

## THE ROLE OF INFORMATION SUPPORT IN THE MANAGEMENT OF FOREIGN ECONOMIC ACTIVITIES OF ENTERPRISES

## РОЛЬ ІНФОРМАЦІЙНОГО ЗАБЕЗПЕЧЕННЯ В УПРАВЛІННІ ЗОВНІШНЬОЕКОНОМІЧНОЮ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВ

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*The article considers the importance of the information support system in the management of foreign economic activity of the enterprise. The availability and effective use of relevant information in modern conditions is an important prerequisite for the development of enterprises. It is determined that the systematization and analysis of information flows in general is an important component in decision-making regarding foreign economic activity. The process of information accumulation must be constant, continuous and serve the improvement of the enterprise activities. In the article there are proposed approaches aimed at the development of foreign economic activity through the creation of a system of information support, taking into account the importance of effective information tools for the leaders of modern enterprises to ensure the successful development of their individual subsystems and the enterprise in general. While making informed management decisions, it is necessary to systematize, analyze and evaluate the available information, in order to build and use the potential for development.*

**Key words:** information support, foreign economic activity, foreign economic activity management, information, competitiveness.

*В статті розглянуто значення системи інформаційного забезпечення в управлінні зовнішньоекономічною діяльністю підприємств. Досягнення позитивних результатів у зовнішньоекономічній діяльності підприємства є складним процесом, управління яким повинно спиратися, перш за все, на достовірну та всеосяжну інформацію. Наявність та ефективне використання актуальної інформації в сучасних умовах є важливою передумовою розвитку підприємств. Створення та функціонування системи інформаційного забезпечення (СІЗ) зовнішньоекономічної діяльності з використанням сучасних технологій дає можливість істотного збільшення швидкості обробки і виконання замовлень, прискорення обміну та обробки інформації і відповідно прийняття рішень. Така система може забезпечити більш швидке реагування на зміни зовнішнього середовища, зниження витрат, високу оперативність отримання та розміщення інформації, доступність та простоту користування. Визначено, що систематизація інформації та аналіз інформаційних потоків, є важливою складовою при прийнятті управлінських рішень стосовно зовнішньоекономічної діяльності. Процес пошуку та наповнення інформацією і її аналіз повинен бути постійним, надійним та безперервним. Система інформаційного забезпечення формує інтелектуальні центри підприємства з наскрізними інформаційним середовищем нагромадження та обміну знаннями. Користувачами СІЗ повинні бути керівники всіх ланок, які беруть участь у підготовці та прийнятті управлінських рішень стосовно зовнішньоекономічної діяльності. Функціонування СІЗ зовнішньоекономічної діяльності забезпечить спрощення процесу документообігу та інформування керівництва про зміст і терміни виконання завдань кожним підрозділом підприємства. Дана система повинна містити сукупність різномірної інформації про стан зовнішнього ринку, діяльність конкурентів, контрагентів, виконання завдань підрозділами та досягнуті кінцеві результати. Таким чином, у статті запропоновано підходи спрямовані на розвиток зовнішньоекономічної діяльності через створення системи інформаційного забезпечення, як дієвого інструменту для прийняття ефективних управлінських рішень, що дасть змогу забезпечити розвиток як окремих підсистем, так, і підприємства загалом.*

**Ключові слова:** інформаційне забезпечення, зовнішньоекономічна діяльність, управління зовнішньоекономічною діяльністю, інформація, конкурентоспроможність.

*нии внешнеэкономической деятельностью предприятия. Наличие и эффективное использование актуальной информации в современных условиях является важной предпосылкой развития предприятий. Определено, что систематизация информации и анализ информационных потоков является важной составляющей при принятии решений по внешнеэкономической деятельности. Процесс наполнения информацией должен быть постоянным. В связи с тем что руководителям современных предприятий необходимы эффективные информационные инструменты для обеспечения успешного развития, как их отдельных подсистем, так и всего предприятия, в статье предложены подходы, направленные на развитие внешнеэкономической деятельности через создание системы информационного обеспечения. При принятии взвешенных управленческих решений возникает необходимость систематизации, анализа и оценки имеющейся информации, для наращивания и использования потенциала для развития.*

**Ключевые слова:** информационное обеспечение, внешнеэкономическая деятельность, управление внешнеэкономической деятельностью, информация, конкурентоспособность.

**Formulation of the problem.** The development of foreign economic activity of the enterprise requires constant improvement and development of new progressive methods and effective management mechanisms. Rational management decisions regarding foreign economic activity that are taken at different levels of management of the enterprise have a further impact on the economic condition and development of the enterprise, and the increase of its competitiveness in foreign markets. The main prerequisite for the correctness and effectiveness of management decisions regarding foreign economic activity is the availability and systemati-

zation of information support. Efficiency achievement in the foreign economic activity of the enterprise is a complex process, management of which should be based primarily on reliable and comprehensive information. In this regard, the information support of foreign economic activity plays an important role, which affects decision-making and its effectiveness, as well as the final productivity of the enterprise as a whole.

