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## **MANAGEMENT OF ASYMMETRIC DEVELOPMENT OF ENTERPRISES IN THE DIGITAL ECONOMY**

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Основною метою тез є дослідження особливостей управління асиметрією розвитку підприємства в контексті цифрової економіки. Досліджено сутність асиметрії розвитку підприємства в контексті цифрової економіки. Визначено характерні особливості інформаційних ресурсів в умовах сучасного динамічного середовища. Проаналізовано результати впровадження системи управління інформаційними ресурсами компанії.

**Ключові слова:** асиметрія розвитку підприємства, управління розвитком, ERP-система, інформаційні потоки, інформаційні ресурси.

Основной целью тезисов является исследование особенностей управления асимметрией развития предприятия в контексте цифровой экономики. Исследована сущность асимметрии развития предприятия в контексте цифровой экономики. Определены характерные особенности информационных ресурсов в условиях современного динамического среды. Проанализированы результаты внедрения системы управления информационными ресурсами компании.

**Ключевые слова:** асимметрия развития предприятия, управление развитием, ERP-система, информационные потоки, информационные ресурсы.

The level of company development is very important for the effective work of the enterprise. The transition of the global community to the digital economy fundamentally changes the approaches to managing a company development. It is worth noting that the process of enterprise development under the influence of digital economy factors is changing and becoming uneven or asymmetrical. The intellectual and technological components are gaining in importance and influence. This significantly complicates the process of managing the development of the enterprise, which is exacerbated by the lack of adequate information support.

To date, problems such as the formation of an adequate information environment at the enterprise for effective management, lack of information support to the process of managing the company development in the long run, control over the asymmetry of changes of individual units with the aim of offsetting the negative consequences are unresolved. Therefore, there is a need for new approaches to managing asymmetric enterprise development in the context of the digital economy.

In general, the development of the enterprise is a sphere of scientific interests of economists of different directions. Therefore, approaches to understanding the essence of this concept and its synthesis with other conditions of the business environment are diverse and multifaceted. Experts such as A. Pakrugin, V. Tridid, T. Nadtok, E. Peters, N. Meshko, B. Twiss, Y. Schumpeter, S. Kolyadenko, P. Herbert, T. Stock, K. Schwab, J. Collins, K. Moller, B. Van Ark, J. Barney analyzed the concept of “enterprise development” in their researches. The study of their scientific views has made it possible to formulate a definition that fundamentally

illuminates the key essence of the term. Enterprise development is irreversible, regular process, which is a consistent continuous change of quantitative and qualitative states of the enterprise in time and space under the influence of external and internal factors.

Enterprise is a complex mechanism that forms an open and flexible economic system at the micro level of the general economic environment. Therefore its development is inevitably linked to changes or irregularities and imbalances of its constituent elements in space and time. The state of equilibrium for the economic system is a state of rest, which often leads to the establishment of barriers to change. So today, in uncertain market conditions, it is more appropriate to bring the economic system into motion. Experts usually use such concepts as asynchrony, imbalance, divergence, imbalance, etc for describing this process. [1] Analysis of the diversity of terms makes it possible to trace the similarity of their internal characteristics. In our view, it is more appropriate to use the concept of asymmetry for describing the phenomenon of uneven enterprise development.

In a general sense, this term is synonymous with symmetry breaking. It is used in the theories of many sciences (from medicine to the arts) for describing the specific property of a particular object to reproduce the best shape of itself after influence changes or transformations. We consider the concept of asymmetry in context enterprise development. Asymmetry enterprise development is a complex process of formation of unique resource compositions in the enterprise, which are directed to the development of a certain structural part of the company. [2] Its contributes to its more progressive development relative to others, and, consequently, the emergence of economic irregularities in the enterprise.

One of the many consequences of the transition to the digital economy is the instant access to the development of any knowledge that becomes the basis for managing the asymmetric development of enterprises in this time. [3] Therefore, the key to the success of a modern enterprise can be considered the ability to sort information by utility for their own needs, to combine it, to store, as well as to generate in knowledge, which guarantees high efficiency of managing the company development.

