Social and community-oriented platforms, in turn, should concentrate on interaction design, moderation mechanisms, and tools for user expression.

The cluster analysis conducted in the study reinforces this conclusion, showing that certain categories share similar technological and user-experience profiles and can therefore benefit from cluster-based strategic alignment. For example, banking and e-commerce sites form a cluster centered on security and transactional functionality, suggesting a shared emphasis on secure payment systems, fraud prevention, and reliable checkout processes.

Search engines and informational portals cluster around speed and findability, highlighting the importance of search algorithm quality and performance optimization. Social and community platforms cluster around interactivity, where engagement tools and community management are paramount. This segmentation

framework provides a practical reference for benchmarking and developing management strategies that reflect comparable user expectations.

Overall, the survey results validate the managerial best practices identified in the case studies, particularly regarding the primacy of security, performance, and functionality. They provide quantitative confirmation that these areas align closely with user expectations and thus represent the most critical determinants of satisfaction and success.

At the same time, the findings reveal potential blind spots in current strategies—such as insufficient attention to speed optimization or mobile responsiveness. Importantly, the results highlight the necessity of continuous adaptation and real-time strategic responsiveness to evolving user needs. As user expectations shift—for example, with rising sensitivity to privacy and data ethics—organizations must maintain the agility to revise their website management strategies accordingly.

4.3 Proposed Strategic Model for Website Management

Building on the empirical findings, this study introduces a Strategic Model for Website Management (schematically presented in Figure 1). The model is designed to be adaptive, multidimensional, and user-centric, integrating the technological, organizational, and experiential dimensions of website management identified throughout this research. It provides a structured yet flexible framework for continuously aligning website operations with user expectations, business goals, and technological developments.

At its core, the model comprises five interrelated strategic components, each representing a key domain of website management:

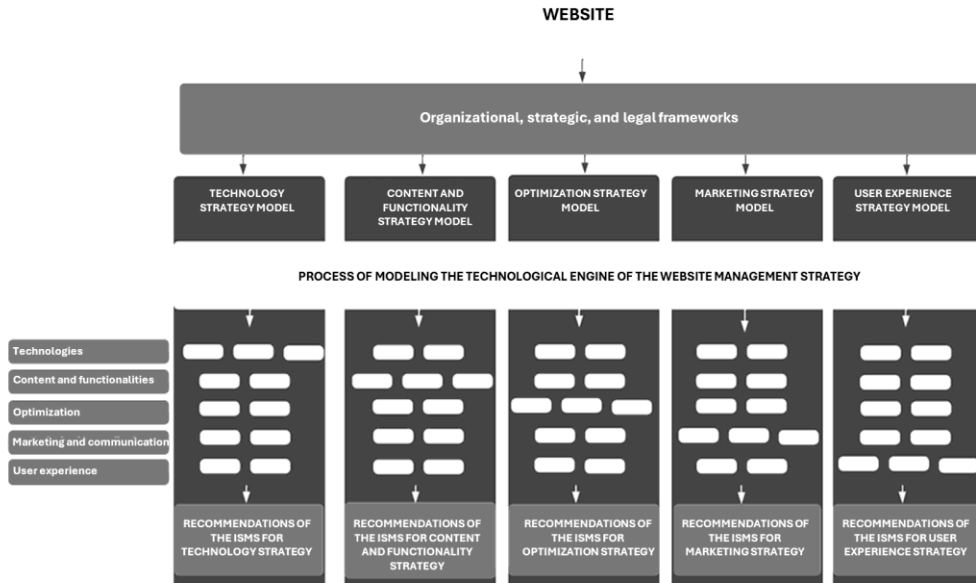
- Technological Strategy Model – focuses on the stability, scalability, and security of the website’s infrastructure, including server performance, cybersecurity measures, and the adoption of emerging technologies such as artificial intelligence, automation, and cloud computing.
- Content and Functionality Strategy Model – governs the planning, creation, and maintenance of content and features, ensuring that they are coherent with the organization’s mission and relevant to user needs.
- Optimization Strategy Model – utilizes data-driven methods (e.g., performance indicators, analytics, and A/B testing) to evaluate effectiveness, identify inefficiencies, and guide iterative improvements.
- Marketing Strategy Model – encompasses user acquisition, SEO and SEM optimization, digital communication, and engagement strategies aimed at increasing visibility, conversion, and retention.
- User Experience (UX) Strategy Model – centers on usability, accessibility, personalization, and design consistency, ensuring a seamless and inclusive experience across devices and user contexts.

These five strategic layers are connected through a central decision engine, which acts as the analytical and adaptive core of the system. The engine collects and interprets real-time data from user behavior analytics, performance metrics, and external market signals to generate actionable recommendations.

In doing so, it supports real-time strategy adaptation, enabling organizations to reconfigure their priorities dynamically — for instance, prioritizing security and reliability in the context of banking websites, or interactivity and personalization for social networking platforms. This capability reflects the principles of agile management and DevOps, where rapid iterations and data-driven decisions ensure responsiveness to changing conditions.