**Analysis of recent research and publications.** Theoretical and applied aspects of the study of foreign economic activity of enterprises are reflected in the works of foreign and Ukrainian scientists, in particu-

lar: Akram A.S. [8], Vivchar O.I. [1], Zosimova A.V. [2], Kuznetsova I.O. [3], Malyarets L.M. [4], Mozgova G.V. [5], Sushchenko O.A. [6], Shcherbak V.G. [7].

However, despite the existence of research on certain aspects of foreign economic activity of enterprises, there is a need for its further in-depth study and improvement, taking into account the rapid transformations in the information environment and the economy as a whole.

**Formulation of the goals of the article.** The purpose of the article is to study the role of information support in the management of foreign economic activity of enterprises.

**Outline of the main research material.** All information resources used at the enterprise are designed to support foreign and domestic economic activity. According to the sources of origin, they are external or internal (corporate).

Foreign economic activity is provided by global (world) information resources and domestic economic activity – by state (national) and regional.

To ensure foreign economic activity in the world market it is necessary to know:

- structure and volume of the potential market;
- the specifics of the country, area, climate, traditions, the attitude of buyers to a particular product;
- the competitors, their characteristics;
- the specifics of business operations in a country;
- the logistical, tariff, customs, tax conditions in the country under study;
- laws applied in relation to foreign economic activity in the country.

In the field of foreign economic activity, the role of information technology and information itself is growing significantly, as the methods of its collection, analysis and processing are improving constantly. Foreign economic activity of the enterprise receives both external information (combines information about the external environment of the enterprise, markets and their infrastructure, the behaviour of buyers and suppliers, etc.) and internal information (a set of data arising at the object in the form of accounting and statistical reporting and operational information (reports, contracts, applications, orders)) [1].

In a market economy there is the rule that the greater the level of uncertainty, the more information must be processed to achieve the required level of efficiency. This rule is especially relevant in the implementation of foreign economic activity, as it has a wide range of different risks. The difficulties in gathering information are in following:

- 1) A large number of sources of information;
- 2) Non-adaptability of information (it carries the specific features of culture, traditions, language and laws of the country of origin);
- 3) Frequent incompatibility of information from different sources;
- 4) The risk of inaccuracy of information;
- 5) Difficulties in translating information presented in a foreign language;

6) High rate of information aging;

7) A large amount of information.

In addition, the accumulated information must be constantly analyzed and supplemented with missing data. The importance of the information system support development of the foreign economic activity through information technology is in following [3]:

- significant acceleration of order processing and execution;
- increase of operational efficiency (better interaction of divisions at execution of orders);
- accelerating the exchange and processing of information, and, accordingly, decision-making;
- faster response to changes in the environment;
- cost reduction (specific costs for the use of information systems are much lower than when using traditional methods);
- high efficiency of receiving and placing information;
- accessibility and ease of use (access to terminals is becoming an easier task available to users in different countries);

The tools of foreign economic activity in this case are [8]:

“Business-to-business” – international electronic exchanges and tendering sites (e-procurement); sites of exporters and importers; producers of services, including information; infrastructure companies (transport, communications, etc.);

“Business-to-consumer” – with their help online-shops, service centres lead their commercial activity as well as companies that provide consulting and information services, especially in international exchange;

“Consumer-to-business” – operational information support of business, such as advertising organizations, agencies, Internet companies, information databases, etc.

A feature of foreign economic information is the multiple nature of its acquiring. There are at least 5 groups of information providers [7]:

- 1) suppliers;
- 2) buyers;
- 3) intermediaries;
- 4) executive and legislative bodies;
- 5) credit organizations.

It is important to collect information in a single center and send it to the general information system of the enterprise. In our opinion, the ideal option is to create a common information system in the enterprise, as well as the creation of a local network in the enterprise, through which all departments would have access to this system and could exchange information with each other. The main condition is to restrict people's access to information. But the input of information should be carried out by all participants in the information exchange without restrictions.

The information support system (ISS) is aimed at the creation and development of intellectual centers of the enterprise with a cross-cutting information environment for the accumulation and exchange of knowledge

