

Uliana Nikonenko

*Doctor of Economic Sciences, Professor,
Professor at the Department of Management and Marketing
in Publishing and Printing
Lviv Polytechnic National University
ORCID: <https://orcid.org/0000-0002-6015-6248>*

FORMATION OF INFORMATION AND ANALYTICAL BASE OF MANAGEMENT IN THE CONTEXT OF SCIENTIFIC AND METHODOLOGICAL SUPPORT OF THE MANAGER'S ACTIVITIES

Summary

Information and analytical support is a cornerstone of modern management, serving as the scientific basis for decision-making and strategic planning. By collecting relevant data from multiple sources, transforming it into actionable knowledge through analytical methods, and disseminating the findings clearly, managers gain a holistic perspective on both internal processes and external market conditions. The capacity to interpret patterns, predict future scenarios, and assess potential risks enables more targeted and effective actions, enhancing an enterprise's adaptability and resilience. In addition, fostering a data-aware culture within the enterprise encourages collaboration, transparency, and innovation. By involving diverse teams in the interpretation of analytical results, potential biases or errors can be minimized, while ethical practices around data management strengthen trust among stakeholders. Ultimately, by integrating emerging tools and methodologies – ranging from artificial intelligence applications to advanced modeling – a well-developed information and analytical base elevates management activities to a higher level of accuracy and sophistication. This systematic approach to gathering and interpreting evidence empowers managers to align their initiatives with broader enterprise objectives, mitigate uncertainties, and exploit evolving market opportunities. Through a dynamic blend of rigorous analytics and strategic insight, decision-makers cultivate sustainable success.

Introduction

Management in the modern era revolves around the capacity to make informed decisions, respond to emerging challenges, and exploit opportunities for long-term growth. The key to thriving in this environment lies in leveraging relevant data and insights – a practice that has evolved into a disciplined field referred to as information and analytical support. At its core, information and analytical support is the means by which a manager collects, processes, and interprets data in order to guide both operational and strategic choices. However, it is not merely about amassing statistics or generating reports. Instead, it entails cultivating a systematic approach that ensures

data accuracy, rigorous analysis, and the alignment of insights with defined objectives.

By establishing robust frameworks for data collection and analysis, managers can move beyond guesswork and intuition. This shift has wide-ranging implications for how enterprises set targets, deploy resources, and measure success. In fast-paced, volatile markets, it becomes increasingly critical to detect subtle changes before they escalate into substantial problems. A solid information and analytical foundation allows for the early detection of trends, anomalies, and potential risks, thereby enabling a more agile response. In turn, this responsiveness safeguards an enterprise's core interests while opening doors to innovation and competitive advantages. Another major dimension of effective information and analytical support is its role in unifying teams within the enterprise around data-driven objectives. When decision-making processes are transparent and grounded in credible evidence, employees are more likely to trust the managerial direction and collaborate productively. This synergy extends to external stakeholders as well, as a manager who can substantiate plans and proposals with verifiable data fosters confidence in partners, clients, and other entities with vested interests. In many ways, the scientific, methodical nature of information and analytical support strengthens the bonds of trust that underpin mutually beneficial relationships.

Although the benefits are clear, implementing a fully functional information and analytical system requires meticulous planning. Managers must consider not only what data to collect but also how to clean, store, and structure it for efficient processing. An array of tools – ranging from statistical methods to specialized software – may be brought into play, but these tools must be selected and applied judiciously. Without careful oversight and methodological consistency, data can easily become cluttered or misleading. Moreover, ethical considerations regarding data privacy and responsible usage also come into focus, emphasizing the need for rigorous standards and transparency.

Over the course of this text, the multifaceted nature of information and analytical support in management will be explored in depth. First, a foundational understanding of what information and analytical support entails will be discussed. This leads to an examination of how it underpins the activities of a modern manager as a scientific base. Subsequently, the focus shifts to the importance of a well-structured information and analytical base in day-to-day management operations. The text will then outline practical steps for forming and refining that base. Ultimately, the aim is to highlight how systematic, data-driven methods can empower a manager to steer an enterprise toward sustainability, resilience, and success in a world characterized by both intense competition and continuous change.

Chapter 1. Information and analytical support as a scientific base of a modern manager

In today's volatile and fast-paced economic climate, the drive to remain competitive and forward-thinking compels every enterprise to adopt systematic, evidence-based approaches. Gone are the days when intuition and anecdotal experiences alone could reliably guide a manager's decisions. Now more than ever,

robust information and analytical support stands as a foundational pillar, one that can help managers navigate a constant stream of complex data and competing demands. This introduction lays out why such a system of gathering, analyzing, and interpreting data has become an essential part of modern management activities (Table 1).

Table 1

The essence of the process of forming an information and analytical base of management

Systematicity	
The formation of an information and analytical base should be based on the interconnection of all elements of management: from data collection and their initial processing to the development, adoption and control of the implementation of management decisions	A systematic approach allows avoiding fragmentation and duplication of information, and also provides a comprehensive analysis of the situation. As a result, the manager receives a holistic view of the processes and can make better decisions
Complexity	
The information and analytical base of management should cover various aspects of the organization’s functioning: the internal environment (resources, technologies, structure, personnel policy) and the external environment (market, competitors, socio-economic and political factors)	This complexity allows not only to identify potential threats in a timely manner, but also to find new opportunities for development. Thanks to this, the manager sees a multifaceted picture, which contributes to the adoption of balanced and thoughtful decisions
Analytical balance and forecasting	
The process of forming an information and analytical base is based on scientifically sound methods and approaches to data analysis, which allow not only to assess the current state of affairs, but also to form reliable forecasts	The forecasting function makes it possible to predict changes in the internal and external environments, as well as to adapt to new conditions in a timely manner. This significantly reduces the level of uncertainty in management activities and makes the decision-making process more predictable and safe

Source: formed by the author

A manager’s work is multifaceted and involves juggling both routine responsibilities and forward-looking strategic imperatives. On any given day, a manager might be reviewing operational performance, leading a brainstorming session about a new product line, or planning an expansion into uncharted markets. Handling these tasks effectively necessitates clarity and precision – qualities that well-structured data analysis can provide. Whether it is production figures, cost calculations, or emerging market trends, data is the raw material from which sound judgments are formed. However, data alone is not enough; raw figures must be transformed into actionable insights through rigorous analytical processes, ensuring that each decision is supported by tangible evidence rather than guesswork.

