

SYSTEM FOR FORMING A STRATEGY FOR THE DEVELOPMENT OF ENTERPRISES IN THE CONTEXT OF THEIR ECONOMIC POTENTIAL IN THE CONDITIONS OF INTELLECTUALIZATION AND INFORMATIZATION OF SOCIETY

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Abstract.

The article examines a strategy for enterprise development based on increasing economic potential. The authors applied a systematic approach and based their improvement of this strategy on the assumption that the informatization and intellectualization of economic processes at various levels of economic activity creates new opportunities, but also places new serious demands on all market participants. Informativeness, innovativeness, and cognitiveness are now not just important factors in enterprise development strategy. They are decisive and system-forming characteristics of all spheres of activity. Using bibliometric and statistical analysis, the authors identify the dual role of economic potential in the system of enterprise development strategy formation: it is both the basis and the strategic goal of development. It is a system-forming element that simultaneously performs the function of an initial condition for strategic choice and a target benchmark for long-term development, the implementation of which is ensured through an appropriate strategic management information system. The results of the study highlight that information systems are a functional element of the impact of informatization and intellectualization at the enterprise level. The article presents the structure of an information system for forming an enterprise's development strategy and its economic potential based on a systematic approach.

Keywords: information system, development mechanism, economic potential, management decisions, enterprise development strategy, intellectualization, informatization

DOI: <https://doi.org/10.65026/8grtz271>

1. Introduction.

The globalization of worldwide social processes has served as the basis and a powerful impetus for the informatization of the economies of virtually all countries. We are at the beginning of a new evolutionary stage of the economy—the information-cognitive stage. The informatization and intellectualization of economic processes at various levels of economic activity creates new opportunities, but also places new serious demands on all market participants. Traditional approaches to business strategy have become obsolete. Informativeness, innovativeness, and cognitiveness are now more than just important factors in a company's development strategy. These factors are decisive and system-forming characteristics of all spheres of its activity. Failure to meet their requirements automatically deprives economic entities of the opportunity to form an effective development strategy based on a high level of economic potential. Therefore, the primary issue for management in forming a development strategy for enterprises is the development of functional adaptation to such requirements.

Analysis of recent studies and publications. Using the comparison method, we will analyze the definition of economic potential by economists from classical and modern perspectives. In the scientific world, the issue of economic potential of an enterprise is widely covered [1-19]. The authors of works [7, 8]

define economic potential as a significant component of an enterprise's development strategy (the essence of economic potential is interpreted as a systemic set of resources and opportunities of an enterprise that ensure its sustainable strategic development). Scientists R. Kaplan, D. North, and A. Chandler define economic potential as an integral characteristic of an enterprise's resource capabilities with the aim of ensuring their effective strategic use [1-3]. The works of E. Penrose and J. Barney [4, 5, and others] use a resource-based approach. Within the framework of the systemic approach, economists define the development of an enterprise's economic potential as a complex multi-level system [6, 8-13, and others]. Researchers such as D. Tisse, J. Paeseno, and A. Shuen [7] adhere to a dynamic approach and see the concept of economic potential as the ability of enterprises to accumulate resources and then transform them in response to changes in the external environment [7]. The works of A. Turilo [13], T. Ruzhitskaya [15], and O. Balakhonova [9] define the authors' approaches to the functional structuring of economic potential. The work of Anisimova O. actualizes the consideration of the development of economic potential, taking into account the competitive environment of the enterprise [16]. In the work of Zinchenko O., the mutual influence of economic potential and enterprise results is proven [19, p. 78]. However, issues of systematic formation of enterprise development strategies based on the use of the advantages and opportunities provided by the informatization and intellectualization of modern society remain unresolved at this time.

The purpose of this article is to develop the theory and methodology of managing the strategic development of an enterprise in terms of increasing its economic potential through the use of intellectual and informational advantages. At the same time, such use is a mandatory requirement of the modern exogenous information environment.

2. Materials and methods

For a detailed study of the topic, a systematic methodological framework was developed using general scientific methods and techniques refined by the authors. This study is based on a systematic approach and the principle of synergy. We argue that the system of forming a development strategy for an enterprise will be more effective if economic potential management is improved through the use of new opportunities in society. Globalization will contribute to systematic intellectualization and informatization at all levels of the economy, and at the enterprise level in particular.

2.1. Theoretical and methodological basis.

The theoretical basis of this study uses the approaches of economists to the study of the systemic foundations of information transformations of society and the economy. Based on the method of bibliometric analysis and deductive thinking, we analyzed the literature on the development strategy of enterprises and their economic potential. For this purpose, information was selected using keywords such as “informatization of society,” “intellectualization of society,” “development strategy,” “system management,” and “economic potential.”

