

THE MECHANISM OF IT-DECISION CHOOSING AT THE ENTERPRISE

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The majority of the business problems can be solved with the help of information-communication technologies (ICT). Considering scales of manufacture and financial possibilities this is the most effective way to achieve competitive strength for industrial enterprise in the new economy. IT-decisions are based at the ICT application.

Making the IT-decision choice, it is necessary to consider not only quality of particular task performance and an expense for its performance, but also the possibility of the chosen system further development.

The process of IT-decision choosing includes following stages:

1. Purposes definition. The purposes of ICT-system introduction are dictated by a concrete task in view. The problems can be defined by their character of occurrence: problems/threats appearing (i.e. factors which resulted or can lead to considerable decrease in manufacture volumes or profit in the foreseeable future) or new development prospects appearing. The problems character defines critical terms of IT-system introduction.

2. The coordination with enterprise business strategy. At this stage it is necessary to define possibility of the several purposes association. It can be reached by introduction of uniform information-communication system. Such association of adjacent problems in the common information base allows to minimize expenses for ICT introduction and to achieve synergetic effect. For example, when retail trade is computerizing, it is possible to automate order system using the information on current sales.

3. The analysis of enterprise possibilities. Corresponding resources are necessary for service the complex ICT-system throughout all term of its use. In most cases, the more problems can be solved by the IT-system, the more problems can arise during its use. It is necessary to consider all expenses for IT-decision introduction, equipment installation, personnel training, manpower presence (the personnel of corresponding qualification) for ICT-system support by "own forces" of the firm, or foreign experts presence and prospective efficiency of their reaction.

4. Indicators definition. If the purposes are defined qualitatively at the first stage, it is necessary to define the minimum quantity indicators which the IT-decision should provide, at this stage. There can be indicators of efficiency increasing, labor input reduction in manufacture, working hours liberation, etc.

5. The market analysis. Possible alternatives of IT-decisions are defined at this stage. They must correspond to the purposes defined above, to enterprise criteria and possibilities. The information about the IT-product and its suppliers is collected for the further analysis.

6. Choice of a method for the IT-decision estimation. Depending on presence (or reception possibilities) of initial data about IT-products and their suppliers it is possible to apply one of the IT-decisions comparison methods: a method of prototypes (based on the data about successful use at other enterprises), a method of efficiency definition (expenses and benefits from the IT-decision comparison), an expert method, a method based on "sufficiency" criteria definition.

7. Estimation and choosing. IT-decisions are estimated according to the chosen method, then IT-system is chosen on the basis of the received data, and the decision on its introduction is made.

The offered algorithm allows to choose the most effective alternative of the problem solving with the help of ICT use in the industrial enterprise.