One key advantage of grounding decision-making in solid information and analytical support lies in the detection of patterns that might otherwise go unnoticed. The day-to-day bustle of management activities can obscure subtle shifts in consumer preferences or small inefficiencies in production processes. These minor fluctuations might seem inconsequential in isolation, but over time they could lead to significant

strategic threats or opportunities. A dependable analytical framework helps managers zoom out, identify recurring themes, and connect the dots across multiple datasets. This capacity to perceive hidden links between different areas of the enterprise is what differentiates nimble, data-driven leadership from traditional managerial approaches that rely heavily on gut feelings.

Additionally, the use of structured data analysis fosters a culture of accountability and transparency. When rationales for decisions are consistently backed by credible evidence, trust grows among team members and stakeholders. Instead of perceiving managerial edicts as arbitrary or top-down directives, employees can see how certain actions align with measurable goals and documented findings. This atmosphere of openness extends not only to internal communications but also to external partnerships, in which clear data-driven justifications can enhance credibility with suppliers, investors, or other collaborators who value objective proof of an enterprise's potential and stability. It is also important to address the evolving role of technology in shaping modern management. With the widespread adoption of advanced software, data analytics platforms, predictive modeling, and even artificial intelligence (when applied with care), managers can access and interpret vast datasets almost instantaneously. This evolution in technology should not be viewed as a magic bullet, however. The real power comes from integrating advanced tools into a coherent framework that includes human oversight, domain expertise, and strong ethical standards. When technology is wielded responsibly and aligned with clearly stated goals, it not only accelerates data processing but also facilitates deeper insights, paving the way for strategic breakthroughs.

Of course, forming and maintaining such a data-driven environment is not without its challenges. First, managers must define the scope and purpose of their data collection efforts. Vague or overly broad initiatives risk generating overwhelming amounts of superfluous data, which can obscure meaningful insights and waste resources. Second, data by itself cannot correct poor methodology. Even if an enterprise invests in top-tier analytics software, flawed assumptions and biases can still taint the results. Hence, a disciplined approach, grounded in rigorous research methods and continuous feedback loops, is essential to preserve the integrity of the findings.

Ethical considerations further complicate the picture. Modern data collection tools can capture everything from production output and quality metrics to sensitive details about employee performance or consumer behavior. Overstepping boundaries in the pursuit of data can undermine trust and lead to potential legal or reputational hazards. Managers need to weigh the benefits of comprehensive analytics against the responsibility to protect privacy, secure proprietary information, and respect various regulatory frameworks. Successful enterprises in the data-driven era recognize that ethical analytics – rooted in transparency, data protection, and respect for consent – is a cornerstone of long-term success. Against this backdrop, the chapters that follow delve into the multifaceted nature of information and analytical support, exploring how it lays a scientific basis for management activities and how it manifests in practical scenarios. A particular emphasis is placed on the notion that data analytics is not merely about technology or statistics. Instead, it is a holistic approach that

touches every facet of leadership, from planning and execution to team-building and ethical governance. Data-driven decisions, when executed correctly, elevate the overall strategic posture of an enterprise, opening doors to innovation while minimizing risks. Throughout the subsequent sections, readers will find detailed discussions on what precisely information and analytical support entails in a managerial context, how to integrate these tools and methods into day-to-day and long-term plans, and the essential steps for shaping a reliable information and analytical base. This exploration underscores that data literacy and analytical thinking should not be confined to a single department or role. Rather, they flourish best when embraced enterprise-wide, transforming the culture into one that prizes objectivity, collaborative inquiry, and informed experimentation.

In sum, the contemporary manager faces a landscape both rife with challenges – like globalization, technological disruption, and rapid market shifts – and brimming with opportunity. Information and analytical support stands at the heart of capitalizing on these dynamics. By fostering a well-organized system that seamlessly merges relevant data collection, advanced analytics, thoughtful interpretation, and clear communication of findings, managers can confidently navigate complexities and chart sustainable growth paths. The chapters that follow aim to articulate how this can be achieved, offering a rich tapestry of perspectives and best practices. Far from being just another modern management trend, a deeply ingrained, analytically driven approach has become a defining characteristic of enterprises that aspire to thrive, adapt, and lead in an ever-changing world.

Information and analytical support can be defined, at its simplest, as a structured system for turning raw data into valuable insights, which in turn guide decisions throughout all levels of an enterprise. Yet behind this succinct definition lies a broad and intricate domain, encompassing everything from the technology used to gather and store data to the processes, people, and culture that shape how analysis is performed and consumed. To understand why it is so indispensable, one must dive deeper into the primary elements that make up this concept and see how they weave into the fabric of day-to-day management activities.

Fundamentally, information and analytical support is about relevance and timeliness. Relevance means focusing on data that genuinely reflects the challenges, goals, and metrics important to the enterprise. For instance, a manufacturing-focused enterprise may prioritize data on quality control, production line throughput, and resource utilization. Meanwhile, a service-oriented enterprise might pay closer attention to customer satisfaction ratings, service delivery times, or digital engagement metrics. Timeliness, on the other hand, underscores that data collection and analysis must happen frequently enough to inform decisions as soon as they need to be made. If a manager only receives performance metrics weeks or months after a critical operational hiccup, the opportunity to rectify issues promptly might have already slipped away. Next comes the interpretation of this data, which is where analytical techniques come to the fore. Simple descriptive statistics – such as sums, averages, or percentages – are often the first step in gleaning the shape and scale of a situation. However, deeper insights require more advanced methods. Correlation analyses, regression models, or even complex simulations might be used to uncover

the relationships between different variables, helping managers pinpoint exactly where performance is lagging or why a sales spike occurred. Predictive analytics can go a step further, employing historical data to forecast potential future outcomes under varying scenarios. This can be especially potent for scenario planning, enabling a manager to adapt strategies before a new market trend or competitor's move renders current approaches obsolete. But collecting and analyzing data in isolation does not automatically yield beneficial outcomes. The next essential layer is communication – the craft of converting analytical results into an accessible form that resonates with different audiences within the enterprise. A data scientist might relish diving into detailed statistical output, but a frontline supervisor or a marketing lead may prefer visual dashboards and concise bullet points that highlight the key insights relevant to their responsibilities. The role of a manager is pivotal here: ensuring that the right data gets to the right people in the right format, and at the right time. Effective communication not only improves understanding but also fosters engagement, as each team member can see how their actions are measured and how their performance links to overarching objectives.

