UDC 005.2:004.02:005.4
JEL: C44; D81; M15; O32
DOI: https://doi.org/10.32983/2222-4459-2026-4-640-649

CONCEPTUAL FOUNDATIONS OF THE INTEGRATION OF STRATEGIC MANAGEMENT, BUSINESS PLANNING AND PROJECT MANAGEMENT IN THE IT SECTOR UNDER CONDITIONS OF CHANGE MANAGEMENT USING DECISION-MAKING MODELS

©2026 KAZIUKA N. P., SHEKETA YE. YU., MATSOLA M. M., LEVANDIVSKYI O. T.

UDC 005.2:004.02:005.4
JEL: C44; D81; M15; O32

Kaziuka N. P., Sheketa Ye. Yu., Matsola M. M., Levandivskyi O. T. Conceptual Foundations of the Integration of Strategic Management, Business Planning and Project Management in the IT Sector under Conditions of Change Management Using Decision-Making Models

This article examines the conceptual foundations for integrating strategic management, business planning, and project management in the IT sector within the context of change management, utilizing modern models of managerial decision-making. The relevance of the study stems from the rapid digital transformation of the economy, increasing uncertainty, the dynamic nature of the external environment, and the growing complexity of management processes in IT companies, which necessitates the development of new integrated approaches to management in the context of digital transformation. The article demonstrates that strategic management in the IT sector should be viewed as a dynamic, multi-level system focused on continuous adaptation to changes in the dynamic external environment. It is determined that business planning serves to transform strategic goals into concrete action plans and resource allocation mechanisms, while project management ensures their practical implementation using agile methodologies (Agile, Scrum, and others). An important feature of the proposed approach is the integration of change management as a cross-cutting element that ensures the organization's adaptability and resilience. A conceptual model is proposed that integrates the strategic, tactical, and operational levels of management into a single system, supplemented by decision-making methods as its analytical core. The model provides for a feedback mechanism that ensures continuous monitoring, evaluation, and adjustment of management decisions in response to changes in the operating environment. It is demonstrated that the use of decision-making models allows for improving the soundness, quality, and timeliness of management decisions under conditions of high uncertainty. The developed integrated conceptual model combines strategic management, business planning, and project management with the application of decision-making models in the context of change management, as well as in determining their synergistic interaction in the IT sector. The practical significance of the results lies in the possibility of applying the proposed approach to improve management efficiency, optimize resource utilization, reduce uncertainty, and enhance the competitiveness of IT companies. The results contribute to the development of the theoretical and methodological foundations of integrated management and form the basis for further research in the application of artificial intelligence, data analytics, and decision support systems in the management of IT enterprises.

Keywords: *management decision-making methods; strategic IT management; business process planning; IT project management; change management.*
Fig.: *2.* ***Tabl.:*** *1.* ***Bibl.:*** *18.*

Kaziuka Nataliia P. *– PhD (Economics), Associate Professor, Associate Professor of the Department of Management in Information Technology, Vasyl Stefanyk Carpathian National University (57 Shevchenka Str., Ivano-Frankivsk, 76018, Ukraine)*
E-mail: *nataliia.kaziuka@cnu.edu.ua*
ORCID: *https://orcid.org/0000-0001-9440-7431*
Researcher ID: *https://www.webofscience.com/wos/author/record/CAF-0941-2022*
Scopus Author ID: *https://www.scopus.com/authid/detail.uri?authorId=58500038800*

Sheketa Yevheniia Yu. *– PhD (Economics), Senior Lecturer of the Department of Management in Information Technology, Vasyl Stefanyk Carpathian National University (57 Shevchenka Str., Ivano-Frankivsk, 76018, Ukraine)*
E-mail: *yevheniia.sheketa@cnu.edu.ua*
ORCID: *https://orcid.org/0000-0001-7182-9447*
Researcher ID: *https://www.webofscience.com/wos/author/record/ACM-6703-2022*

Matsola Mykhailo M. *– PhD (Economics), Associate Professor, Head of the Department of Management in Information Technology, Vasyl Stefanyk Carpathian National University (57 Shevchenka Str., Ivano-Frankivsk, 76018, Ukraine)*
E-mail: *mykhailo.matsola@cnu.edu.ua*
ORCID: *https://orcid.org/0000-0002-5430-1891*
Researcher ID: *https://www.webofscience.com/wos/author/record/ITT-9370-2023*
Scopus Author ID: *https://www.scopus.com/authid/detail.uri?authorId=57224508724*

Levandivskyi Omelian T. *– D. Sc. (Economics), Professor, Head of the Department of Finance, Vasyl Stefanyk Carpathian National University (57 Shevchenka Str., Ivano-Frankivsk, 76018, Ukraine)*
E-mail: *omelian.levandivskyi@cnu.edu.ua*
ORCID: *https://orcid.org/0000-0002-5819-8377*
Researcher ID: *https://www.webofscience.com/wos/author/record/HTM-5422-2023*
Scopus Author ID: *https://www.scopus.com/authid/detail.uri?authorId=57312536500*

УДК 005.2:004.02:005.4
JEL: C44; D81; M15; O32

Казюка Н. П., Шекета Є. Ю., Мацола М. М., Левандівський О. Т. Концептуальні основи інтеграції стратегічного управління, бізнес-планування та управління проектами в IT-секторі в умовах управління змінами з використанням моделей прийняття рішень