2.2. Methods of the analytical part of the study.

In the next part of our study, we used comparative analysis and secondary data analysis to form a general idea of the dynamics of informatization in Ukraine. The growth of informatization and digital activity of enterprises in Ukraine is confirmed by the fact that, in addition to direct IT companies, some traditional enterprises already use information technologies for: automation of management and financial processes; e-commerce; CRM/ERP systems; big data processing and business analytics [20]. Statistics on the development of the IT sector in Ukraine are also positive. In 2025, 3,163 new enterprises related to information technology were registered in Ukraine [21]. Statistical and analytical methods have shown that as of 2022, there were about 8,200 companies providing digital and IT services in Ukraine [22]. The number of information-oriented enterprises in Ukraine is growing rapidly, including those that use modern technologies, purchase cloud services, engage in e-commerce, etc.

Information systems are a functional element of the impact of informatization and intellectualization at the enterprise level. Using the grouping method, we differentiated the authors' approaches to studying the role of information systems in the development of an enterprise and its economic potential (Table 1), and the graphical method allowed us to visualize the dual role of economic potential in the system of forming an enterprise's development strategy.

Table 1. Authors' approaches to studying the role of information systems in the development of an enterprise and its economic potential*

No.	Scientific approach	Representatives (summary)	Research vector	Key limitations of the approach
1	Management and information approach	K. Laudon, J. Laudon [1]; T. Davenport [2]; H. Chen [3] et al.	Information systems as a tool for supporting management decisions, accounting automation, and analytics	The role of information systems in shaping the capacity development mechanism is not sufficiently disclosed
2	Strategic approach to information systems	A. Bharadwaj [4]; S. Mithas [5]; R. Kaplan [6]	Information systems as a factor in strategic management and competitive advantage	Focus on strategy in general without detailing economic potential
3	Resource approach to the impact of factors on economic potential	E. Penrose [7]; I. Kryvoviazuk [8]; O. Zakharin [9]	Economic potential as a set of resources and opportunities of an enterprise	The role of information systems is considered indirectly
4	Digital technology approach (ERP, BI, DSS)	W. Wamba; V. Trieu; modern Scopus studies	Digitalization of management, automation of economic processes	Predominantly technical focus without theoretical generalization of development strategy

*Source: Compiled from [1-8] and developed by the authors

The methods used allowed us to systematically approach the study of the research subject and improve the system of forming the enterprise's development strategy.

3. Results and discussion

The intellectualization and informatization of society have now become crucial. Today, they are global phenomena that shape key processes in society and the economy. Many scientists now define society as informational, and the economy as informational as well. Economic laws are undergoing a transformation: classical categories such as capital, potential, strategy, development, and resources are becoming dependent on the ability of businesses to adapt to the demands of the modern information society. The lack of digital skills, flexibility, adaptability, and marketing digitalization activity will hinder the development of the enterprise.

3.1. The dual role of economic potential in the system of forming an enterprise development strategy: basis and goal.

From our point of view, the formation and effective implementation of a mechanism for developing the economic and financial potential of an enterprise is a priori impossible without effective information support. Such support must be suitable for integrating multifunctional data, analyzing it, and transforming it into management decisions. In this context, the information system plays a key role, acting as a system-forming element of the capacity development mechanism.

We will proceed from the assumption that today the economic potential of an enterprise is not limited to the definition of a certain set of available resources. It is positioned as the systematic comprehensive ability of an enterprise to use available opportunities, adapt to exogenous changes for the purpose of effective strategic development. In turn, the development strategy is focused on creating additional economic value.

Economic potential is the foundation for the formation of the power, vectors, and effectiveness of an enterprise's strategic development, which (in turn) is focused on achieving the strategic goals of the enterprise and forming a higher level of economic potential for future achievements and development (Figure 1).

Characteristics of economic potential in the formation of an enterprise's development strategy:

- 1) not static, but dynamic in nature;
- 2) cyclicity and transformability (fulfilling the role of both the fundamental basis and the goal of the financial and economic development of the enterprise);
- 3) capacity for expanded reproduction;
- 4) complete dependence on the opportunities and risks of the external environment.