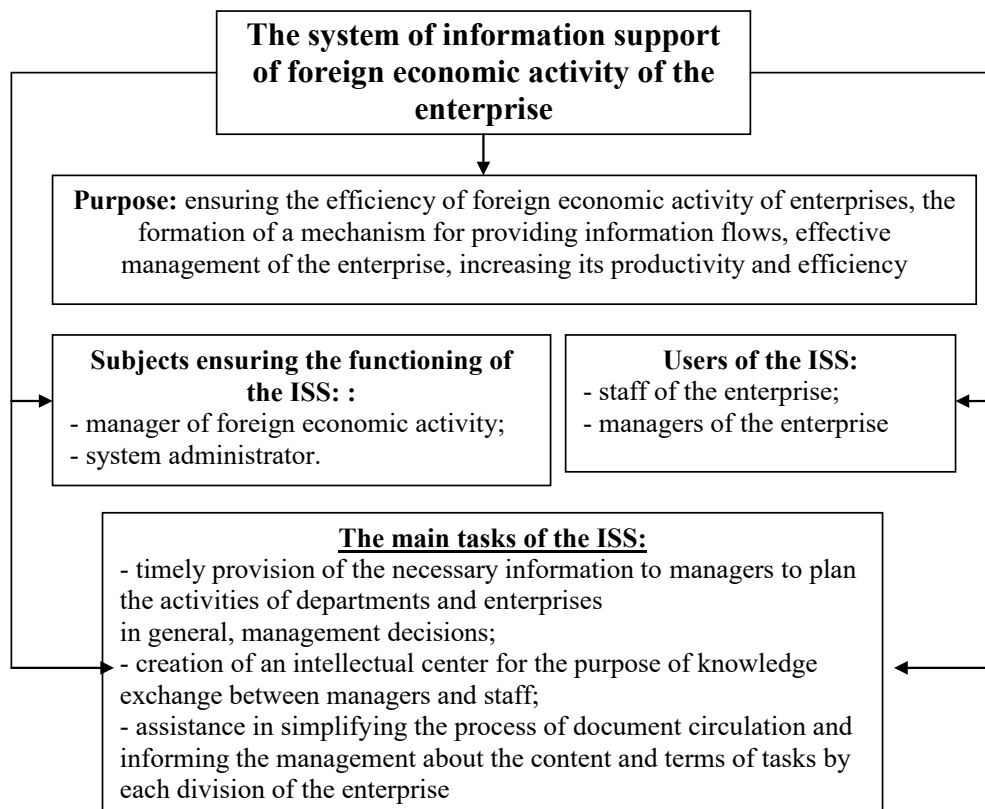


Figure 1. Information support system of the enterprise foreign economic activity

between managers. It is a set of disparate information about the state of the foreign market, the activities of competitors, contractors, the performance of tasks by units and the final results of enterprises in general. The purpose, the main tasks of the information support system and its users are shown in Figure 1.

The management staff of the enterprise performs its functional duties, which are aimed at the formation of its structural elements, management, representation in negotiations with major contractors and especially foreign ones, as well as the performance of functional duties. This makes it difficult to control the activities of all departments of the enterprise and effective management decisions making by middle and lower managers. Therefore, the users of ISS should be the heads of all levels of preparation of management decisions regarding foreign economic activity. The functioning of the ISS of foreign economic activity helps to simplify the process of document circulation and inform management about the content and terms of tasks completion by each unit of the enterprise [6].

Recently, there is a growing interest in the use of modern information technology to automate intra-corporate and managerial interactions. This is due to their focus on solving the following pressing management problems [8]:

- increasing the efficiency of achieving goals;
- reducing the number of paper documents;
- creating a single information environment to support agreed decision-making processes;

- creating conditions to stimulate the activities of each employee through group activities;
- improving the quality of decisions by analyzing many alternatives;
- increasing the reliability of decisions.

Virtually all large corporations have begun to use local and global computer networks in their management processes. There are sets of software tools to solve production problems at a new level. The most developed corporate systems combine a large set of management technologies.

The ideal option for the company is when all these logic modules are part of a single software package based on a universal data warehouse, which allows different departments of the company to exchange information and interact with each other. As a result of integration of all divisions of the enterprise in the uniform information system, each its user receives advantages, which are caused not only by its own actions, but also by work of its colleagues. Thus, a synergistic effect is achieved, which is manifested in the fact that everyone receives from the system significantly more information than is invested. Therefore, the return from the system is significantly increased for each team member.

Another important feature is the ability to automate business processes in the enterprise. It is characterized by:

- 1) integration of the information system by combining local user places with the help of interface programs;

2) design of an integrated system from scratch, which involves its use by the joint efforts of the enterprise and the consulting firm;

3) implementation of software packages of corporate information systems.

Conclusions from the study. The basic system of enterprise management answers the questions on who, what, how and when should do in the organization to fulfill its goals and objectives. The introduction of ISS foreign economic activity transforms collective thinking and makes it rational, which ultimately leads to the formation of effective management of the enterprise in the direction of foreign economic activity as a whole, and the creation and implementation of a basic management system ensures clear and coordinated work on the further development of the whole organization.

Thus, the construction of ISS to ensure the effectiveness of management of foreign economic activity of the enterprise requires compliance of the following principles:

1) continuous integration of ideas about the system at each stage of its creation in order to maximize the use of the properties of the integrity of the system;

2) subordination of partial goals to the general purpose of creation and existence of the system;

3) coverage in the study of as many links as possible (not only internal but also external) to identify and consider significant;

4) acceptance of the studied object as an independent system and as a subsystem of a large system, the understanding of which as closed is impossible and which determines the main parameters of the enterprise.

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