У цій статті розглядаються концептуальні основи інтеграції стратегічного управління, бізнес-планування та управління проєктами в IT-секторі в контексті управління змінами з використанням сучасних моделей управлінського прийняття рішень. Актуальність дослідження обумовлена швидкою цифровою трансформацією економіки, зростанням невизначеності, динамічним характером зовнішнього середовища та збільшенням складності управлінських процесів в IT-компаніях, що потребує розробки нових інтегрованих підходів до управління в умовах цифрової трансформації. У статті показано, що стратегічне управління в IT-секторі слід розглядати як динамічну багаторівневу систему, орієнтовану на постійну адаптацію до змін у динамічному зовнішньому середовищі. Встановлено, що бізнес-планування служить для перетворення стратегічних цілей на конкретні плани дій та механізми розподілу ресурсів, тоді як управління проєктами забезпечує їх практичне впровадження за допомогою гнучких методологій (Agile, Scrum та інших). Важливою особливістю запропонованого підходу є інтеграція управління змінами як наскрізного елементу, що забезпечує адаптивність і стійкість організації. Пропонується концептуальна модель, яка інтегрує стратегічний, тактичний та операційний рівні управління в єдину систему, доповнену методами прийняття рішень як її аналітичним ядром. Модель передбачає механізм зворотного зв'язку, який забезпечує постійний моніторинг, оцінку та коригування управлінських рішень у відповідь на зміни операційного середовища. Показано, що використання моделей прийняття рішень дозволяє покращити обґрунтованість, якість і своєчасність управлінських рішень в умовах високої невизначеності. Розроблена інтегрована концептуальна модель поєднує стратегічне управління, бізнес-планування та управління проєктами із застосуванням моделей прийняття рішень у контексті управління змінами, а також визначення їх синергетичної взаємодії в IT-секторі. Практичне значення результатів полягає в можливості застосування запропонованого підходу для підвищення ефективності управління, оптимізації використання ресурсів, зменшення невизначеності та підвищення конкурентоспроможності IT-компаній. Отримані результати сприяють розвитку теоретичних і методологічних основ інтегрованого управління і формують основу для подальших досліджень щодо застосування штучного інтелекту, аналітики даних і систем підтримки прийняття рішень у керуванні IT-підприємствами.

Ключові слова: *методи прийняття управлінських рішень; стратегічне IT-управління; планування бізнес-процесів; управління IT-проєктами; управління змінами.*

Рис.: *2.* ***Табл.:*** *1.* ***Бібл.:*** *18.*

Казюка Наталія Петрівна *– кандидат економічних наук, доцент, доцент кафедри менеджменту в інформаційних технологіях, Карпатський національний університет імені Василя Стефаника (вул. Шевченка, 57, Івано-Франківськ, 76018, Україна)*
E-mail: *nataliia.kaziuka@cnu.edu.ua*
ORCID: *https://orcid.org/0000-0001-9440-7431*
Researcher ID: *https://www.webofscience.com/wos/author/record/CAF-0941-2022*
Scopus Author ID: *https://www.scopus.com/authid/detail.uri?authorId=58500038800*

Шекета Євгенія Юріївна *– кандидат економічних наук, старший викладач кафедри менеджменту в інформаційних технологіях, Карпатський національний університет імені Василя Стефаника (вул. Шевченка, 57, Івано-Франківськ, 76018, Україна)*
E-mail: *yevheniia.sheketa@cnu.edu.ua*
ORCID: *https://orcid.org/0000-0001-7182-9447*
Researcher ID: *https://www.webofscience.com/wos/author/record/ACM-6703-2022*

Мацола Михайло Михайлович *– кандидат економічних наук, доцент, завідувач кафедри менеджменту в інформаційних технологіях, Карпатський національний університет імені Василя Стефаника (вул. Шевченка, 57, Івано-Франківськ, 76018, Україна)*
E-mail: *mykhailo.matsola@cnu.edu.ua*
ORCID: *https://orcid.org/0000-0002-5430-1891*
Researcher ID: *https://www.webofscience.com/wos/author/record/ITT-9370-2023*
Scopus Author ID: *https://www.scopus.com/authid/detail.uri?authorId=57224508724*

Левандівський Омелян Тарасович *– доктор економічних наук, професор, завідувач кафедри фінансів, Карпатський національний університет імені Василя Стефаника (вул. Шевченка, 57, Івано-Франківськ, 76018, Україна)*
E-mail: *omelian.levandivskyi@cnu.edu.ua*
ORCID: *https://orcid.org/0000-0002-5819-8377*
Researcher ID: *https://www.webofscience.com/wos/author/record/HTM-5422-2023*
Scopus Author ID: *https://www.scopus.com/authid/detail.uri?authorId=57312536500*

The integration of strategic management, business planning, and project management processes in the IT sector is one of the key areas of development in modern management science and practice. Amid the digital transformation of the economy, rising uncertainty, rapid technological change, and global competition, IT companies are forced to operate in an environment characterized by the complexity, turbulence, and multidimensionality of management processes. This necessitates the development of new management approaches capable of ensuring alignment between strategic goals, tactical decisions, and operational activities in companies operating in the information technology sector, and, in particular, during the implementation of IT projects.

Despite significant advancements in theories of strategic management, business planning, and project management, contemporary academic literature reflects a fragmented examination of these areas, which prevents a full consideration of the interrelationships

between these components within the IT sector. The lack of a unified conceptual approach to integrating these elements leads to inconsistencies in management decisions, inefficient use of resources, and a reduction in organizations' adaptability to changes in the external environment.

Of particular relevance is the issue of formalizing decision-making processes, which serve as a key mechanism for coordination between the strategic, tactical, and operational levels of management in the context of the turbulent changes that characterize the ambiguous development of the IT sector. The growing volume of information, the complexity of choosing alternatives, and the need to account for numerous factors require the application of modern decision-making models that combine analytical, mathematical, and behavioral approaches.

The dynamic nature of the IT sector's development, the emergence of new business models – particularly platform-based and service-oriented ones – as well as the active implementation of agile project management methodologies necessitate a rethinking of traditional management approaches and the creation of an integrated system capable of ensuring the effective functioning of organizations in a changing digital environment.

The research hypothesis is the assumption that the operational effectiveness of IT companies can be significantly improved through the development and implementation of an integrated conceptual model that combines strategic management, business planning, and project management tools based on the systematic use of specialized decision-making methods. Such a model will ensure the alignment of business management processes, enhance the soundness of decision-making processes, and reduce uncertainty.

