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**THE IMPACT OF INFORMATION SUPPORT ON STRATEGIC
DECISION MAKING IN ENTREPRENEURSHIP
ВПЛИВ ІНФОРМАЦІЙНОГО ЗАБЕЗПЕЧЕННЯ НА ПРИЙНЯТТЯ
СТРАТЕГІЧНИХ РІШЕНЬ У ПІДПРИЄМНИЦТВІ**

Summary. *An analysis of the Ukrainian information market highlights its significant impact on strategic decision-making in business. Updating and modernising information systems facilitates in-depth analysis of market conditions and determination of strategic directions for enterprises. A careful choice of strategies based on a detailed analysis of the internal and external environment is crucial for success.*

The speed of business adaptation to changes in market conditions, driven

by effective information support, ensures flexibility and adaptability. The quality of management decisions is closely linked to the quality of information obtained through prompt data collection and analysis.

Information support is also important for the sustainable development of enterprises, adaptation to economic changes and ensuring competitiveness. Risk and profitability analysis based on reliable information allows for a more accurate assessment of business prospects.

Effective information management is key to making strategic decisions in an uncertain future. Companies that effectively collect, analyse and use information are more likely to succeed in today's business environment and develop profitable strategies.

Key words: *enterprise, business, information support, strategic decision-making.*

Анотація. *Аналіз інформаційного ринку України підкреслює його значний вплив на стратегічне прийняття рішень в бізнесі. Оновлення і модернізація інформаційних систем сприяє глибокому аналізу ринкових умов і визначенню стратегічних напрямків для підприємств. Ретельний вибір стратегій, заснований на детальному аналізі внутрішнього та зовнішнього середовища, є вирішальним для успіху.*

Швидкість адаптації бізнесу до змін у ринкових умовах, обумовлена ефективним інформаційним забезпеченням, забезпечує гнучкість та адаптивність. Якість управлінських рішень тісно пов'язана з якістю інформації, отриманої шляхом оперативного збору та аналізу даних. Інформаційне забезпечення також важливе для стійкого розвитку підприємств, адаптації до економічних змін та забезпечення конкурентоспроможності. Аналіз ризиків та прибутковості на основі достовірної інформації дозволяє більш точно оцінювати бізнес-перспективи.

Ефективне управління інформацією є ключовим для прийняття стратегічних рішень у нестабільному майбутньому. Компанії, що ефективно збирають, аналізують та використовують інформацію, мають більше шансів на успіх у сучасному бізнесі та розробку вигідних стратегій.

***Ключові слова:** підприємство, бізнес, інформаційне забезпечення, прийняття стратегічних рішень.*

Problem statement. In the era of contemporary globalization and the swift advancement of digital technologies, the provision of information plays a pivotal role in shaping strategic decisions within the business realm. An examination of the Ukrainian information market has underscored its substantial influence on the efficacy of business strategies. Nevertheless, numerous challenges are associated with modernizing information systems, keeping them current, and seamlessly integrating them into the strategic processes of enterprises.

A critical inquiry arises regarding how the speed and effectiveness of responding to changes in market conditions, contingent upon the quality of information support, can ensure the adaptability and flexibility of an enterprise. This underscores the importance of a profound comprehension of the correlation between the quality of managerial decisions and the efficiency of information gathering and analysis.

Furthermore, considering the imperative for enterprises to achieve sustainable development and the ability to adapt to dynamic economic conditions, information support emerges as a pivotal element in ensuring long-term competitiveness. Consequently, elucidating the mechanisms that determine the efficiency of information collection, analysis, and utilization in strategic management becomes an immediate concern that requires thorough investigation.

Analysis of recent researches and publications. The issues of information support and strategic decision-making have been considered by such national scholars as: Antonenko V. [1], Barybina Y. [2], Butenko D. [3],

Vasilevska A. [4], Zhmurko N. [5], etc. However, the issues of the impact of information support on strategic decision-making are mostly fragmented, do not contain a systematic approach and do not cover all theoretical and practical aspects of this area.

Formulation purposes of article (problem). The primary objective of the article is to examine the influence of information support on strategic decision-making in entrepreneurship, with a particular focus on discerning its role in the modernization of business processes and the enhancement of competitiveness in Ukraine.