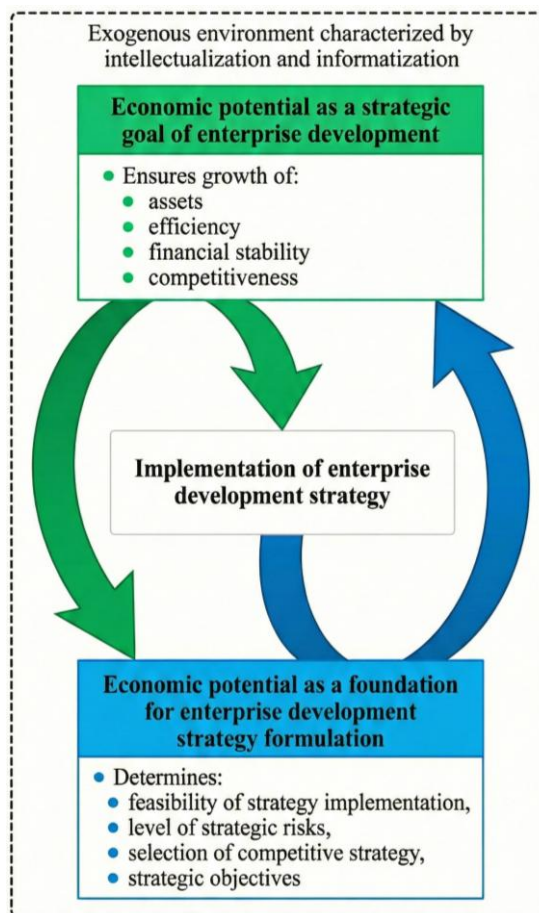


Figure 1. Cycle of economic potential implementation in development strategy*

**Source: developed by the author*

As part of the enterprise's development strategy, its economic potential is viewed not only as a condition, but also as an object of purposeful growth. The growth of economic potential becomes a criterion for the effectiveness of the enterprise's development strategy and the efficient use of the information system's capabilities.

3.2. Generalization of the role of economic potential in development strategy in the context of information systems

The economic potential of an enterprise in the structure of a development strategy should be considered as a system-forming element that simultaneously performs the function of an initial condition for strategic choice and a target benchmark for long-term development, the implementation of which is ensured through an appropriate strategic management information system. It is advisable to include the following interrelated blocks in the information system for forming the mechanism of enterprise development and its economic potential (Table 2):

Table 2. Structure of the information system for forming the development strategy of an enterprise and its economic potential*

Components of the information system for forming the development strategy of an enterprise and its economic potential	Tools of the system for forming the development strategy of an enterprise and its economic potential
1. Information support	internal data (financial and management reporting, budgets, performance indicators)
	external data (market, industry, macroeconomic indicators)
2. Analytical support	methods for assessing economic potential
	factor analysis, scenario and predictive modeling
3. Technological support	ERP, BI, and DSS systems
	digital monitoring and analysis platforms
4. Organizational and management unit	regulations governing the formation of information flows
	system of responsibility for management decisions

**Source: Author's suggestion*

It is customary to distinguish the following key functions in the strategy for the development of the enterprise and its economic potential for the information system under study:

- diagnostic (this function is performed, for example, when determining the current level, structure, and dynamics of the enterprise's development and its economic potential);
- prognostic (when modeling prospective development, etc.);
- organizational (when forming a system for implementing measures);
- regulatory (when forming and implementing management measures);
- control (for monitoring the effectiveness of measures);
- adaptive (to ensure a flexible response of the enterprise to changes in the macroenvironment in the context of the emerging information economy).

It is important to integrate information components into the system of economic potential formation and, on this basis, into the enterprise's development strategy.

- A strategic-level information system provides:
- diagnosis of the state and dynamics of potential;
- forecasting of strategic development scenarios;
- justification of management decisions;
- monitoring of the achievement of strategic goals.

We will use the following indicators to diagnose the degree of information content of the system:

- indicator of the digital skills of the enterprise's personnel;
- indicator of the intellectual and digital adaptability of the enterprise;
- indicator of corporate activity of the enterprise;
- comprehensive index of financial and economic adaptability of the enterprise.

Thus, it is the use of the advantages and constructive factors of the information economy in the formation of strategic plans that ensures the transformation of the meaning of economic potential from a component of the diagnosis process to an active lever of strategic management and the goal of such management.

In the structure of an enterprise's development strategy, economic potential determines the limits and possibilities of strategic choice; forms the basis of competitive advantages; acts as an object of strategic development; serves as a criterion for evaluating the effectiveness of the strategy; integrates strategic and operational management processes.

4. Conclusion

The study proves that for effective development of enterprise development strategies, it is necessary to systematically build their economic potential based on the use of unlimited modern opportunities for digitization and intellectualization of society. We have determined that the competitive development of an enterprise requires active and permanent work to improve the information and intellectual level of the enterprise in order to activate its synchronization with global information processes in the economy.

The results of our research can be considered as follows:

1. The formation of enterprise development strategies and the improvement of economic potential through the use of information, innovation, and cognitive factors have been improved.
2. The dual role of economic potential in the system of enterprise development strategy formation has been proven.
3. The tools for diagnosing the degree of information development of an enterprise have been improved with the following indicators: the indicator of digital skills of the enterprise's personnel; the indicator of intellectual and digital adaptability of the enterprise; the indicator of corporate activity of the enterprise; the comprehensive index of financial and economic adaptability of the enterprise.

Future research will be devoted to the development of formalized methodological tools for diagnosing the level of economic potential through the development of economic and mathematical models, as well as the formulation of basic principles and methods for calculating the following indicators: the indicator of digital skills of enterprise personnel, the indicator of intellectual and digital adaptability of the enterprise, the index of corporate activity of the enterprise, and the comprehensive index of financial and economic adaptability of the enterprise.

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