Current scientific research on the integration of strategic management, business planning, and project management in the IT sector provides a comprehensive view of transformational processes in the digital economy and identifies key approaches to improving the effectiveness of management decisions in times of change.

First and foremost, a significant body of research is devoted to digital transformation as the fundamental environment for the development of modern business. In particular, in the work by Kaida I. [9], digital transformation is viewed as a key factor in enhancing the competitiveness of enterprises, enabling adaptation to changes in the external environment and the development of new business models. A similar position is supported by Kalach G. and Korzhovnik Yu. [10, p. 136], who emphasize the transformation of enterprise management systems under the influence of digital technologies, which necessitates the integration of strategic and operational management approaches.

An important contribution to understanding integration processes in administration is research on the integration of business planning and change management in the context of sustainable economic development, including within the IT sector. Since adherence to the principles of sustainability is possible only through a comprehensive combination of strategic planning, resource allocation, and the effective implementation of management decisions [18, p. 193]. The most important priority should be ensuring alignment between strategic development goals, tactical measures, and operational activities, which is also relevant for the IT sector, operating in conditions of high dynamism and uncertainty.

A separate group consists of studies devoted to the transformation of project management in the context of digitalization and dynamic change. In particular, the works by Matsola M., Sheketa Ye., et al. [4, p. 468] identify new requirements for leadership and project management associated with the high level of uncertainty and complexity of the IT environment. Subsequent studies justify the use of innovative tools, models, and methods for managerial decision-making in the process of IT project management, particularly in conditions of change [6, p. 343].

The issue of adapting project management to crisis conditions is explored in the works of Peshko M. and Melnik O. [13, p. 18], who analyze the specifics of managing IT projects in a crisis, emphasizing the need for flexible approaches and rapid responses to external challenges. Similar aspects are also explored by Petryk M. and Garafonova O. [12, p. 87], who propose adaptive models for project management in the IT sector aimed at enhancing organizational resilience.

Research on the effectiveness of project management in the digital economy is also important. In particular, Bagley R. et al. [8, p. 48] view project management as a tool for implementing innovations, while Oliinyk A., Tolochii O., and Shcherbina Yu. [11, p. 65] focus on improving the effectiveness of enterprise management in the context of digitalization. In turn, Baryshevskyi A. [3, p. 36] advocates an integrated approach to business process management as the foundation for their optimization, which involves combining various management concepts.

Despite substantial scientific research, an analysis of the literature reveals a number of unresolved aspects of the problem under study, specifically: most scientific works focus on individual components – digital transformation, strategic management, or project management – without developing a comprehensive concept for their integration. At

the same time, existing approaches do not fully account for the specific characteristics of IT projects, particularly their dynamic nature, high level of uncertainty, and the need for flexible management. The issue of aligning strategic, tactical, and operational levels of management within a single integrated system also requires further research.

Thus, contemporary research establishes a theoretical foundation for understanding digital transformation processes, the development of project management, and the refinement of management approaches. At the same time, the lack of a comprehensive integrated approach to combining strategic management, business planning, and project management using specialized decision-making methods and models in the IT sector underscores the relevance of this study and defines its scientific novelty.

The ***aim*** of this article is to establish the conceptual foundations for integrating strategic management, business planning, and project management in the IT sector based on the use of decision-making models in changing conditions to ensure systematic, coordinated, and adaptive management of organizational activities.

Achieving this aim requires addressing a set of interrelated scientific tasks, including: deepening the theoretical foundations of strategic management, business planning, and project management in the context of their integration; studying the characteristics of the IT sector as a specific management environment; analyzing modern decision-making models and determining their role in ensuring the effectiveness of management processes; justifying a systematic approach to the integration of these components; and developing a conceptual model of integrated management.

Achieving this goal requires rethinking traditional management approaches and adapting them to the conditions of the digital economy, which entails taking into account factors such as uncertainty, the pace of change, innovation, and interdisciplinarity. This includes improving methods for analyzing, forecasting, and modeling management processes, as well as developing decision-support tools capable of ensuring effective interaction between different levels of management and enhancing the competitiveness of IT organizations.

In today's context of digital economic transformation, strategic management in the IT sector is taking on fundamentally new characteristics and features, driven by the high level of dynamism in both the external and internal environments [14], technological turbulence, and market globalization. Unlike traditional industries, where strategic planning can be carried out for the long term with relatively stable parameters [17], IT companies operate in an environment where strategic decisions require constant review and adaptation to the dynamic, rapidly changing conditions of the external environment.

The evolution of strategic management demonstrates a shift from classical approaches to more flexible and adaptive models. While early concepts were based on formalized planning and involved a clear management hierarchy, modern approaches focus on integration, flexibility, and rapid response to change. Of particular importance is resource-based theory [5], according to which an organization's competitive advantages are formed through unique resources and competencies, as well as the concept of dynamic capabilities, which emphasizes an organization's ability to adapt to change through the continuous updating of knowledge, processes, and technologies.

Thus, strategic management of an enterprise is one of the business control tools used by managers to achieve set goals; it focuses on analyzing the enterprise's external and internal environments to maximize the use of resources in relation to established goals [15]. Strategic management in the IT sector should be viewed as a multi-level system that includes environmental analysis, strategy formulation, implementation, and control. Environmental analysis involves examining both external and internal factors that influence the company's operations. Key tools here include PESTEL analysis, which assesses political, economic, social, technological, environmental, and legal factors, as well as industry analysis aimed at determining the level of competition [1, p. 28]. Strategy formulation in IT companies takes place amid a high degree of uncertainty, requiring the use of a scenario-based approach. Instead of a single forecast, several alternative scenarios of how events might unfold are considered, which helps increase the organization's resilience to external shocks. Strategy implementation is carried out through a system of business plans and a project portfolio, which ensure the transformation of strategic goals into concrete actions. A distinctive feature of strategic management in IT is the focus on innovation as a key factor in competitiveness. Innovative activities require significant investment and involve high risks, which underscores the importance of effective decision-making models.