The main material. The impact of information and information technologies on the development of the Ukrainian economy is so profound and substantial that, both in theory and practice, information is acknowledged as an independent resource and a pivotal factor of production. Consequently, state and regional governments formulate and implement information policies. Information is scrutinized and analyzed not only as a commodity but also as a strategic resource. Information relations are regarded as commodity relations, forming the foundation for the development of the entire complex within the socio-economic sphere.

In the contemporary era of global market relations, there is a discernible shift from an industrial society to an information society. This transition marks a distinctive socio-economic and informational phenomenon – a unique phase in human civilization founded on knowledge, experience, and new standards of information culture [10].

Nations that are progressively securing advantages in shaping the information environment and boast significant potential in the information market are experiencing transformative shifts in economic, political, and social relations. The prevailing trajectory indicates a paradigm shift where information is evolving into a crucial economic resource. It is increasingly recognized as one of the foremost factors of production, serving as the bedrock for the efficient utilization

of other resource types and a prerequisite for the effectiveness of diverse activities.

In Ukraine, the shift to market-oriented relations, the expansion of international activities, and the pervasive influence of information technology across all facets of life are driving a rapid surge in demand for diverse information types. Simultaneously, there are heightened expectations regarding the content and delivery forms of information, amplifying the significance of enterprises operating in information markets. However, the maturity of market structures lags, and their development progresses at a slow pace. This reluctance causes many business entities to be hesitant in accepting information systems as integral components of the market mechanism. Consequently, there is a tendency to undervalue the role and importance of information, coupled with a deficiency in cultivating a robust culture of working with it.

On a positive note, there is an encouraging trend wherein numerous entrepreneurs, as well as top and middle managers, recognize that successful business endeavors at the enterprise, state, and regional levels hinge on continuous analysis and accounting of information flows. This awareness extends to the active utilization of information standards and the evaluation of processes mediating the sale and purchase of information products and services.

Today, Ukraine is losing its information independence and security, saturating the markets with information products and services of Western companies. This will have an extremely negative impact on the competitiveness of numerous domestic enterprises, and may result in the loss of market niches or entire markets, both domestically and internationally.

The information market, its development, and enhancement constitute a strategic imperative for the entire nation. The evolution of market relations and their rapid advancement necessitate continual monitoring, analysis, and systematization of the state and processes. This demands the capacity to foresee future developments, be prepared to adapt the strategy and operational style, and

make management decisions within a framework of intricate risks to swiftly adjust to new external and internal business conditions.

In the Ukrainian market economy, information stands out as a primary resource for several reasons. Firstly, any form of activity commences with the aggregation of specific knowledge and organized experience. The official registration of business activities entails establishing relations with state and local authorities, manifested through information and documentary channels. Interactions with suppliers, consumers, and financial institutions are founded on the collection, accumulation, processing, and continual enhancement of business information. The internal dynamics of enterprises and organizations rely on information, actively driving its development and application. Additionally, market relations necessitate the cultivation of marketing, advertising, and public relations. This list can be extended with a detailed exposition of the ongoing stream of information. Altogether, this constitutes information activity geared towards attaining the primary goals and objectives of enterprises and organizations.

Presently, the information market in Ukraine is not evolving in a condition of unrestricted development or global isolation. Our country cannot progress without a robust national information infrastructure. In the imminent future, it becomes imperative to initiate the development of a program aimed at modernizing the national information infrastructure, or at the very least, the essential components of such a program. Simultaneously, it is crucial to transcend conventional schemes in the development of information activities and informatization, recognizing that only innovative approaches will be capable of delivering solutions aligned with contemporary market relations.

An analysis of the state of the information market in Ukraine requires a close look at various aspects related to the availability, distribution and use of information in the country. The list of aspects and their descriptions are shown in the Table 1.

Table 1

**Aspects of analysing the state of the information market in Ukraine
employment**

Aspect	Description
Media situation	Ukraine has a well-developed media industry with many TV channels, radio stations, newspapers, Internet portals and news agencies. However, there are concerns about the concentration of ownership in the industry and the independence of the media.
Internet and social networks	The internet is widespread in Ukraine, and a large proportion of the population has access to the network. Social media such as Facebook and Instagram are also very popular.
Information agencies	Ukraine has several influential news agencies that provide news and analysis on various topics.
Legislation and regulation	An important factor is the existence of legislation regulating the information market. In Ukraine, there are regulations that define the rules for the media and other information players.
Media literacy	The level of media literacy among the population can vary, and this is an important aspect in determining the ability of information consumers to critically evaluate and understand news.
Advertising market	Advertising is an important element of the media industry, and there are advertising agencies and companies in Ukraine that use various media platforms to promote products and services.
Information resources	Ukraine also has extensive information resources, such as electronic publications, news websites, blogs and other online sources of information.