A critical aspect of the model is its feedback and continuous improvement loop. Each strategic action or implemented change is evaluated in terms of key performance indicators (KPIs), user satisfaction, and business impact. The resulting insights feed back into the decision engine, informing subsequent iterations of the model. Over time, this cyclical process allows the system to “learn” from experience, refining its capacity to generate effective and context-specific strategies.

Figure 1. *Strategic Model for Website Management*



Source: *Author's elaboration.*

The proposed model was conceptually validated through mapping it against the empirical findings from the case studies and the survey. Organizations that demonstrated high performance already exhibited practices consistent with the

model — including strong governance, data-informed decision-making, and explicit user orientation. In contrast, less successful cases lacked systematic feedback mechanisms or coherent coordination across departments, precisely the gaps the model aims to address.

Furthermore, the model is scalable and adaptable. It is not intended as a prescriptive or one-size-fits-all framework but as a flexible reference structure that can be implemented at varying levels of sophistication. In smaller organizations, the decision engine may take the form of a simple analytics dashboard and manual review process, while in large enterprises it may involve integrated AI systems and automated data flows.

By applying this model, organizations can expect several key benefits: enhanced responsiveness to user needs, improved alignment between digital operations and business strategy, and greater capacity for technological innovation and adaptation. The model effectively future-proofs website management by fostering a culture of continuous, data-driven improvement.

Ultimately, it conceptualizes the website not as a static digital product but as a living, evolving organizational system, where decisions emerge from ongoing interaction between users, technology, and management processes. This approach aligns with contemporary theories of knowledge-based governance and organizational learning, emphasizing adaptability, feedback, and strategic coherence as foundations of digital excellence.

5. Discussion and Broader Implications

The findings of this study and the proposed strategic model carry significant implications for both theoretical advancement and practical application. From a theoretical perspective, this research contributes to the field by bridging the persistent gap between conceptual frameworks of web governance—often presented in descriptive or qualitative terms—and empirical, user-centered analysis.

By quantifying user priorities and linking them to managerial decisions, it establishes an evidence-based rationale for key governance choices, such as the prioritization of security, speed, and functionality. Moreover, it demonstrates the analytical value of a mixed-methods approach in digital management research, showing that the integration of qualitative case insights with quantitative data can yield a more comprehensive and resilient strategy framework.

From a practical standpoint, the study provides actionable guidance for website administrators, digital strategy managers, and IT leaders. Organizations are encouraged to critically assess their current website management practices against the best practices identified herein. Key questions emerge: Does the organization operate under a clearly defined governance structure?

Are performance indicators and user feedback systematically monitored? Do managerial priorities align with the factors most valued by users? The diagnostic checklists and recommendations developed in this study can assist in such evaluations. For instance, enterprises may conduct internal audits to benchmark their practices in areas such as security, content quality, and performance optimization, and subsequently apply the model's recommendations to enhance operational effectiveness.

The proposed strategic model is not merely conceptual but also operationally applicable. Even without implementing a fully AI-driven system, organizations can adopt its underlying principles of data-informed decision-making and agile adaptation. The model emphasizes dismantling organizational silos by fostering collaboration among technical, editorial, and business teams—a practice observed as highly effective in several of the examined case studies.

Furthermore, it underscores the strategic value of investing in analytical capabilities, as many organizations still underutilize the data their websites produce. Leveraging such data is increasingly vital for sustaining competitiveness and ensuring adaptive management.

Several concrete recommendations emerge from the findings:

- establish a formal web governance committee or dedicated leadership role to oversee digital operations;
- provide continuous training for web management personnel, particularly in emerging technologies such as AI-driven analytics platforms;
- define key performance indicators (KPIs) tailored to the website's strategic purpose and review them systematically through real-time dashboards;
- institutionalize user feedback mechanisms—such as usability testing, surveys, and community interactions—to sustain a continuous improvement cycle; and
- prioritize investments that directly address user-defined priorities, for example by enhancing security infrastructure or optimizing page speed, rather than focusing solely on cosmetic design changes.

Finally, the study's implications extend toward future-oriented strategy development. Given the dynamic and rapidly evolving nature of the digital environment, the effectiveness of current management practices depends on their adaptability. The integration of artificial intelligence and machine learning technologies represents a promising frontier for web management.

These tools can process large-scale behavioral data, detect emerging patterns, and support automated decision-making in areas such as personalization, anomaly detection, or predictive maintenance. The proposed model's flexible structure allows

for the integration of such advanced tools, facilitating the transition toward more data-driven and autonomous forms of management.

Crucially, automation does not replace human expertise; rather, it enhances managerial capacity for strategic thinking, creative problem-solving, and proactive governance in an increasingly complex digital ecosystem.

6. Conclusions and Recommendations

This study examined the domain of website management strategies and proposed a comprehensive strategic model to support organizations in effectively governing their digital presence. The research confirmed that rigorous, adaptive, and data-informed management practices are fundamental to achieving success in the contemporary digital environment. The results demonstrate that website management is an inherently multidimensional process requiring the integration of governance, technology, content, user experience, and continuous optimization.