Business planning is a vital tool for achieving an organization's strategic goals, as it ensures strategies are detailed and transformed into concrete action plans. In the IT sector, business planning has several specific characteristics related to the rapid pace of technological change, short product lifecycles, and the significant role of intellectual capital. The essence of

business planning lies in the development of a system of indicators that reflect the organization's goals, resources, processes, and expected results; a business plan performs several key functions: planning, coordination, control, and attracting investment [16]. In the IT sector, it also serves as a communication tool between technical and managerial departments.

Methodologically, business planning can be carried out using various approaches. The classical approach involves developing a detailed plan with a clear structure and long-term forecasts. However, in today's environment, flexible approaches such as Lean and Agile are becoming increasingly widespread. The Lean-approach focuses on rapidly testing business hypotheses using a minimum viable product, which helps reduce risks and costs. Agile planning involves an iterative process in which the plan is continuously adjusted in response to changes in the external environment.

The choice of business model plays a key role in business planning. In the IT sector, common models include SaaS, PaaS and marketplace, each of which determines the specifics of revenue generation, cost structure, and approaches to customer management. The choice of business model directly influences the management decision-making process, as it defines the key success factors.

In turn, project management serves as the primary tool for implementing business plans and strategic initiatives. In the IT sector, it takes on particular significance, as most products and services are developed in the form of projects. Traditional approaches to project management, such as the Waterfall model, are based on the sequential execution of phases and require detailed planning at the initial stage. However, in modern IT projects, such approaches often prove insufficiently effective due to the high uncertainty of requirements. Consequently, agile methodologies, particularly Agile, Scrum, and Kanban, have gained widespread adoption. The Agile approach involves iterative product development with regular feedback from the client. This allows for timely changes and improves the quality of the final product. Scrum, as one of the most common implementations of Agile, is based on short iterations (sprints), which ensures high development and adaptation speed.

An important aspect of project management is project portfolio management, which involves selecting and prioritizing projects in accordance with the organization's strategic goals (*Fig. 1*). This ensures the effective use of resources and maximizes economic benefits. Decision-making is a central element of management, linking strategic management, business planning, and project management [2, p. 294]. In today's complex and uncertain environment, management effectiveness depends largely on the quality of decisions made.

Classical decision-making theories are based on the assumption of the rationality of the decision-maker, who seeks to maximize utility. However, in real-world conditions, this assumption is often not met due to limitations in information, time, and cognitive capabilities. This has led to the development of behavioral approaches that account for the influence of psychological factors on the decision-making process.

The integration of these components is a prerequisite for the effective functioning of IT organizations (*Tbl. 1*).

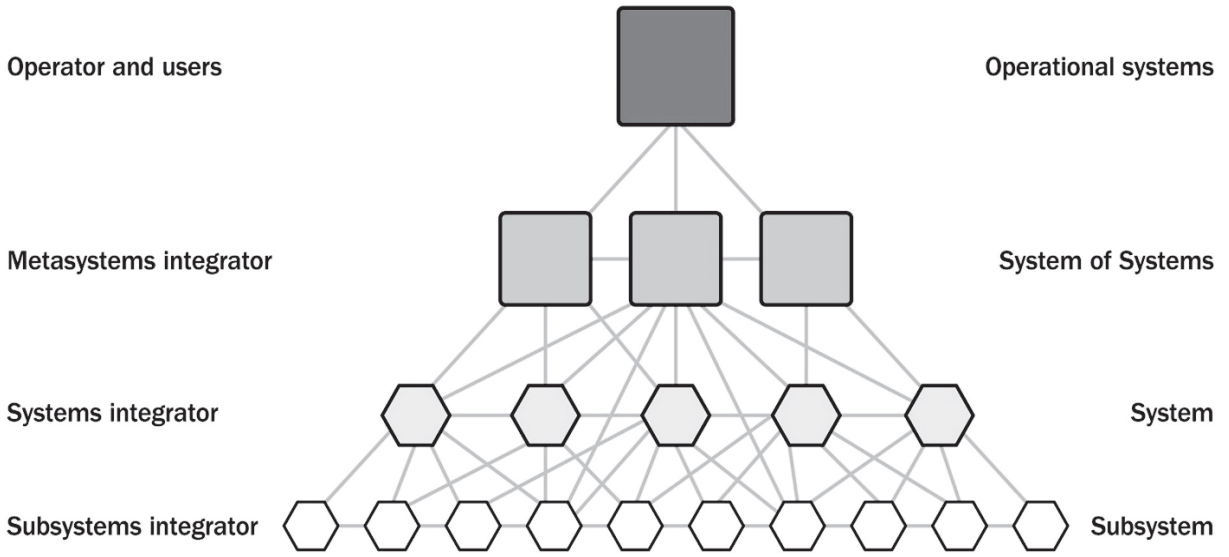

Fig. 1. The different levels of systems integration within the complex interorganizational project

Source: developed by the authors.

Table 1

Conceptual integration of strategic management, business planning, project management, and decision-making models in the IT sector under change management conditions

Component	Definition	Key Tools and Methods	Role in the IT Sector	Integration Function
Strategic Management	A process of defining long-term organizational goals and competitive positioning	SWOT, PESTEL, Balanced Scorecard, OKR	Establishes strategic direction and innovation priorities	Provides a foundation for business planning and project portfolio formation
Business Planning	Translation of strategic objectives into actionable plans and resource allocation	Business plans, financial modeling, roadmaps, KPIs	Aligns resources with strategic priorities	Bridges strategy and project execution
Project Management	Application of knowledge, skills, tools, and techniques to project activities	Agile, Scrum, Waterfall, PMBOK, DevOps	Ensures delivery of IT products and services	Operationalizes business plans and strategic initiatives
Change Management	Structured approach to transitioning individuals and organizations to a desired future state	ADKAR, Kotter's 8-step model, Lewin's model	Enhances organizational adaptability and resilience	Acts as a cross-cutting layer across all management levels
Decision-Making Models	Formalized approaches for selecting optimal alternatives under uncertainty	AHP, MCDA, decision trees, AI-based analytics	Improves decision quality in dynamic environments	Serves as an analytical core integrating all components

Source: compiled by the authors.