Source: compiled by the authors

It should be noted that the state of the information market in Ukraine may change from time to time, and it is an important aspect for the development of society, democracy, and the economy. A precise analysis necessitates a more in-depth examination of specific aspects and periodic updates of data.

In both foreign and Ukrainian publications, the challenges related to supplying society and the economy with information and information products and services are often oversimplified. On one hand, there is an emphasis on the ease of substituting domestically produced services and products with imported ones, creating the illusion of a natural, purely market-driven resolution to the issue of information development. The conclusion drawn is that the domestic information infrastructure, already notably underdeveloped, should be downsized based on its perceived inefficiency and low competitiveness. It is proposed that

vacant market niches be filled by affordable and high-quality products from global manufacturers. Consequently, substantial budgetary allocations for supporting information activities and the growth of the domestic information market are suggested to be reduced. This perspective is not forward-thinking and does not stimulate scientific and technological development in Ukraine; instead, it steers the country toward complete dependence on societies that develop information products and services.

In an unstable economic environment, an enterprise is affected by numerous factors that are both permanent and probabilistic. This requires the development of a flexible system of operational regulation. The market imposes stringent financial and economic constraints, directing companies toward operations that are both efficient and profitable. The array of challenges that emerges is directly or indirectly linked to the significance of adopting a strategic approach in identifying the priority areas for enterprise development.

While it used to be believed that large businesses had a better chance of winning the competition than small ones, it is now becoming increasingly clear that the faster ones will gain the competitive advantage. Accelerating changes in the environment, the emergence of new consumer needs, growing competition for resources, internationalisation of business, the development of information networks that enable rapid dissemination and receipt of information, the wide availability of modern technologies, the changing role of human resources, and a number of other factors have led to a sharp increase in the importance of strategic management.

In today's environment, the most important challenges for the development of any enterprise are to ensure continuous growth, gain market positions, and master competitive advantages in the future. Addressing these challenges effectively is attainable through the adoption of the correct strategic direction, the formulation of well-developed strategies, and the establishment of strategic plans, essentially leveraging the practice of strategic planning.

A business strategy is a set of actions and approaches aimed at ensuring the successful functioning of an enterprise and creating a stable and long-term competitive position [2, p. 16]. A strategic set is a system of different types of strategies that an enterprise develops for a certain period of time, reflecting the specifics of its functioning and development, as well as its place and role in the external environment.

The strategic set is not merely a declaration of general intentions; rather, it takes into consideration the unique features and characteristics of individual enterprises. It's impossible to have two identical strategic sets, even if the companies belong to the same industry. The effectiveness of the formulated strategic set hinges on the enterprise's level of development, its specific attributes, and the trajectory of future movement aligned with the chosen strategic goals.

Selecting a business development strategy is a complex and pivotal process that entails analyzing various options and opportunities for the ongoing expansion and enhancement of the business [9]. This process involves evaluating the current state of the enterprise, defining development goals and objectives, scrutinizing the competitive environment, identifying risks and opportunities, choosing strategic alternatives, and formulating an action plan for their implementation. The list of stages of the strategy selection process and their description are shown in the Table 2.

Table 2

Stages of choosing a business development strategy

Stage	Description
Analysis of the current state	Assessment of the company's financial, organisational and resource potential, including its strengths and weaknesses.
Defining goals and objectives	Setting specific goals to be achieved in the course of development and formulating tasks to achieve them.
Analysing the competitive environment	Study competitors, their strategies and activities, and identify opportunities for differentiation.
Identification of risks and opportunities	Identify possible threats and identify ways to avoid or mitigate risks, as well as identify opportunities for business improvement.

Choosing strategic alternatives	Consideration and selection of various development strategies, such as expanding the range of products, entering new markets, partnering with other companies, etc.
Developing an action plan	Identify the specific steps and resources required to implement the chosen strategy.
Monitoring and adjustments	Continuously monitor the implementation of the plan, analyse the results and make changes to the strategy if necessary.