Equally important is the infrastructure supporting this entire endeavor. This infrastructure can be divided into technological components – databases, analytics software, data visualization tools – and human components, such as analysts, data engineers, or managers with sufficient training to interpret reports. A common mistake is to assume that technology alone solves problems. While robust software and hardware solutions are indispensable, they must be integrated with human oversight, domain knowledge, and a culture that values questions, critical thinking, and the willingness to adapt decisions based on empirical evidence.

A noteworthy aspect of information and analytical support is its scalability. An enterprise at an early stage might start with modest data collection processes and basic spreadsheets, focusing on just a handful of key metrics to guide small-scale decisions. As the enterprise evolves, these needs typically expand. More sophisticated analytics might then be required, which may involve hiring data specialists or subscribing to advanced platforms. Yet scaling up can bring its own set of challenges: increased volumes of data can mean an increased risk of data clutter or inaccuracies. Successful scaling thus hinges on systematically refining data governance, ensuring that protocols and processes keep pace with growing complexity.

Quality control is another cornerstone. Garbage in, garbage out is a well-known adage in data analytics. In other words, even the most powerful analytical techniques cannot rectify poor-quality data. Duplicates, inconsistencies, or inaccuracies introduced during data entry can all wreak havoc on the reliability of insights. This is why robust data auditing and cleaning processes must be embedded in the enterprise's routine. Assigning clear responsibilities – for example, designating certain employees to verify production data or investing in automated tools that detect anomalous entries – serves to maintain the integrity of the analytical foundation.

Moving beyond internal operations, external data sources can enrich information and analytical support by offering broader context. In many industries, understanding consumer trends, macroeconomic indicators, and regional market conditions is crucial for shaping a competitive strategy. Online sentiment analysis, for instance,

can provide near-instant feedback on how a new product or service is being received, while trade reports or government statistics might signal deeper shifts in market demand or regulatory environments. Integrating these external insights with internal datasets creates a more holistic perspective, enabling managers to make decisions that account for both the micro-level specifics of their enterprise and the macro-level realities of the market. Finally, it is important to underscore the evolutionary nature of information and analytical support. As an enterprise grows or as its market environment changes, so too must its approach to data. What was once an appropriate set of metrics for a small team might need overhauling when scaling up to a larger workforce or expanding into international markets. Similarly, new technologies may emerge that allow for more accurate forecasting or real-time analytics, requiring managers to reassess and possibly upgrade existing systems. Viewing the analytical framework as a living system – subject to regular reviews, updates, and refinements – ensures continued relevance in a changing landscape.

Information and analytical support in the context of management refers to the collection, processing, interpretation, and distribution of relevant data that drive decisions across various managerial levels. This process is not limited to a single source or type of information; rather, it draws on operational metrics, financial records, industry reports, and external economic indicators, among other inputs. By synthesizing these diverse strands of information, managerial staff can form a coherent picture of the enterprise's current position and evaluate the implications of future scenarios.

A major function of information and analytical support is to enhance clarity in decision-making. Without an organized system that delivers accurate, timely insights, managers risk navigating a fog of incomplete knowledge, leading to choices based on gut feeling or imprecise estimates [1-3]. In contrast, robust analytical methods illuminate cause-and-effect relationships, reveal hidden patterns, and provide a structured basis for evaluating alternative courses of action. Consequently, decisions informed by reliable data are more likely to align with long-term strategic goals and yield positive outcomes. At a foundational level, information and analytical support supports the management of day-to-day operations. Even the simplest of management activities – like scheduling, inventory oversight, or resource allocation – can be optimized through consistent data monitoring. For instance, analyzing resource utilization rates helps identify areas prone to bottlenecks or overcapacity, enabling managers to realign processes and balance workloads. By directing attention to quantifiable metrics, this type of support encourages efficiency, effectiveness, and agility in the face of fluctuating operational demands.

Strategic planning also benefits considerably from a strong analytical base. In addition to understanding what is happening in the present, managers need to predict what might happen next week, next quarter, or next year. Projections based on sound data – augmented by proven forecasting techniques – create a foundation upon which realistic, achievable plans can be built. Whether it involves assessing market trends, forecasting cash flows, or gauging the impact of new technologies, a data-driven perspective allows for well-informed scenario planning. This predictive capacity can give enterprises a competitive edge, as they can be proactive rather than

reactive to changes in their operating environment. Another core element of information and analytical support is risk management. Every managerial choice entails a degree of uncertainty, and the more comprehensive the data used, the better equipped the manager is to mitigate potential pitfalls. By meticulously analyzing relevant metrics, monitoring key performance indicators, and staying tuned to external developments, risk can be anticipated and reduced. For instance, gathering market intelligence on shifts in consumer behavior or raw material prices can help a manager implement preemptive strategies to safeguard operational stability. This vigilance is particularly critical when an enterprise spans multiple regions or engages in complex production cycles [4-5].

