DOI: https://doi.org/10.32782/2523-4803/75-4-8

UDC 004.8:005.21

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INTELLIGENT TECHNOLOGIES AS A FACTOR IN THE FORMATION OF A DIGITAL ENTERPRISE DEVELOPMENT STRATEGY

In the article, the role of intellectual technologies as a key factor in the formation of a digital strategy for enterprise development is considered. The author focuses on the functionality of such technologies as artificial intelligence, big data, machine learning, the Internet of Things, cloud computing, and digital twins. It is substantiated that these tools not only optimize operational processes but also have a significant impact on strategic analysis, risk modeling, goal setting, and business models. The importance of the digital maturity of an enterprise in the context of the introduction of intelligent technologies is determined. The article is aimed at understanding the place of digital innovations in the strategic management system and preparing enterprises for the challenges of the digital economy.

Key words: *intelligent technologies, digital strategy, business processes, strategic management, development, digital transformation, digital maturity, management solutions, Artificial Intelligence, Big Data.*

Formulation of the problem. In today's rapidly digitalizing business environment, companies are forced to reconsider their approaches to strategic management. Traditional management models are being transformed, with intelligent technologies such as artificial intelligence (AI), machine learning (ML), big data, the Internet of Things (IoT), cloud computing and other digital tools playing a central role. They not only automate certain operational processes, but also radically change approaches to the development and implementation of strategic decisions.

According to the McKinsey Global Institute, more than 70% of companies worldwide have already integrated at least one component of intelligent technologies into their business processes, and about 30% are transforming their strategies to take into account the capabilities of artificial intelligence [1]. Similar data are confirmed by the World Economic Forum reports, which state that by 2025, most business management tasks will be either partially or fully delegated to digital systems [2].

The successful implementation of a digital strategy allows businesses to increase management efficiency, reduce costs, improve customer experience, and create new sources of competitive advantage.

This topic is especially relevant in the context of the post-pandemic global economic recovery, instability of global markets, growing competition, and the development of new data-driven business models. In these conditions, it is intelligent technologies that are driving the strategic rethinking of business: from automation to management decision-making based on in-depth data analysis and predictive modeling [3].

For Ukrainian enterprises, this problem is no less urgent. After the outbreak of a full-scale war, digital transformation has become not only a tool for adapting to new realities, but also an important factor in maintaining operational stability, finding new markets, and increasing efficiency. The introduction of intelligent technologies in management allows Ukrainian businesses not only to reduce the impact of crisis factors but also to integrate into global value chains focused on digital solutions [4].

Despite considerable scientific and applied interest in the topic of digital transformation, the impact of intelligent technologies on the strategic planning of enterprise development remains insufficiently studied. The relevance of this issue is growing in the context of constant changes in the technological environment, the growth of information and the need for adaptive and dynamic strategies.

Analysis of recent research and publications. The issue of the impact of intellectual technologies on strategic management and digital transformation of enterprises is being actively studied by both foreign and Ukrainian schol-

ars. Much attention is paid to the capabilities of artificial intelligence (AI), big data, cloud computing and other digital tools that transform strategic decision-making.

The study of Brynjolfsson E. and McAfee A. [5] emphasizes that intelligent technologies are shaping a new digital economy, where companies that own data and are able to analyze it effectively gain strategic advantages. The authors note that a successful digital transformation requires a revision of corporate strategy, including new approaches to innovation, risk management and adaptability.

Porter M. E. and Heppelmann J. E. in their publications [6] explore the relationship between the introduction of digital technologies and the competitive advantage of the enterprise. They emphasize the importance of creating integrated digital strategies that take into account changes in the value creation model, especially through analytics and intelligent platforms.

In the paper [7], Davenport T. H. and Ronanki R. describe practical examples of the use of artificial intelligence in management, in particular, in analytics automation, process optimization, and decision support. The authors identify three main areas of AI's impact on strategy: increasing efficiency, developing personalized approaches to customers, and creating new business models.

Ukrainian scientific publications also actively consider the topics of digitalization and smart technologies. For example, Pavlovskyi M., Hatska L. and Zavadska O. [8] study the digital transformation of business under conditions of uncertainty, focusing on the role of intelligent technologies in the strategic management of enterprises. The authors note that in the context of digitalization, it is necessary to introduce new business models focused on data, flexibility and innovation.

The study of Taranych A. and Pelekhatskyi D. [9] is devoted to the role of artificial intelligence in strategic management systems of an enterprise, where the authors emphasize the need to integrate intelligent technologies into strategic planning to achieve flexibility and long-term efficiency.

In general, most modern studies agree that intelligent technologies not only change individual business processes but are a key factor in shaping new enterprise development strategies. At the same time, the issues of assessing the effectiveness of implementing such technologies, transforming organizational culture, and preparing management personnel to work in the digital economy remain relevant.

Formulation of the purpose of the article. The purpose of the article is to justify the theoretical and methodological foundations and practical approaches to the implementation of intelligent technologies in the process of strategic management of organizational development of enterprises in the context of digital transformation.

In order to achieve this goal, the following tasks are envisaged in the article:

1. To analyze modern scientific approaches to defining the essence of intelligent technologies and their role in managing the development of organizations.

2. To reveal the content and specifics of strategic management in the context of digitalization of the economy.

3. Evaluate the key areas and examples of the use of intelligent technologies (AI, Big Data, IoT, etc.) in management processes.

4. Formulate practical recommendations for the integration of intelligent technologies into the system of strategic management of organizational development.