Source: compiled by the authors

The choice of a business development strategy should considering numerous factors, such as market conditions, financial stability of the company, technological capabilities, consumer needs and many others. It is a key element of successful business management and can determine the company's future market share.

The formulation of a company's strategy involves delineating its systemic actions to fulfill its mission. This encompasses addressing unforeseen situations arising from changes in consumer needs, discerning market trends, evaluating the competitive environment, allocating resources among structural units, and determining actions to achieve a synergistic effect in specific situations. Consequently, in practical terms, enterprise strategy materializes as a comprehensive plan of actions that outlines strategic priorities (tasks), the necessary resources, the sequence of activities for their utilization, and strategies to minimize potential threats.

The effectiveness and sustainability of a business are significantly influenced by the speed of its response to changes in the external environment and the quality of strategic management decision-making [7]. In this context, a crucial managerial task is to adapt internal processes, including strategic planning, to the uncertainties present in both the internal and external environment.

A managerial decision can be described as a structured management method by which the company's management can directly influence various aspects of the company's operation by choosing among alternative options. This decision arises when choosing the best alternative and reflects the results of

management activities, becoming a kind of result of these actions. It reflects conclusions, considerations, discussions, etc. aimed at achieving management goals, where the decision is described as a conclusion made after a comprehensive analysis of the situation and forecasting events [4]. According to scientists, a management decision is a consequence of the use of various formalised management methods in economic, technological, socio-psychological and administrative aspects [3]. Strategic decisions, in turn, are one of the categories of management decisions that have a significant impact on all aspects of the enterprise's functioning as a whole, such as its competitive position, customer relations, product range, market strategies and macro environment [4].

The formulation of any management decisions, including strategic ones, requires the use of an adequate information base and effective analytical methods. This allows managers to formulate conclusions and forecasts on the development of the industry with great accuracy and provide the necessary information for making decisions on the choice of the strategic course of the business structure.

In the context of the systemic approach, an enterprise is viewed as an open system, and management decisions are formed on the basis of analysing information coming from the internal and external environment. Since in modern conditions enterprises operate in a changing and unstable environment, one of the key tasks is to create information flows to maintain and improve the efficiency of the enterprise management system in conditions of uncertainty and instability of the external environment and economic uncertainty [1].

Ensuring the sustainable development of business entities is intricately linked to the development and implementation of strategic management decisions. These decisions are marked by a high level of uncertainty owing to their long-term time horizon and the substantial impact of their consequences on the enterprise's goals. In such scenarios, the primary objectives of management include minimizing the likelihood of negative events and sidestepping adverse consequences and risks, particularly those of a strategic nature.

Summarizing the perspectives of earlier authors [2], it becomes evident that there exists an inherent necessity to establish a methodological approach for the development of strategic decisions. This approach should be grounded in contemporary information, particularly in the selection of enterprise strategy contingent upon the prevailing level of uncertainty.

Uncertainty, in our opinion, can be divided into the following levels: a fairly accurately predicted future, alternative future options, a range of possible future options, and complete uncertainty.

Let us dwell in more detail on the definition of information necessary for making decisions on the choice of strategy in accordance with each of the presented levels of uncertainty.

The first level is a fairly accurately predictable future. At this level, residual uncertainty does not play an important role in strategic decision-making. Managers only need to develop one forecast that has the required degree of accuracy and will serve as the basis for corporate strategy. A standard set of methods and information is used to prepare it: market research, analysis of competitors' activities (primarily their cost structures and production capacities), value chain studies, Michael Porter's five forces model, etc. The discounted cash flow model built on the basis of this forecast can then be used to evaluate alternative options for possible strategies.

The second level is alternative futures. In this case, the future is described as one of a number of separate scenarios. Analytical methods are not able to predict which one will come to pass, but they can help determine the probability of a particular scenario. The most important thing is that some (if not all) elements of the strategy may change if the outcome is predictable.

In this context, managers are required to develop multiple distinct scenarios, each grounded in a specific scenario linked to the essential factors of residual uncertainty. Various models may be necessary to assess different scenarios, tailored to perform specific tasks:

gathering information to help determine the degree of probability of a particular outcome;

selecting appropriate models and determining probabilities, while not prohibiting the use of the classical analysis scheme to assess the risk and return inherent in potential alternative strategies;

studying the directions in which the industry will develop in different cases - this will allow you to understand which market signals need to be monitored especially carefully.