Modern decision-making models combine analytical and intuitive elements. The most common include decision trees, scenario analysis, sensitivity analysis, and multi-criteria optimization methods. Using these models allows for more well-founded decisions and reduces uncertainty. In the IT sector, decision-making models are applied at all levels of management: from strategic planning to operational project management. They enable the evaluation of alternatives, the forecasting of outcomes, and the selection of optimal courses of action.

It ensures consistency of actions across different management levels and facilitates the achievement of strategic goals. Specifically, integration is carried out based on a systems approach, which involves viewing the organization as a holistic system composed of interconnected elements. Within this approach, strategic management defines the direction of development, business planning formalizes objectives, and project management ensures their implementation. Information flows play a key role in the integration process, facilitating data transfer between management levels. Feedback enables the timely identification of deviations and the adjustment of actions.

The proposed conceptual model (*Fig. 2*) reflects the integration of strategic management, business planning, and project management systems in the IT sector amid dynamic economic changes. The model is structured as a multi-level management system consisting of strategic, tactical, and operational levels, interconnected by feedback mechanisms and supported by decision-making models. Thus, at the strategic level, organizations define their long-term vision, mission, and competitive positioning in response to a changing, uncertain, complex, and ambiguous external environment. The tactical level involves translating these strategic priorities into business plans, financial structures, and resource allocation mechanisms within the organization. At the operational level, project management methodologies (such as Agile, Scrum, etc.) can potentially ensure the implementation of strategic initiatives through iterative development and continuous delivery.

A distinctive feature of the model is the comprehensive integration of change management as a horizontal component, ensuring the organization's adaptability and its ability to respond to dynamic changes in the environment. In addition, decision-making models serve as the analytical core of the system, facilitating the approval and adoption of more informed management decisions based on data and

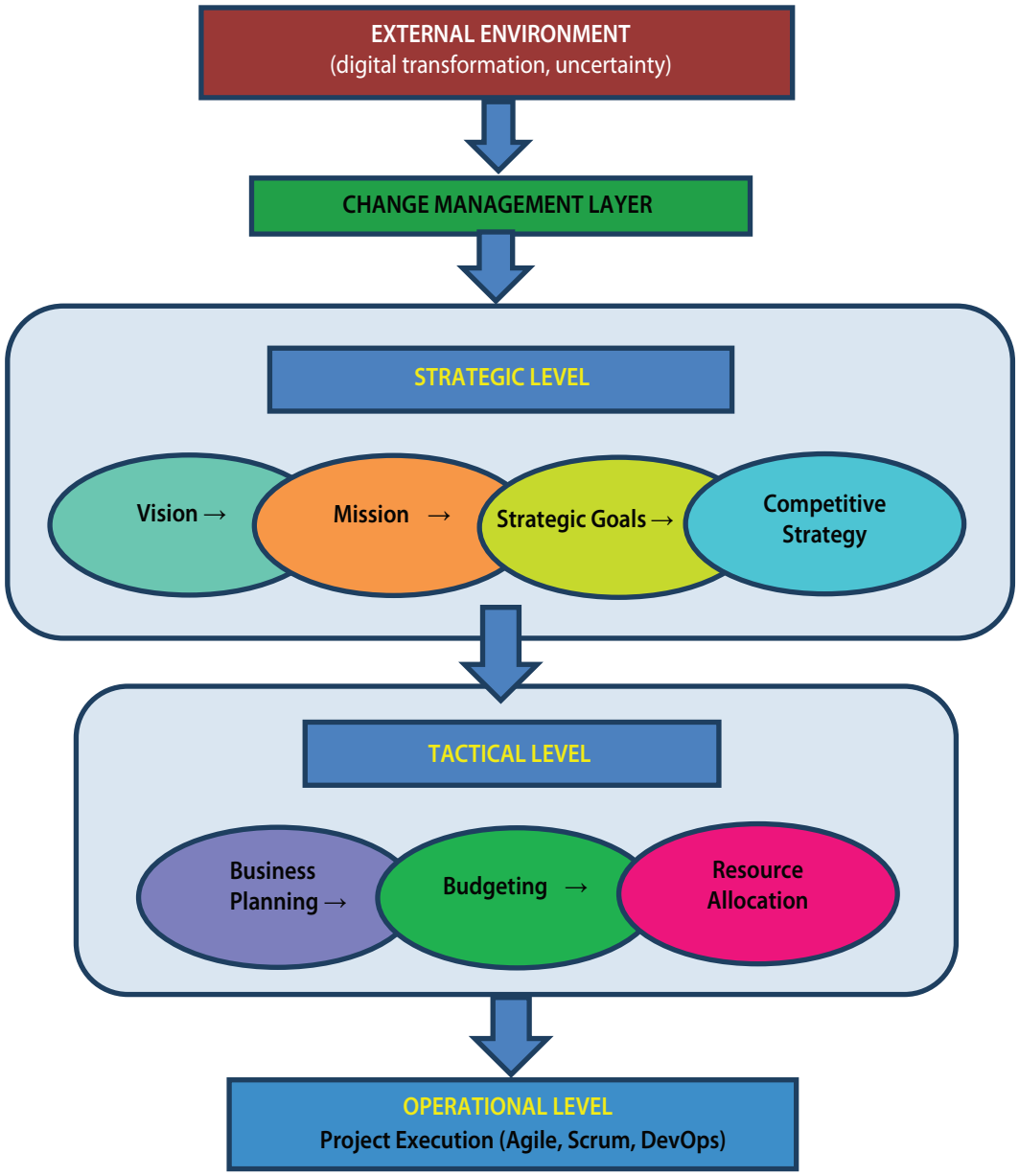

Fig. 2. Integrated model of strategic management, business planning, and project management in the IT sector under change management conditions

Source: compiled by the authors.

actual performance metrics at all levels. At the same time, the feedback loop built into the model enables continuous performance evaluation and strategic adjustments, thereby ensuring alignment between organizational goals and operational results. The proposed conceptual model reflects the systematic integration of strategic management, business planning, and project management into a single conceptual model; incorporates change management functions as continuous and cross-functional processes, rather than as a separate tool; defines decision-making models as a central analytical mechanism that enhances management effectiveness; proposes the introduction of dynamic alignment in a turbulent IT environment; provides for explicit consideration of digital transformation and uncertainty factors within the management integration system.