The human dimension cannot be overlooked when discussing information and analytical support. While technical tools and statistical models are pivotal, they are only as powerful as the people interpreting and applying them. A culture of data literacy within an enterprise enables teams to understand how their daily tasks connect to broader strategic metrics. Providing training sessions, workshops, and clear documentation encourages employees to see analytics as an ally in streamlining processes and improving results. When departments and teams speak a common “analytical language,” coordination tends to improve, fostering a more unified and proactive approach to problem-solving. Communication is another crucial aspect. Data and analysis lose their utility if they are confined to spreadsheets or intricate models inaccessible to non-specialists. Therefore, managers must ensure that findings from data analysis are translated into concise, actionable insights for everyone involved. Whether through written reports, presentations, or interactive dashboards, effective communication strategies play a vital role in turning raw information into a driving force behind management activities. Clarity in reporting not only reduces the likelihood of misinterpretation but also catalyzes timely, efficient action.

Ethical considerations have become increasingly important in recent years, as data collection and usage can encroach on sensitive areas such as personal privacy and proprietary information. Managers must balance the drive for thorough data analysis with respect for individual and communal rights, ensuring compliance with applicable regulations and ethical guidelines. Proper data handling protocols – covering storage, access, and dissemination – are essential. Additionally, transparency in how data is gathered, interpreted, and deployed fosters trust among employees, clients, and other relevant stakeholders. This heightened awareness of ethical dimensions underscores the growing complexity of managing information responsibly in an interconnected global landscape. As digital transformation accelerates, information and analytical support is also undergoing rapid evolution. Tools powered by artificial intelligence and real-time data processing capabilities allow for more detailed modeling and quicker responses to emerging situations. However, adopting new technologies in isolation will not necessarily lead to better outcomes [6-7]. Successful integration requires a well-defined strategy that ties technological enhancements to the enterprise’s overarching objectives. When properly aligned, advanced analytics can deliver predictive insights that allow for more nuanced decisions, resource optimization, and sustainable growth.

Overall, information and analytical support in management is both a discipline and a mindset. It underpins processes ranging from the smallest operational details to the largest strategic moves. By ensuring that data is reliable, analyses are methodologically sound, and insights are communicated effectively, managers develop the capacity to govern with clarity, confidence, and accountability. This approach creates an environment in which reasoned judgments flourish, waste is minimized, and innovative thinking is nurtured. In a world where uncertainty is ever-present and competition is fierce, a systematic commitment to information and analytical support emerges as a defining factor that can propel an enterprise toward enduring success.

A modern manager operates within a complex environment that demands constant adaptation, meticulous planning, and evidence-based decision-making. In such a dynamic setting, information and analytical support plays a key role as a scientific foundation. This support extends beyond mere data collection, encompassing systematic methods for processing, interpreting, and utilizing data in day-to-day and strategic management activities. By synthesizing relevant information from diverse sources, the modern manager gains a comprehensive perspective on trends, market conditions, internal operations, and potential risks. Through disciplined analysis, it becomes possible to formulate credible solutions and anticipate potential outcomes before crucial decisions are made. As a result, information and analytical support emerges as an indispensable pillar for substantiating managerial choices.

In contemporary enterprise settings, a huge volume of data must be navigated effectively to provide clarity and insight into ongoing processes. Accurate data alone, however, does not suffice. The manager's scientific base arises from the ability to transform raw figures into actionable knowledge through rigorous analytical techniques. Whether working with financial figures, performance metrics, or trend analyses, a robust interpretive framework is necessary to extract meaningful patterns and correlations. This transformation from raw data to refined insights requires an interplay of technical proficiency, domain expertise, and strategic vision – components that are interwoven into a manager's professional competence. Consequently, information and analytical support serves as an essential mechanism for crafting forward-thinking strategies in the competitive environment.

The reliance on technology is a hallmark of modern managerial practice. Advanced information systems, specialized software, and predictive analytics have become cornerstones of the scientific base of managerial activities [8-9]. However, technology alone does not guarantee success. A manager must also understand the theoretical underpinnings of data analysis, including methods of statistical inference, data modeling, and evaluation techniques. By applying these theoretical constructs, a modern manager ensures that the outputs from technological tools align with the actual context of the enterprise. Thus, information and analytical support rests not only on the existence of powerful software but also on the manager's aptitude to interpret outcomes in light of organizational goals and strategic direction.

A critical dimension of this scientific base is methodological rigor. Analytical processes should be structured around sound methodologies that validate information accuracy and reliability. This might involve using clear criteria for data inclusion,

identifying variables that are most relevant to specific managerial questions, and applying well-documented procedures for data cleaning and preparation. A manager who adheres to such methodological discipline can more confidently rely on the final results. This integrity in data handling also fortifies trust within the enterprise, as subordinates and stakeholders gain confidence that decisions are grounded in systematic and unbiased analysis rather than haphazard guesswork.

Another pivotal aspect lies in how these insights are disseminated within management activities. Information and analytical support extends to presenting data and interpretations in formats accessible to various parties involved in a project. Managers must distill large, intricate datasets into key messages that guide decision-making processes. Whether dealing with operational teams, finance departments, or top leadership, the presentation of analytical findings needs to be strategic, concise, and compelling. By translating complex numerical outputs into clear narratives, diagrams, and dashboards, a manager reinforces transparency, encourages collaboration, and ensures that everyone aligned with an initiative comprehends the underlying rationale of proposed actions. At the intersection of human capital management and information processing, the modern manager must cultivate an environment where critical thinking and analytical proficiency become part of the enterprise culture. Training initiatives, workshops, and internal discussions that center on data-driven methods enrich the entire workforce, allowing greater participation in analytical processes [10-11]. This collective effort bolsters the manager's scientific base, because a culture of data awareness yields more accurate data inputs, more rigorous interpretations, and heightened vigilance against potential biases. Ultimately, when the workforce understands why data matters and how it is processed, the enterprise reaps the benefits of shared analytical responsibility.

To maximize the impact of information and analytical support, the modern manager should integrate it within strategic planning. By aligning data insights with medium-term and long-term objectives, the manager ensures that targets and milestones are grounded in verifiable evidence. For example, projecting future sales or production outcomes relies on analyzing past trends, market fluctuations, and known constraints. This evidence-driven process helps reduce speculative elements in planning and empowers the enterprise to allocate resources more efficiently. Robust strategic proposals anchored in a scientific base underscore the relevance of analytical insights as more than just operational tools; they become integral drivers of future growth and resilience.