At the third level, the focus is on the range of possible future options. This range is shaped by key variables, and the actual outcome can fall anywhere within this spectrum. Unlike the second level, there are no discrete scenarios, and, similar to the second level, some or all elements of the strategy may undergo changes, provided the outcome remains predictable. Companies entering new industries or venturing into new regional markets often encounter third-level uncertainty.

To navigate third-level uncertainty, it is essential to: conduct analyses akin to those employed at the second level; delineate various scenarios outlining alternative future options; and closely monitor market signals to discern the direction in which each option is heading.

It's important to acknowledge that developing clear and meaningful scenarios at this level of uncertainty can be quite challenging. "Natural" discrete scenarios that describe the two extreme points of the range are easy to create, but they are not often used to select a specific strategic decision. Finding starting points within the range that will become the basis for deploying alternative scenarios is a real art. There are general rules for this: firstly, the number of scenarios to be developed should be limited, as the complexity of "juggling" more than four or five options makes decision-making difficult; secondly, it is necessary to avoid creating unnecessary scenarios whose impact on the choice of strategy is not unique; thirdly, a set of scenarios should be compiled that gives a fairly plausible range of outcomes (i.e., it is not necessary to strive to describe the

entire range). Such a set of options will allow managers to assess the degree of sustainability of existing strategies, identify candidates for winners and outsiders among market participants, and determine the risk of implementing a strategy aimed at maintaining the status quo.

The fourth level represents complete unpredictability. At this level, uncertainty is so multifaceted that predicting any characteristics of the relevant environment becomes virtually impossible. It is challenging to determine individual scenarios, the range of possible outcomes, or the variables influencing the future (which may sometimes even be undetectable). While situations characterized by fourth-level uncertainty are infrequent and tend to evolve towards one of the first three levels over time, they do exist.

A more complete description of strategic decisions and strategies according to the level of uncertainty is presented in Table 3.

Table 3

Types of strategies according to the level of uncertainty

Level of uncertainty	Suggested types of strategies
A reasonably accurate forecast of the future	adaptive strategy - in this case, the purpose of the analysis is to forecast the future state of the industry, and strategic decisions are made in the selection of market segments and means of competition. If the analysis is carried out thoroughly enough, the strategy built on its basis consists of a series of "win-win moves"; formation strategy - however, the choice of this strategy is associated with a certain risk. A company that adopts this strategy in order to radically change the established industry structure and behaviour of market participants increases the residual uncertainty of the market (both for itself and its competitors), which otherwise would remain predictable.
Alternative options for the future	formation strategy - in the conditions of the second level, the formation strategy is aimed at increasing the probability of the industry development according to a favourable scenario for a particular company (using the formation strategy in the presence of the first level of uncertainty, companies try to increase this level. On the contrary, when the second, third or fourth level of uncertainty exists, they (using the same strategy) seek to reduce it, creating "order instead of chaos").
A range of possible future options	formation strategy - in the presence of the third level of uncertainty, the formation strategy is modified. While in the second level of uncertainty it is aimed at increasing the probability of a particular scenario, in this case it is aimed at providing the market with a general impetus for development

	that is beneficial for the company (since the third level of uncertainty allows only a range of possible outcomes to be identified).
Total uncertainty	formation strategy - situations of the fourth level (characterised by the highest degree of uncertainty) can provide companies that choose this strategy with higher profitability and lower risk than situations of the second and third levels. Situations of the fourth level of uncertainty are transient by nature. As a rule, they arise as a result of significant technological and macroeconomic shifts or changes in legislation. Under these conditions, no industry player knows what the optimal strategy should be. The role of a company that has decided to adopt a shaping strategy is to create a general vision of the future that will serve as a guide for other market participants and help move the industry towards a more stable and favourable situation; preservation strategy - firstly, it is necessary to strive to increase the leverage when establishing the ratio between own and borrowed financial resources; secondly, the company should avoid being locked into one strategic position due to negligence within a single strategic position.