The integration of strategic management, business planning, and project management creates a synergistic effect, which manifests itself in increased organizational performance. Thus, integration reduces coordination costs, speeds up decision-making, and improves the quality of management. The synergistic effect is achieved through: aligning goals, optimizing resources, increasing process transparency, and reducing uncertainty.

CONCLUSIONS

The theoretical study conducted leads to the conclusion that the integration of strategic management, business planning, and project management in the IT sector is not only advisable but also a critical prerequisite for ensuring the competitiveness of organizations in today's digital environment. After all, each of these components plays a distinct functional role in the management system: strategic management defines long-term development goals, business planning translates them into specific economic and organizational parameters, and project management ensures the practical implementation of the defined objectives.

At the same time, decision-making models serve as the key integrative mechanism in this system, ensuring the coordination of management actions at all levels, increasing the soundness of alternative choices, and helping to reduce uncertainty. The application of modern analytical and behavioral decision-making models allows for the consideration of both quantitative and qualitative parameters of the operating environment of IT companies. At the same time, an integrated approach generates a synergistic effect, which manifests itself in increased resource efficiency, reduced project implementation time, improved quality of management decisions, and enhanced organizational adaptability to changes in the external environment. This is particularly important in the context of digital transformation, where the speed of decision-making and the capacity for innovation become decisive factors for success.

However, the research results also indicate the presence of a number of unresolved issues that require further scientific study. In particular, promising areas for further research include: the development of integrated economic-mathematical decision-support models adapted to the conditions of the IT sector; the study of the impact of artificial intelligence and machine learning on strategic management and project management processes; the formulation of methodological approaches to evaluating the effectiveness of integrated management systems; analysis of the risks of digital transformation and the development of mechanisms to minimize them; studying the specifics of knowledge and intellectual capital management within integrated systems; and researching the behavioral aspects of decision-making in IT project teams. Further development of these areas will help establish a more robust theoretical and methodological foundation for implementing integrated management and enhancing the operational efficiency of IT companies in a global competitive environment. ■

BIBLIOGRAPHY

1. Harake M. Project Management and Business Modeling: Methodologies, Frameworks, and Strategic Alignment. *PM World Journal*. Vol. XIV, Iss. V, May 2025. P. 20–35. URL: https://pmworldlibrary.net/wp-content/uploads/2025/05/pmwj152-may2025-Harake-Project-Management-and-Business-Modeling.pdf
2. Hornstein H. A. The integration of project management and organizational change management is now a necessity. *International Journal of Project Management*. 2015. Vol. 33, Iss. 2. P. 291–298. DOI: https://doi.org/10.1016/j.ijproman.2014.08.005
3. Baryshevskyi A. Integrated management approach to business process optimization. *Інтегроване стратегічне управління, управління портфелями, програмами, проєктами*. Тези доповідей 16-ї Міжнар. наук.-практ. конф. (м. Харків, 17–19 лютого 2026 р.). Харків, 2026. С. 35–36. URL: https://repository.kpi.kharkov.ua/items/96e6849b-e19b-4c24-a2d1-30821b029da5
4. Matsola M. M., Trukhan L. M., Sheketa Ye. Yu., Kaziuka N. P. Transformation of Modern Project Management: a New Generation of Leaders who Shape the Future. *Бізнес Інформ*. 2025. № 8. С. 462–470. DOI: https://doi.org/10.32983/2222-4459-2025-8-462-470
5. Pu Y., Li H., Hou W. et al. The analysis of strategic management decisions and corporate competitiveness based on artificial intelligence. *Scientific Reports*. 2025. Iss. 15. Art. 17942. DOI: https://doi.org/10.1038/s41598-025-02842-x
6. Sheketa Ye. Yu., Kaziuka N. P., Matsola M. M., Kukhnii L. S. Strategic Management of Ukraine's IT Sector: Economic and Statistical Aspects of Business Decision-Making to Enhance Competitiveness. *Бізнес Інформ*. 2026. № 2. С. 336–345. DOI: https://doi.org/10.32983/2222-4459-2026-2-336-345
7. Whyte J., Davies A. Reframing Systems Integration: A Process Perspective on Projects. *Project Management Journal*. 2021. Vol. 52. P. 1–33. DOI: https://doi.org/10.1177/8756972821992246
8. Баглей Р. Р., Бучинська Т. В., Гомотюк В. О. Застосування проєктного менеджменту в умовах цифрової економіки. *Інноваційна економіка*. 2022. № 1–2. С. 45–52. DOI: https://doi.org/10.37332/2309-1533.2022.1.20
9. Кайда І. Ф. Цифрова трансформація як ключовий фактор підвищення конкурентоспроможності українського бізнесу. *Економіка та суспільство*. 2025. № 72. DOI: https://doi.org/10.32782/2524-0072/2025-72-103
10. Калач Г. М., Коржовник Ю. В. Цифрова трансформація системи менеджменту підприємства. *Економічний простір*. 2026. № 208. С. 134–140. DOI: https://doi.org/10.30838/EP.208.134-140