Nonetheless, the application of information and analytical support must account for potential limitations. Data can be incomplete, biased, or incorrectly interpreted. Therefore, a modern manager must exercise caution by cross-verifying results and applying multiple analytical methods. From triangulating findings across different data sources to setting up control groups or pilot projects for validation, managers can mitigate errors that might arise from overreliance on a single approach. This reflective practice is what truly distinguishes the scientifically inclined manager: the commitment to question results and seek corroborating evidence before implementing large-scale managerial actions [12-13].

Ethical considerations also emerge within this scientific landscape. Data protection, confidentiality, and transparent communication are paramount. A scientifically grounded manager recognizes that mishandling sensitive information can not only harm the enterprise's reputation but also compromise the trust of stakeholders and the broader community. Hence, fostering an ethical framework around data collection, storage, and usage is pivotal to maintaining credibility. Such caution extends to how findings are reported – ensuring that any conclusions drawn are substantiated by factual evidence and presented in a balanced manner. An ethical stance aligns with scientific principles by prioritizing objectivity and integrity over short-term gains [14-15]. Moving forward, emerging trends in analytics, such as artificial intelligence, big data processing, and real-time monitoring, promise to elevate the scientific base of managerial decision-making. A proactive manager recognizes the need to continuously upgrade skill sets, learn new technologies, and adapt established analytical routines to incorporate advanced methods. By staying current with evolving practices, the manager ensures that the enterprise remains competitive in an environment where data-driven insights frequently determine success or failure. Moreover, embracing these innovations amplifies the ability to predict market shifts, consumer preferences, and potential disruptions – factors critical for sustained progress.

Ultimately, information and analytical support must be viewed as a living, evolving discipline that shapes every facet of a modern manager's role. From daily operations to strategic vision, it furnishes an empirical basis upon which informed choices are made. By systematically gathering and examining relevant data, applying rigorous methods, fostering a culture of analytical thinking, and integrating emerging technologies, managers uphold a scientific outlook. This approach does not merely enhance the legitimacy of managerial actions; it ensures that decisions reflect the real possibilities and constraints of the enterprise environment. In turn, the modern manager, equipped with a robust information and analytical base, navigates uncertainty with foresight and precision.

Chapter 2. Information and analytical base in management activities

An information and analytical base is much more than a technical infrastructure or a repository of performance indicators; it is the very foundation that enables systematic and informed management activities. While every enterprise might use spreadsheets, databases, or reports in some form, the difference between superficial usage and a robust analytical base is monumental. The latter is rooted in purposeful data selection, rigorous methodology, transparent communication, and a culture that values evidence-based decisions. From an operational standpoint, one of the primary advantages of a well-established analytical base is consistency. Different departments within an enterprise – such as production, finance, marketing, and human resources – often generate data tailored to their specific functions. Without a unifying framework, these data streams risk creating silos where each department operates with its own understanding of success metrics. An integrated analytical base ensures that data from these various segments is standardized, interconnected, and visible. This cohesion allows managers to spot dependencies between areas – for instance,

how changes in workforce training might correlate with fewer defects on the production line or how marketing campaigns impact inventory turnover. The result is a more synchronized enterprise, in which decisions are made with an awareness of cross-functional implications. Furthermore, this base bolsters decision-making agility. In markets characterized by rapid fluctuations – be they shifts in consumer demand, raw material pricing, or regulatory landscapes – enterprises that react slowly often lose ground to more agile competitors. By providing real-time or near-real-time insights, a strong analytical foundation enables managers to pivot strategies quickly in response to emerging data. For example, if sales metrics reveal a sudden spike in online inquiries but a dip in in-store foot traffic, marketing and operations can collaboratively allocate resources to enhance online service capacity, preserving customer satisfaction while reducing costs tied to underutilized physical outlets.

One of the most underappreciated aspects of an information and analytical base is its capacity to facilitate predictive thinking. Beyond understanding how the enterprise is performing now, managers need insights into what is likely to happen next. Predictive analytics tools examine historical data, apply modeling techniques, and generate forecasts that shed light on potential sales trajectories, production bottlenecks, or emerging market opportunities. While forecasts are never foolproof, they help managers anticipate scenarios and develop contingency plans. This proactive mindset significantly reduces the risk of surprise disruptions and allows resources to be more effectively allocated.

Equally crucial is the role of feedback loops. Management activities function best when they incorporate processes to evaluate whether past decisions achieved the intended results. An analytical base streamlines this retrospective assessment. Suppose a new strategy for reducing waste in the manufacturing process was implemented last quarter. By collecting relevant data on resource consumption, production output, and cost savings, managers can measure the actual impact against projected outcomes. If the initiative falls short of expectations, the data helps pinpoint why—perhaps the root cause was employee training gaps or faulty assumptions about machinery capacity. Closing the feedback loop in this way transforms every decision into an opportunity for learning and refinement.

At a structural level, building a strong analytical base demands cohesive governance. This entails defining clear rules on who has access to which datasets, under what conditions, and for what purposes. By standardizing data definitions (for example, clarifying how to measure “efficiency” or “quality”), managers ensure that teams across the enterprise speak the same numerical language. This consistency reduces confusion and fosters meaningful comparisons – such as analyzing the performance of different departments under a shared set of metrics.

The essence of effective management activities revolves around timely and accurate decision-making, which in turn depends on a solid information and analytical base. While leadership instincts and experience play indispensable roles, they must be supported by objective data and well-structured analyses. An enterprise that invests in the systematic development of its analytical capabilities positions itself for greater agility and resilience. This base enables managers to swiftly react to changing market conditions, reallocate resources judiciously, and assess the impact

of different strategic pathways. As a result, the foundational role of thorough information collection, analysis, and interpretation manifests in higher levels of efficiency and competitiveness.

An information and analytical base typically begins with data gathering. Managers must carefully define the criteria for data collection so that the captured information truly reflects the variables critical to managerial decision-making. Sales figures, production metrics, customer feedback, and macroeconomic indicators can feed into the analytical framework. By honing in on the parameters that matter, management activities are strengthened, and the enterprise can capitalize on pertinent insights, thus preventing confusion generated by excessive or irrelevant data (Table 2).