Modern companies operate in the conditions of annual scaling of information flows and complication of information space. [4] There are problems such as the possession of relevant information, where large amounts same type data, low speed of information transfer, asymmetric distribution of data between structural units, speculation of information etc. These are modern realities that become obstacles to the development of the enterprise, full use of its intellectual and technological potential and is also one of the factors that cause the phenomenon of asymmetry of enterprise development. The introduction of information technology into the company management system is one of the factors for the effective development of the enterprise in the long run at modern economic environment.

Information as an economic resource differs significantly from other types of company resources. The characteristic features are indestructibility, ease of distribution, self-growth in the using process. Information is a powerful tool of influence, so it is necessary to monitor its accuracy and protect the primary sources. Interesting, information is interpreted by scientists as a rare resource due to the uniqueness of the production process, whose main subject is human. The process of creating information must be a deeply thought-out process, because in a hurried, reckless “production” of information, large arrays of unnecessary, duplicate data are emerged that cannot be processed. In the future, such information will not be able to turn into knowledge and benefit. Also, information cannot exist separately from its media and cannot be used without the means of processing, accumulation and transmission. This requires further technological breakthroughs in communications and computer engineering to simplify and accelerate the processes described. [5]

In the context of features of information as a resource, it is worth noting the concepts of K. Shannon (theory of information) and F. Knight (theory of profit). Scientists consider that information is not only an economic resource, but also a means of reducing risks and overcoming uncertainty. So information helps the subject to achieve the desired goals. This is especially true of long-term benchmarks.

There are two ways to use information as an economic resource for value creation:

- commercialization of information embodied in goods, services, technologies (as an example, it is possible to cite the production of high technology products, the development of completely new approaches to the management or organization of the production process, the creation of information services, intellectual products, etc.);

- direct influence on the expectations and perceptions of economic agents (for example, detailed development of the information image of the future goods, establishing the reputation of the company, artificially shaping the needs with a subsequent impact on them).

The above characteristic features of information as an economic resource make it possible to understand the degree of necessity of clear ordering of information flows in a single space. Managers of a company must create information support of all business processes of the enterprise. It is a complex process, the success of which depends on the technologies selected. [6] To eliminate the negative effects of speculation of information inside and outside the company, as well as to manage various types of internal and external information flows, modern companies use functional-cost analysis (Activity based costing, Activity based budgeting, Activity based management, Activity resource planning); structural and functional analysis (IDEFO, IDEF1, IDEF1Extended, IDEF3, IDEF4, IDEF5); modeling (ERD, STD, IDEF2).

Total computerization has also enabled the modern enterprise to automatically perform all the above analyzes by the appropriate programs, calculate indicators, make complex diagnostics of the enterprise, control efficiency and even make appropriate conclusions with a large amount of the same information. [7] An excellent example of combining information, knowledge, intellectual and material resources and directing them to enterprise development in the long run is the development of ERP-systems and updated versions of this program. It is a complex, integrated management system that creates a single information space in the enterprise for the purpose of automation of planning, circulation, management, control and analysis of all economic processes of the company.

There are different types of this system. In practice, it is the management of resource flows to ensure all business processes of the company: from raw material orders, logistics, organization of the production process to marketing events, relationships with customers, after sales service. This system helps

to control scientific and technological developments, investment projects, and also organizes the work of staff. That is, the evaluation of management becomes very simple, reducing the need for staff.

However, along with the benefits, there are some negative consequences of implementation: the need for specialists increases, the skills of existing employees need to be increased, there are additional costs for the maintenance and operation of the system. In addition, all processes are computerized, which in the event of a system failure causes the threat of termination of the enterprise for a certain period of time, reading information to competitors in the case of insufficient confidentiality, etc.

Paying attention to the main features of the essence of information resources, we can conclude that today they play one of the main roles in managing the development of the company. So the information flows circulating within the enterprise create an effective information support for making managerial decisions regarding the prospects of enterprise development in the long term.

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