11. Олійник А., Толочій О., Щербина Ю. Ефективність проєктного менеджменту сучасних підприємств в умовах диджиталізації. *Вісник Полтавського державного аграрного університету*. 2024. Вип. 2. С. 60–68. DOI: https://doi.org/10.32782/pdau.eco.2024.2.8
12. Петрик М. О., Гарафонова О. В. Управління проєктами у сфері IT: адаптивні моделі в кризових умовах. *Вісник економіки, транспорту та промисловості*. 2025. № 52. С. 78–89. DOI: https://doi.org/10.31891/2307-5740-2025-344-4-3
13. Пешко М. І., Мельник О. Г. Адаптація проєктного менеджменту під час IT-кризи 2022–2023 років. *Проблеми економіки*. 2024. № 1. С. 14–19. DOI: https://doi.org/10.32983/2222-0712-2024-1-14-19
14. Реалізація стратегії в IT-рішенні: *LEO PPM*. URL: https://www.leoppm.com/
15. Рудницька О., Комаровський А. Стратегічне управління підприємством як важлива складова системи менеджменту. *Економіка та суспільство*. 2023. № 57. DOI: https://doi.org/10.32782/2524-0072/2023-57-128
16. Стратегічне планування в IT. *Платформа «Дія.Бізнес»*. URL: https://business.diia.gov.ua/consultations/stratehichne_planuvannia_v_it
17. Стратегічне управління та планування. *Портал управління знаннями*. URL: https://pdp.nacs.gov.ua/courses/stratehichne-upravlinnia-ta-planuvannia-52
18. Шекета Є. Ю., Казюка Н. П. Ефективний менеджмент сфери туризму як запорука сталого економічного розвитку об'єднаних територіальних громад Прикарпаття. *Актуальні проблеми розвитку економіки регіону*. 2021. Вип. 17. Т. 2. С. 189–195. DOI: https://doi.org/10.15330/apred.2.17.189-195

REFERENCES

Bahlei R. R., Buchynska T. V. & Homotiuk V. O. (2022). Zastosuvannia proiektnoho menedzhmentu v umovakh tsyfrovoi ekonomiky [Application of project management in the conditions of digital economy]. *Innovatsiina ekonomika, 1–2*, 45–52. https://doi.org/10.37332/2309-1533.2022.1.20

Baryshevskyi A. (2026). Integrated management approach to business process optimization. *Intehrovane stratehichne upravlinnia, upravlinnia portfeliamy, prohramamy, proiektamy*. Tezy dopovidei 16-yi Mizhnar. nauk.-prakt. konf. (m. Kharkiv, 17–19 liutoho 2026 r.) [Integrated strategic management, portfolio, program, and project management. Abstracts of the 16th International scientific and practical conf. (Kharkiv, February 17–19, 2026)] (p. 35–36). Kharkiv. https://repository.kpi.kharkov.ua/items/96e6849b-e19b-4c24-a2d1-30821b029da5

Harake M. Project Management and Business Modeling: Methodologies, Frameworks, and Strategic Alignment. *PM World Journal, V*(XIV), 20–35. https://pmworldlibrary.net/wp-content/uploads/2025/05/pmwj152-may2025-Harake-Project-Management-and-Business-Modeling.pdf

Hornstein H. A. (2015). The integration of project management and organizational change management is now a necessity. *International Journal of Project Management, 2*(33), 291–298. https://doi.org/10.1016/j.ijproman.2014.08.005

Kaida I. F. (2025). Tsyfrova transformatsiia yak kliuchovyi faktor pidvyshchennia konkurentospromozhnosti ukrainskoho biznesu [Digital transformation as a key factor of increasing the competitiveness of Ukrainian business]. *Ekonomika ta suspilstvo, 72*. https://doi.org/10.32782/2524-0072/2025-72-103

Kalach H. M. & Korzhovnyk Yu. V. (2026). Tsyfrova transformatsiia systemy menedzhmentu pidpryiemstva [Digital transformation of the enterprise management system]. *Ekonomichnyi prostir, 208*, 134–140. https://doi.org/10.30838/EP.208.134-140

leoppm.com. *Realizatsiia stratehii v IT-rishenni: LEO PPM* [Strategy realization in an IT solution: LEO PPM]. https://www.leoppm.com/

Matsola M. M., Trukhan L. M., Sheketa Ye. Yu. & Kaziuka N. P. (2025). Transformation of Modern Project Management: a New Generation of Leaders who Shape the Future. *Biznes Inform, 8*, 462–470. https://doi.org/10.32983/2222-4459-2025-8-462-470

Oliinyk A., Tolochii O. & Shcherbyna Yu. (2024). Efektyvnist proiektnoho menedzhmentu suchasnykh pidpryiemstv v umovakh dydzhytalizatsii [Efficiency of project management of modern enterprises in the conditions of digitalization]. *Visnyk Poltavskoho derzhavnoho ahrarnoho universytetu, 2*, 60–68. https://doi.org/10.32782/pdau.eco.2024.2.8

Peshko M. I. & Melnyk O. H. (2024). Adaptatsiia proiektnoho menedzhmentu pid chas IT-kryzy 2022–2023 rokiv [Adaptation of project management during the IT crisis of 2022–2023]. *Problemy ekonomiky, 1*, 14–19. https://doi.org/10.32983/2222-0712-2024-1-14-19

Petryk M. O. & Harafonova O. V. (2025). Upravlinnia proiektamy u sferi IT: adaptyvni modely v kryzovykh umovakh [Project management in the field of IT: adaptive models in crisis conditions]. *Visnyk ekonomiky, transportu ta promyslovosti, 52*, 78–89. https://doi.org/10.31891/2307-5740-2025-344-4-3

Platforma «Diia.Biznes». *Stratehichne planuvannia v IT* [Strategic planning in IT]. https://business.diia.gov.ua/consultations/stratehichne_planuvannia_v_it

Portal upravlinnia znanniamy. *Stratehichne upravlinnia ta planuvannia* [Strategic management and planning]. https://pdp.nacs.gov.ua/courses/stratehichne-upravlinnia-ta-planuvannia-52

Pu Y., Li H. & Hou W. (2025). The analysis of strategic management decisions and corporate competitiveness based on artificial intelligence. *Scientific Reports, 15*, Art. 17942. https://doi.org/10.1038/s41598-025-02842-x