Table 2

**Four key areas for improving information and analytical support
for a manager’s activities**

Creating a single integrated data collection and processing system	
The main objective of this area is to ensure the manager’s prompt access to complete, up-to-date and relevant information. The integration of all data sources into a single environment allows for the prompt synthesis of various indicators of the organization’s activities, market trends, as well as information about competitors and partners	Such a system involves the use of the latest technologies (for example, cloud solutions, analytical platforms, business intelligence, etc.) and allows for a significant reduction in time spent searching and systematizing information
Development of analytical tools and methods for processing information	
Along with the accumulation of a large amount of data, there is a need to use powerful analytical methods: statistical analysis, forecasting, modeling and data processing methods based on artificial intelligence.	The use of complex mathematical models and analytical algorithms increases the accuracy of management decisions, contributes to their flexibility and timeliness
Improving the skills of management personnel in the field of information and analytical work	
Even the most modern technologies will not give the expected result if the manager or relevant personnel cannot work with them effectively. Therefore, it is important to introduce systematic training in the basic methods of collecting, processing and interpreting information; to form analytical thinking and develop skills in using professional software packages	This will improve the quality of management decisions, as employees will better understand the logic on the basis of which certain management conclusions are formed

Source: formed by the author

Once gathered, data require proper storage, organization, and processing. Modern tools allow for database management, data warehousing, and real-time dashboards that expedite the manager’s ability to interpret results. At this juncture, data quality becomes paramount. Inconsistent records, missing entries, or poorly standardized formats can undermine the analytical base. To mitigate these issues, best practices such as periodic audits, standardizing data-entry protocols, and implementing automated checks help maintain data integrity. A consistent approach to data processing, coupled with diligent record-keeping, lays the groundwork for

reliable analysis. These initial steps define the credibility of the information and analytical base.

Data analysis transforms raw figures into insights that guide management activities in a meaningful way [16-17]. Approaches can range from descriptive statistics, which summarize historical trends, to predictive modeling techniques that forecast future scenarios. By selecting appropriate analytical models, managers can explore various scenarios, evaluate their implications, and identify potential opportunities or threats. A retail-focused enterprise might analyze peak sale periods, while a manufacturing-focused enterprise might scrutinize production line efficiency. In each case, the overarching goal is to harness analytics to inform decisions on resource allocation, process optimization, and strategic adjustments. Proper analysis thus propels managers toward more rational, evidence-based judgments.

A robust information and analytical base ensures that decision-making transcends gut feelings or isolated experiences. Instead, it empowers collaborative discussions where diverse stakeholders evaluate empirical findings. In team settings, analytics can foster a shared language and mutual understanding, enabling participants to dissect root causes of challenges or refine future plans. Management activities become more inclusive and equitable, as arguments and proposals gain support from verifiable data rather than hierarchy or personal influence. This group synergy also enhances transparency, which in turn builds trust among staff, partners, and any external experts involved in the process. Moreover, the analytical base aids in monitoring and evaluation – a crucial component of any management cycle. By setting clear benchmarks and key performance indicators that are rooted in the data, managers can measure progress accurately and identify deviations promptly. If results fall short of projected targets, the underlying analytical framework assists in diagnosing the issues. Perhaps there is a significant gap in workforce training, an unforeseen market shift, or a supply chain inefficiency. Through methodical analysis, managers can implement corrective actions more swiftly, ensuring that operations align more closely with strategic objectives. This feedback loop is a hallmark of effective management activities.

The practical impact of an information and analytical base is also evident when an enterprise faces risks and uncertainties. External factors such as shifts in consumer behavior, regulatory changes, or geopolitical tensions can disrupt even the most well-planned strategies [18]. In such instances, the analytical base offers quantitative and qualitative evidence to inform contingency plans. Managers can run simulations, compare potential outcomes, and select the course of action that minimizes losses or capitalizes on emerging opportunities. This capacity for adaptability often distinguishes enterprises that survive turbulent times from those that falter, underscoring the importance of a well-maintained analytical foundation. In addition to external factors, internal processes likewise benefit from a rigorous analytical approach. Productivity levels, product quality, workforce engagement, and resource utilization can all be examined using data-driven methods. By tracking detailed metrics, management activities become more targeted and effective. For instance, analyzing production bottlenecks could illuminate specific stages in the workflow that slow overall throughput [19-20]. Similarly, assessing employee performance

metrics might expose gaps in skill sets or reveal areas where training could significantly boost results. When decisions stem from factual analysis rather than anecdotal observations, they are more likely to yield lasting improvements.

As management activities evolve, the analytical base must also adapt. Incremental enhancements in data collection, storage, and analysis can propel an enterprise to new heights. Integrating cutting-edge technologies – like artificial intelligence-driven tools or advanced forecasting algorithms – can make data analytics faster and more precise. However, technology alone cannot substitute for the manager's discerning judgment. The human element remains essential in interpreting nuances, validating assumptions, and contextualizing findings within the enterprise's strategic vision. By blending emerging analytical methodologies with the insights of experienced professionals, an enterprise can stay resilient and visionary in a fast-paced market environment.

Structured reporting is another facet that highlights the utility of the analytical base. Managers should consistently share results and insights with relevant parties – be they team members, senior leaders, or external stakeholders – without resorting to overcomplicating the data. Progress reports, visually engaging dashboards, and succinct summaries all help ensure that analytical findings are properly understood and put into actionable form. This communication loop encourages accountability, as managers are required to justify recommendations and actions through empirical evidence. It also provides learning opportunities, allowing the entire workforce to stay informed and contribute to refining data-driven strategies.

Ultimately, an information and analytical base forms the backbone of contemporary management activities. It provides the framework through which data evolves into insight, fueling decisions that shape the enterprise's trajectory. Whether tackling daily operational issues or framing long-range plans, managers rely on data verification, methodical analysis, and strategic dissemination of findings. By cultivating a culture of continuous improvement, aligning analytics with the enterprise's overarching goals, and embracing emerging tools, the management function becomes a cohesive, forward-looking force. This cycle of data collection, interpretation, application, and refinement underscores how an informed managerial approach ignites growth, adaptability, and sustainable progress.