Source: compiled by the authors on the basis of [2]

Situation analysis at the fourth level is predominantly qualitative rather than quantitative. At the same time, it is necessary to avoid the intuitive approach that scientists sometimes suggest as opposed to the rational one. On the contrary, managers should systematise both the data they know and the data that can be obtained in principle. Even if the analysis of the aggregate information does not allow for a meaningful forecast of possible (not to mention probable) options, managers will still get a general idea of the future. They will be able to identify a certain subset of variables that determine the main direction of market development, as well as some indicators that can signal positive or negative changes in these variables.

Guided by such indicators, managers will track the evolution of the market and modify the existing strategy as additional information becomes available. In addition, they will be able to identify trends in further market development through the following actions: studying the history of markets under fourth-level uncertainty, identifying the key characteristics of winners and losers in such situations, and clarifying the specifics of the strategies they use.

In conclusion, while quantifying the risk and return associated with different strategic options may not always be feasible, managers should still

possess a broad understanding of reliable information in the strategic decision-making process. The validity of this perspective can be gauged through the use of leading market indicators and the analysis of analogous situations.

One of the principal priorities for the development of business entities is long-term strategic planning based on the concept of strategic intentions. This approach allows for the consideration and mitigation of potential risks and the timely prevention of impending threats. The key takeaway is that information support is a crucial element in selecting a business development strategy. Given the complexity and uncertainty of today's business environment, characterized by rapid changes, effective information support empowers businesses to make well-informed strategic decisions.

Information management encompasses the collection, analysis, and interpretation of various data about the external and internal environment of an enterprise [6]. This includes information about markets, competitors, customers, technologies, and more. Such information enables the company's management to objectively assess the current situation and predict future trends.

Drawing insights from information analysis, an enterprise can formulate strategies aligned with its current needs and capabilities. Furthermore, information support proves instrumental in recognizing both competitive advantages and disadvantages. This understanding enables the company to devise strategies aimed at attaining and fortifying competitive edges.

It is noteworthy that the process of making strategic decisions in entrepreneurial activities is intricate and dynamic, with its nature significantly influenced by the level of uncertainty regarding the future. Throughout various stages of this complex process, information support plays a pivotal role.

At the first level, when the future can be predicted reasonably accurately, the information base allows for the development of one main forecast. The use of standard methods and analysis of standard data, such as market research, competitor analysis, and others, is a typical approach at this level. The second

level involves alternative future scenarios. In this context, the information helps to determine the probability of different options and to develop a strategy that is consistent with these possible scenarios. At the third level, the range of possible futures is determined. This requires identifying key variables and monitoring market signals that indicate developments. Analyses similar to the second level are also applicable, but the range of possible outcomes is additionally taken into account. The fourth level is characterised by the complete unpredictability of the future, where the characteristics of the environment are almost impossible to predict. In this context, the analysis becomes mainly qualitative and requires systematisation of existing information, as well as identification of indicators and trends to monitor the situation.

Conclusion. A study of the information market in Ukraine has unveiled significant potential for bolstering strategic decision-making in business. The continual updating and modernization of information systems prove instrumental in more effectively analyzing market conditions and determining strategic development directions. A systematic approach to the stages of choosing a company's development strategy, encompassing in-depth analysis of the external and internal environment, identification of key goals, and selection of optimal ways to achieve them, is deemed critical.

The agility of a business in responding to changes in market conditions is pivotal for enhancing flexibility and adaptability, where effective information support plays a crucial role. The quality of management decisions is heavily contingent on the level and quality of information, with prompt data collection and analysis ensuring more informed and effective decision-making.

Information support is also integral to ensuring the sustainable development of enterprises, aiding in their adaptation to changing economic conditions and securing long-term competitiveness. An analysis of risks and profitability based on quality data facilitates a more accurate assessment of potential benefits and threats to the business, contributing to more informed

strategic decisions.

Hence, the appropriate storage, analysis, and utilization of information emerge as crucial prerequisites for making strategic decisions across various levels of future uncertainty. Organizations equipped with these skills and capabilities stand to have more opportunities for successful development in the contemporary business environment.

Consequently, information support for selecting a business development strategy stands out as a key factor in attaining success in the modern business landscape. Companies that demonstrate proficiency in collecting, analyzing, and judiciously utilizing information enjoy a distinct advantage in formulating and executing effective development strategies. This capability not only enhances decision-making but also positions organizations to navigate the complexities of the business environment with agility and foresight, contributing to long-term success and competitiveness.

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