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## **THE ACCOUNT OF INFORMATIONAL CONSTITUENT IN IMPLEMENTATION OF STRATEGIC MANAGERIAL DECISIONS**

Nowadays enterprises cannot afford not to take into account the impact of various external factors on their activity, not to predict future risks, not to determine course of action and long-term goals based on the systemic and situational approach. This means that business entities work under conditions of modern stage of development of corporate systems – strategic management.

Today enterprises function under the conditions of increasing uncertainty and changing impact of external factors. This complicates long-term decision-making due to insufficient quality of information. As a result, enterprises require development of systems for collecting and analyzing information and strategic decision-making in real time. However, it is not enough to collect the required strategic information (SI) from various sources. The information has to be systematized according to users' demands, i.e. enterprises and administrative staff's management. Thus, the substantiation of methodological approaches of evaluating the information quality for enterprises' strategic activity is an important issue nowadays.

We can offer a parameter that characterizes information quality and which can be used in making managerial decisions.

$$V_q = \sum_{i=1}^l a_i n_i, \quad (1)$$

where  $l$  is the number of the single quality parameter, larger absolute value of which corresponds to a higher-level of SI quality parameter,  $i = \overline{1, l}$ ,  $n_i$  are absolute values of  $i$ -th SI quality parameter;  $a_i$  is the weight coefficient of corresponding  $i$ -th SI quality parameter.

Strategic information – organized aggregate of strategic databases that were created by specialists of an enterprise as to adequacy of decision-making in a certain sphere, were subject to analytical pro-

cessing and prepared to multiple use in the course of strategic management.

In the course of decision-making targeted result should be planned. In order to do this it is important to obtain all necessary information with proper degree of quality. In spite of the fact that strategic goals are expressed qualitatively, results of SMDs often characterized by calculated values ( $P_p$ ). Usually,  $P_p$  is expressed quantitatively. Management of the enterprise uses this quantitative value to monitor implementation of the strategy.

Effectiveness of decision-making and implementation of SMD ( $e_{CYP}$ ) may be determined in the following manner:

$$e_{emp} = \sum_{t=1}^{T_n} \frac{P_{pt}}{C_{3t}} \cdot \frac{1}{(1+r)^t} = \sum_{t=1}^{T_n} \left( \frac{P_{pt}}{(C'_{nt} + E_n K_{emp}) + (C_{is} + C_{emp})} \right) \cdot \frac{1}{(1+r)^t}, \quad (2)$$

$$C_i = C_{red} + C_{emp} = (C'_{nt} + E_n K_{emp}) + (C_{is} + C_{emp}),$$

where  $P_{pt}$  is the result obtained after implementation of SMD, UAH (fraction);  $C_{3t}$  is the total cost of decision-making and implementation of the SMD, UAH;  $C'_{nt}$  is the annual current costs of SMD implementation per year  $t$ , in UAH;  $E_n$  is of the economic effectiveness coefficient of capital expenditure accepted as a standard;  $K_{emp}$  is the capital expenditure for SMD implementation, UAH;  $C_{is}$  is the cost of informational support of SMD making, UAH;  $C_{emp}$  is labour expenditure of top managers of the enterprise and administrative staff for SMD preparation and making, UAH;  $C_{red}$  is reduced cost for SMD implementation, UAH;  $C_{emp}$  are costs for SMD preparation and making,  $t$  is the year of project implementation,  $r$  is the discount rate, fraction.

Overall evaluation of increased quality of informational support of decision-making and implementation of SMD can be performed in the course of calculation of strategic investment projects. Cash flows (CF), i. e. receipts over a certain period of time, should take into account current costs for improvement of informational support.

In this case, probability of achieving a targeted result of implementation of SMD increases, thus it is expedient to determine decrease in risk of making the wrong SMD using quality strategic information.