Forming a strong information and analytical base is a multi-stage endeavor that demands a systematic approach from the outset. Before any data is gathered, it is crucial to define the scope and purpose of the analytics effort. Managers should clearly identify the areas of management activities they intend to inform – whether it is supply chain optimization, financial forecasting, talent management, or another domain. By setting explicit goals, the enterprise avoids collecting irrelevant data and focuses its resources on metrics that align with strategic priorities.

Once the objectives are established, the next step is to determine what data to collect and how to collect it. Different data types may be relevant, including quantitative metrics like production speed or sales figures, as well as qualitative inputs such as customer feedback or employee satisfaction surveys. Managers should also pinpoint the frequency of data collection – deciding whether real-time feeds or periodic updates best serve the enterprise's needs. In many cases, automated systems

can capture high volumes of data, but manual checks and validations remain essential to ensure accuracy.

Data storage and organization form the backbone of an effective analytical base. Rather than scattering information across disparate platforms, managers should centralize data through integrated databases or cloud-based systems. By establishing clear protocols for labeling, indexing, and updating records, the enterprise reduces confusion and ensures that all relevant parties can retrieve the information they require. Security measures such as encryption, access controls, and backup protocols are equally pivotal. Not only do they safeguard the data's integrity but they also maintain compliance with legal and ethical standards.

The cleaning and validation of data represent critical stages in forming a reliable base. Even high-quality sources can contain errors or inconsistencies – duplicate entries, missing fields, or faulty timestamps, for example. Through systematic checks, anomalies can be identified and corrected. In some cases, outlier analysis is performed to detect data points that deviate significantly from the norm, prompting an investigation to confirm whether these anomalies represent genuine occurrences or errors. Though time-consuming, data cleaning is non-negotiable; flawed data can lead to misguided conclusions, no matter how advanced the subsequent analytics might be. After the data has been collected, cleaned, and stored, choosing the right analytical tools becomes the next priority. Basic spreadsheet software might suffice for small-scale operations, but more sophisticated enterprises often require dedicated business intelligence platforms, statistical programs, or specialized applications. Predictive analytics engines, for instance, can run complex algorithms on large datasets to forecast upcoming trends or detect hidden correlations. However, the complexity of tools should match the enterprise's analytical maturity and resources. Investing in overly intricate solutions without the corresponding expertise or data volume can be wasteful and counterproductive. With tools in place, attention shifts to building models and performing analysis. Model design should align closely with the questions managers seek to answer. For instance, if the focus is on customer retention, regression models or clustering techniques might be chosen to segment different customer groups and identify the primary drivers of satisfaction. If production line optimization is the goal, simulation models or bottleneck analyses can be more applicable. Throughout this modeling process, managers should maintain open lines of communication with analysts or data specialists, ensuring that the models reflect realistic conditions and incorporate the nuances of the enterprise's operations.

Interpretation of results is arguably the most critical step. Reports or dashboards produced from analytical tools only become meaningful when translated into actionable insights. Managers must contextualize the data by relating it to enterprise goals, current market conditions, and internal constraints. If a predictive model suggests a surge in demand for a product, the manager should cross-check that projection with inventory levels, production capacity, and financial constraints. This holistic perspective helps avoid hasty or poorly coordinated actions that might lead to unintended consequences.

Communication strategies are vital for transforming analytical findings into widely understood knowledge within the enterprise. Different groups within the enterprise may have varying levels of data literacy, so reporting formats should be tailored accordingly. Graphical dashboards, for example, might be ideal for quick managerial reviews, while detailed statistical reports may be necessary for specialized teams. Training sessions and internal meetings provide opportunities to delve into the results, answer questions, and align everyone's understanding. Ultimately, the quality of communication determines whether analysis remains siloed or truly propels the enterprise toward better performance. Continuous improvement is the final linchpin in forming and maintaining a robust information and analytical base. As the enterprise evolves, new data sources emerge, performance indicators shift, and analytical methods improve. Managers should schedule periodic evaluations of the entire system – assessing data accuracy, tool effectiveness, and alignment with strategic objectives. Stakeholder feedback is invaluable in pinpointing pain points or additional needs. By iterating on data collection methods, refining models, and enhancing reporting mechanisms, the information and analytical base stays dynamic and relevant, rather than ossifying into a relic of past priorities.

In conclusion, building a strong information and analytical base is a cyclical endeavor that demands foresight, diligence, and adaptability. The journey begins with clear objectives, continues through rigorous data handling and model creation, and culminates in effective communication and constant enhancement. When executed properly, this structured approach becomes a powerful enabler of data-driven decision-making. Managers are better equipped to anticipate challenges, capitalize on emerging trends, and guide the enterprise's growth sustainably. By enshrining robust procedures at each step – from initial planning to continuous review – the enterprise forms a reliable bedrock upon which informed management activities can prosper.

As our exploration of information and analytical support concludes, it becomes clear that the modern managerial landscape demands much more than traditional intuition or basic reporting. Enterprises that aspire to remain resilient, innovative, and competitive must embrace a rigorous, data-driven ethos at every level of their operation. A well-conceived system for gathering, organizing, interpreting, and disseminating data can serve as a powerful catalyst, ensuring that each managerial decision is anchored by empirical insights rather than guesswork or untested assumptions.

In retrospect, the journey begins by recognizing the broader strategic importance of an analytical mindset. The introduction reminded us of the complexities and uncertainties that characterize today's marketplaces. Rapid technological changes, shifts in consumer preferences, and global economic currents require a depth of awareness that only robust information and analytical support can provide. This support is not a mere luxury; it is a fundamental requirement for navigating the challenges and seizing the opportunities that abound in dynamic environments.