Organizations that effectively coordinate these dimensions through clearly defined structures, responsibilities, and analytical oversight achieve superior outcomes. Conversely, a deficit in any single dimension—such as strong technology infrastructure but weak content quality—can undermine the overall performance of the website.

The study also highlighted that user expectations play a central role in shaping effective management strategies. Across different categories of websites, users consistently prioritize security, functionality, availability, and speed. This indicates that these dimensions must remain at the core of website management strategies.

Ensuring robust cybersecurity standards, maintaining high reliability, and optimizing performance are therefore not optional but fundamental practices. At the same time, the findings demonstrate that user expectations evolve in response to technological, social, and regulatory changes—especially in areas such as privacy and data protection, requiring organizations to continuously reassess their priorities and maintain an ongoing dialogue with users through data analytics and feedback mechanisms.

Another important conclusion concerns the contextual nature of web management. The research demonstrated that no universal strategy can be applied to all types of websites. Instead, management strategies must be tailored to the specific objectives, audiences, and functional contexts of a given website.

While e-commerce platforms may require a stronger focus on security and transaction reliability, informational or social websites prioritize content relevance and interactivity. Nevertheless, benchmarking against similar organizations or within

industry clusters can help identify shared patterns of success and inform strategic adjustments.

A further insight relates to the necessity of agility and iterative improvement in web management. The digital ecosystem is characterized by constant technological evolution and dynamic user behaviors, which render static approaches obsolete. The proposed strategic model captures this reality by incorporating real-time adaptability as a core principle.

Organizations that embrace agile methodologies—frequent updates, controlled experimentation through A/B testing, and rapid resolution of technical or usability issues—are better positioned to sustain competitiveness and user engagement.

Equally significant is the confirmation that data-driven decision-making enhances the effectiveness of website management. The integration of analytics, user feedback, and key performance indicators enables organizations to make informed, evidence-based choices that balance innovation with operational reliability.

Managerial intuition remains valuable, yet when combined with empirical data, it produces strategies that are both creative and grounded in measurable outcomes. As artificial intelligence and machine learning tools become increasingly accessible, their integration into web analytics and management processes will further strengthen the capacity for predictive insights, automation, and personalized user experiences.

From a practical perspective, the research underscores the importance of establishing clear governance frameworks for digital operations. Formalizing roles, responsibilities, and processes ensures accountability and coherence across technical, editorial, and strategic domains. Aligning website objectives with broader organizational goals further enhances strategic integration, allowing online initiatives to directly support measurable business outcomes.

Moreover, a user-centered orientation should guide improvement initiatives—security, functionality, and speed should be continuously monitored and optimized based on empirical evidence and user feedback. The effective use of analytics and monitoring systems is indispensable for this purpose, enabling early identification of performance issues and supporting continuous learning within the organization.

Equally vital is the cultivation of an agile, interdisciplinary management culture that fosters collaboration among IT specialists, content creators, marketers, and analysts. The study's findings revealed that organizations with cross-functional teams achieved higher strategic coherence and adaptability, whereas siloed structures often resulted in inefficiencies and inconsistent website quality.

This collaborative model also facilitates innovation by enabling organizations to experiment with emerging technologies, such as AI-driven recommendation systems, chatbots, or advanced cybersecurity tools, and to evaluate their potential benefits through pilot implementations.

In addition, maintaining content relevance, accessibility, and inclusivity remains a core requirement of effective website management. Regular content audits and compliance with accessibility standards, such as the Web Content Accessibility Guidelines (WCAG), not only broaden the reach of the website but also improve usability and overall user satisfaction. These practices exemplify how technical, organizational, and ethical considerations intersect in the management of modern digital services.

By applying the principles and recommendations developed in this research, organizations can enhance their website management maturity, achieving higher levels of user satisfaction, operational efficiency, and strategic alignment. Nonetheless, several limitations of the study should be acknowledged. The research was conducted within a specific national and professional context—the Polish digital market and IT-sector participants—which may limit the generalizability of some findings to other industries or cultural settings.

Furthermore, while the proposed model was validated conceptually and retrospectively, its full implementation, particularly the real-time adaptive component, may require advanced analytics infrastructure and organizational readiness that not all institutions currently possess.

Future research should therefore focus on empirically testing the operationalization of the model in diverse organizational and cultural contexts. Particular attention should be given to the integration of artificial intelligence and machine learning in web management, including predictive analytics, behavioral modeling, and automated decision support. Sector-specific studies in domains such as healthcare, education, and public administration may reveal distinctive strategic determinants and constraints.

Longitudinal studies could further assess the long-term impact of implementing adaptive management models on organizational performance. Additionally, expanding user research to encompass broader and more heterogeneous populations would enhance understanding of differences in user expectations across demographic and cultural groups.

In conclusion, this research reaffirms that website management in the digital era is not a static technical process but a dynamic, strategic, and user-centered endeavor. Successful digital governance requires the continuous integration of technology, content, analytics, and organizational coordination.

By adopting adaptive and data-driven management models, organizations can ensure that their websites remain resilient, efficient, and aligned with evolving user expectations and business objectives in an era of constant digital transformation.

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