Rudnytska O. & Komarovskyi A. (2023). Stratehichne upravlinnia pidpryiemstvom yak vazhlyva skladova

systemy menedzhmentu [Strategic management of an enterprise as an important component of the management system]. *Ekonomika ta suspilstvo, 57*. https://doi.org/10.32782/2524-0072/2023-57-128
Sheketa Ye. Yu., Kaziuka N. P., Matsola M. M. & Kukh-nii L. S. (2026). Strategic Management of Ukraine's IT Sector: Economic and Statistical Aspects of Business Decision-Making to Enhance Competitiveness. *Biznes Inform, 2*, 336–345. https://doi.org/10.32983/2222-4459-2026-2-336-345
Sheketa Ye. Yu. & Kaziuka N. P. (2021). Efektyvnyi menedzhment sfery turyzmu yak zaporuka staloho ekonomichnoho rozvytku obiednanykh terytorialnykh hromad Prykarpattia [Effective tourism management as a guarantee of sustainable economic development of unified territorial communities of Precarpathia]. *Aktualni problemy rozvytku ekonomiky rehionu, 17*(2), 189–195. https://doi.org/10.15330/apred.2.17.189-195
Whyte J. & Davies A. (2021). Reframing Systems Integration: A Process Perspective on Projects. *Project Management Journal, 52*, 1–33. https://doi.org/10.1177/8756972821992246

Стаття надійшла до редакції / Received: 09.04.2026
Статтю прийнято до публікації / Accepted: 22.04.2026
Оприлюднено / Published: 23.06.2026

УДК 330.131.7:338.47:656.13
JEL: C10; E31; L91; M21
DOI: https://doi.org/10.32983/2222-4459-2026-4-649-658

ЗОВНІШНЄ СЕРЕДОВИЩЕ БІЗНЕСУ АВТОПРОКАТУ: СТАТИСТИЧНИЙ ВИМІР ВПЛИВУ ТА ДИНАМІКА ЗМІН

©2026 **ДРУЖИНІНА В. В., САКУН Л. М., СУХОМЛИН Л. В., АЛЬОХІН Є. О.**

УДК 330.131.7:338.47:656.13
JEL: C10; E31; L91; M21

Дружиніна В. В., Сакун Л. М., Сухомлин Л. В., Альохін Є. О. Зовнішнє середовище бізнесу автопрокату: статистичний вимір впливу та динаміка змін

У статті досліджено вплив факторів зовнішнього середовища на функціонування підприємств автопрокату в умовах сучасних економічних трансформацій. Метою дослідження є комплексний статистичний аналіз економічних, соціальних, політичних і технологічних детермінант та оцінка їх впливу на результати діяльності підприємств оренди автомобілів, а також визначення динаміки змін ринкового середовища. Робота обґрунтовує необхідність урахування зовнішніх факторів у процесі формування ефективних управлінських рішень і стратегій розвитку. Методологічною основою дослідження є статистичний і порівняльний аналіз, PEST-аналіз. Інформаційну базу становлять офіційні статистичні дані щодо інфляції, валютного курсу, безробіття, міграційних процесів, а також галузеві показники, зокрема ціни на паливо та транспортні витрати. У результаті дослідження встановлено високу залежність бізнесу автопрокату від зовнішнього середовища. Доведено, що найбільший вплив мають економічні та політичні чинники, зокрема військова ситуація, інфляція, валютні коливання та зростання вартості пального. Соціальні фактори, такі як міграція та рівень зайнятості, формують додатковий попит на послуги. Результати PEST-аналізу (інтегральний показник 4,10) підтверджують критичну чутливість підприємств до змін зовнішніх умов. Водночас технологічні чинники створюють можливості для підвищення ефективності діяльності. Рамки дослідження визначаються галузевою та регіональною спрямованістю (ринок автопрокату, Полтавська область). Перспективи подальших досліджень пов'язані з удосконаленням економетричних моделей прогнозування та застосуванням методів машинного навчання. Практичне значення полягає у використанні результатів для стратегічного планування, підвищення обґрунтованості управлінських рішень, мінімізації ризиків і зростання конкурентоспроможності. Соціальні наслідки пов'язані з урахуванням впливу мобільності населення та міграційних процесів на розвиток транспортних послуг. Оригінальність роботи полягає у поєднанні статистичного аналізу макро- і соціальних показників із прикладним дослідженням ринку автопрокату, що дозволяє сформувати практичні рекомендації адаптації бізнесу до сучасних викликів.

Ключові слова: *зовнішнє середовище; бізнес автопрокату; PEST-аналіз; статистичний аналіз; макроекономічні фактори; управлінські рішення; інфляція; валютний курс.*
Рис.: *3.* ***Табл.:*** *5.* ***Бібл.:*** *20.*

Дружиніна Вікторія Валеріївна *– доктор економічних наук, професор, декан факультету економіки і управління, Кременчуцький національний університет імені Михайла Остроградського (вул. Університетська, 20, Кременчук, 39600, Україна)*
E-mail: *drughinina.vd@gmail.com*
ORCID: *https://orcid.org/0000-0001-8776-1408*
Researcher ID: *https://www.webofscience.com/wos/author/record/Z-1956-2019*
Scopus Author ID: *https://www.scopus.com/authid/detail.uri?authorId=36175347900*
Сакун Леся Миколаївна *– кандидат економічних наук, доцент, доцент кафедри менеджменту і маркетингу, Кременчуцький національний університет імені Михайла Остроградського (вул. Університетська, 20, Кременчук, 39600, Україна)*
E-mail: *lesyasakun13@gmail.com*
ORCID: *https://orcid.org/0000-0001-5113-4154*
Researcher ID: *https://www.webofscience.com/wos/author/record/ABE-3081-2021*
Scopus Author ID: *https://www.scopus.com/authid/detail.uri?authorId=57220202047*