Next, understanding what information and analytical support in management generally is paves the way for more nuanced discussions. This support is far from a single tool or platform; it is a holistic framework encompassing data collection, methodological rigor, continuous validation, and the internal culture needed to make

sense of metrics. The best analytical systems harmonize with an enterprise's distinctive needs, focusing on relevant data while avoiding the pitfalls of data overload. By being mindful of how metrics are selected, aligned with objectives, and communicated, managers create a stable foundation upon which informed decisions can be built.

Building on these fundamentals, the recognition that information and analytical support stands as the scientific base of a modern manager highlights the power of structured inquiry. Borrowing principles from the scientific method – like hypothesis testing, critical evaluation, and reproducibility – managers elevate their practices from mere tradition to evidence-based rigor. The implications are manifold: managers can isolate the true roots of operational challenges, predict future trends with enhanced precision, and implement interventions that are validated by real-world data. Over time, this cycle of questioning, experimenting, and learning infuses a self-improving dynamic into the fabric of the enterprise.

Turning our gaze to practical applications, the concept of an information and analytical base in management activities showcases how data is woven into the day-to-day rhythms of the enterprise. From streamlining operational workflows to mitigating risks, from unveiling hidden inefficiencies to identifying the next wave of consumer demand, an analytical base nurtures agility and responsiveness. By ensuring interdepartmental coordination and standardizing data definitions, managers eliminate fragmented knowledge silos. In the process, decisions gain coherence, and the enterprise as a whole can mobilize faster, guided by real-time or near-real-time feedback loops.

Equally pivotal is the process of forming this base, which requires a well-orchestrated blend of technical expertise, organizational clarity, and cultural readiness. Defining objectives, scouting relevant data sources, and setting up robust validation mechanisms guard against the perils of inaccurate or irrelevant data. Simultaneously, user-friendly dashboards and clear reporting structures ensure that analytical outputs do not remain in an ivory tower of statistics. They become practical, digestible insights that spur meaningful actions and cross-functional dialogue. Frequent reviews, skill development, and a willingness to evolve metrics keep the system evergreen, preventing stagnation or obsolescence.

Perhaps the most critical insight gleaned throughout is the role of human judgment and ethical responsibility in a data-driven setting. While advanced analytics tools and predictive models offer invaluable support, they cannot replace the discerning eye of a manager who knows the nuances and values of the enterprise. Nor can they compensate for lapses in privacy or data governance. Hence, data must be harnessed ethically, transparently, and inclusively. Employees deserve to understand how their performance metrics are being tracked, and customers or clients must trust that their personal information will be handled responsibly. Ethical analytics is not only a moral imperative; it is also a strategic advantage in a world where trust is increasingly difficult to earn and easy to lose.

In drawing to a close, it is worth emphasizing that the quest for better information and analytical support is a continuous one. Rather than a static endpoint, it represents an evolving journey – a perpetual refinement of tools, methods, and mindsets.

Each technological breakthrough, market disruption, or organizational shift tests the resilience of an analytical base, calling for timely updates or recalibrations. Managers who treat analytics as a living, breathing aspect of their daily work are the ones who ultimately thrive. They learn from missteps, capitalize on incremental improvements, and maintain a forward-looking perspective that acknowledges the inevitability of change.

Finally, the value of information and analytical support lies in its ability to unite diverse voices and experiences within an enterprise. When data is shared openly and interpreted collaboratively, a more inclusive, well-rounded view of reality emerges. Departments become interdependent nodes of insight rather than isolated silos of limited awareness. Decision-making processes gain legitimacy, as teams recognize that choices are not made arbitrarily or unilaterally but are grounded in transparent evidence. This culture of trust and joint problem-solving translates into tangible performance gains and fosters loyalty among employees, suppliers, and broader stakeholder networks.

Conclusions

The exploration of information and analytical support in management highlights its indispensable role in guiding enterprises through both everyday operations and larger strategic undertakings. From the initial conception of what information and analytical support entails, to the intricate processes of forming a comprehensive information and analytical base, the overriding message is one of systematic precision and continuous refinement. Effective decision-making in modern management activities can no longer rely on isolated insights or heuristic judgments. Instead, the integration of carefully curated data, advanced analytical methods, and transparent communication emerges as the critical foundation for sound leadership. Whether assessing current performance metrics or forecasting future possibilities, information and analytical support ensures that a manager's perspective is grounded in reality rather than conjecture. It not only refines day-to-day activities but also paves the way for agile strategic responses, allowing managers to preemptively tackle challenges and leverage emerging opportunities. The lessons derived from data-driven analysis become further ingrained within the enterprise's culture, sharpening the collective ability to collaborate, troubleshoot, and innovate.

Equally crucial is the interplay between technology and human expertise. Tools that facilitate data gathering, storage, and processing have become vastly more powerful, opening avenues for immediate feedback loops and sophisticated modeling techniques. Yet, the success of these tools rests on the manager's ability to interpret results accurately and situate them within the broader context of the enterprise's objectives. A purely mechanistic approach to analytics can inadvertently obscure underlying complexities or ethical implications. Hence, the notion of a "scientific base" expands to include principles of responsible data usage, ethical accountability, and nuanced judgment. Moreover, an information and analytical base is not a static construct. Markets evolve, consumer preferences shift, and internal structures transform over time. In this dynamic scenario, managers must regularly reassess data streams, revisit analytical assumptions, and update models to reflect current realities.

Such iterative practice reinforces resilience and lays the groundwork for sustainable growth. The ongoing process of refining data sources, applying cutting-edge analytical tools, and disseminating insights to relevant parties is a perpetual challenge that requires both strategic foresight and operational discipline.

In essence, information and analytical support is far more than a technological accessory. It is an integrative approach that shapes the core of contemporary management activities, offering a platform upon which factual evidence meets strategic vision. By approaching data collection, analysis, and communication with meticulous care, managers can better steer their enterprises through uncertainty and complexity. The ultimate outcome is a dynamic equilibrium, where past performance informs current operations, and forward-looking insights drive long-term planning. In this environment, systematic analysis does not hinder creativity or flexibility; rather, it empowers managers to take calculated, informed risks that align with the overarching mission and values of the enterprise.

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