Presentation of the main research material. In today's conditions of rapid technological progress and digital transformation of the economy, the formation of an effective digital strategy for enterprise development is a key factor in its long-term competitiveness. A digital strategy is seen as an integrated part of an organization's overall strategy, which involves the use of digital technologies to achieve strategic goals, increase productivity, innovation and adaptability to environmental changes.

Modern scientific approaches define digital strategy as a multicomponent management system based on:

– data-driven management – decision-making based on the analysis of large amounts of data (Big Data), which allows for a flexible response to market changes and customer needs;

– flexibility and adaptability – the ability to quickly update business processes in accordance with external challenges and technological innovations;

– integration of digital tools into all levels of management – from operations to strategic planning;

– creation of a culture of digital innovation – formation of a management philosophy that supports experiments, digital initiatives and continuous staff training [10].

Scientists and practitioners of digital transformation unanimously point out that to ensure effective strategic management of digital changes, enterprises must adhere to a certain structure of digital strategy. In particular, its key elements include [11–13]:

– digital maturity assessment of the enterprise, which allows you to identify the organization's readiness for digital changes and identify the main barriers;

– formulating a digital vision and strategic goals, which involves determining the role of digital technologies in implementing the company's mission, as well as setting SMART transformation goals;

– development of a digital roadmap that ensures the sequence of actions, prioritization, timing and stages of digital implementation;

– selection of digital platforms and tools (ERP, CRM, artificial intelligence, cloud solutions, etc.) that form the technical basis of the new business model;

– management of digital changes, including the development of digital leadership, risk management, communication with stakeholders, staff engagement and continuous monitoring of implementation effectiveness.

These components form an integral system of strategic management of the digital development of organizations, contributing to the competitiveness and flexibility of business in the face of global challenges.

A digital strategy is not just a technological document – it combines technical, organizational, cultural, and financial aspects of enterprise development. Its implementation

requires a systematic approach to change, transformation of management models, and rethinking customer value in the digital age.

Digital strategies are being actively developed in various sectors of the economy. According to Deloitte research, more than 89% of business leaders consider digital transformation to be a key factor in long-term development [14]. At the same time, companies that have a clear digital strategy are on average 23% more likely to achieve their strategic goals than those that do not [15].

Thus, the digital strategy of enterprise development acts not only as a technical or operational tool, but also as a conceptual framework for strategic management in the digital economy. Its effectiveness largely depends on the introduction of intelligent technologies that provide flexibility, scalability and analytical support for management decisions.

That is why it is important to take a closer look at the role of intelligent technologies in the context of strategic management of organizational development, as they create new opportunities for improving the efficiency and competitiveness of modern enterprises.

In the context of rapid digitalization of the business environment, intelligent technologies are not just automation tools, but key factors that determine the direction and quality of strategic management of organizational development. They open up new opportunities for increasing the efficiency, innovation and adaptability of organizations in rapidly changing market conditions [16].

First of all, it should be noted that intelligent technologies such as artificial intelligence (AI), machine learning, big data, the Internet of Things (IoT), and blockchain significantly expand the analytical potential of management systems. Thanks to them, organizations are able to collect, process, and analyze huge amounts of information in real time, which ensures more informed and timely decision-making at the strategic level [1].

In particular, assessing the digital maturity of an organization and formulating a digital vision become the basic stages in the process of developing and implementing a development strategy. This allows enterprises to identify their strengths and weaknesses, as well as to prioritize investment in intelligent technologies to achieve competitive advantages [17].

Furthermore, the use of intelligent technologies enables the automation of routine operational processes, which reduces management's time and resources, allowing them to focus on the development and implementation of long-term strategic goals. For example, the use of robotic process automation (RPA) and digital assistants increases the productivity and quality of management decisions.

In addition, intelligent technologies contribute to the creation of new business models focused on digital platforms and ecosystems. They stimulate innovation by opening up access to new markets and consumers, as well as provide flexibility and speed of adaptation to changes in the environment.

Thus, the role of intelligent technologies in the strategic management of organizational development is multifaceted and fundamental. They not only transform operations, but also change the very nature of strategic thinking, defining new benchmarks for the sustainable and competitive development of modern organizations.

Intelligent technologies are key elements of the digital transformation of organizations that significantly change approaches to strategic management. They help automate processes, improve the quality of decision-making, and contribute to the development of new business models.

Below are the main smart technologies, their brief definitions and management functions.

These technologies not only increase the efficiency of operations but also create the basis for new business models and strategic decisions. Intelligent technologies, such as artificial intelligence, machine learning, big data, the Internet of Things, cloud computing, and digital twins, play a key role in the digital transformation of modern organizations. They significantly expand management capabilities, improve the efficiency and quality of decision-making, automate routine processes, and open up new ways for innovation and the creation of digital business models. The systematic implementation of these technologies provides companies with competitive advantages, increases their adaptability in a rapidly changing business environment, and shapes new approaches to organizational development.

Intelligent technologies today are not only tools for operational optimization, but also the foundation for an effective digital strategy for enterprises. They affect key

Table 1

Main intelligent technologies and their functions in strategic management

Technology	Short description	Main functions in management	Application example
Artificial Intelligence (AI)	Imitation of human cognitive functions	Decision automation, analytics, process optimization	Chatbots for customer support, risk analysis
Machine Learning (ML)	Data-driven system training	Prediction, classification, pattern detection	Demand forecasting, fraud detection
Big Data	Analysis of large arrays of heterogeneous data	Market trends, customer behavior, risk analytics	User behavior analysis, market segmentation
Internet of Things (IoT)	Sensor network	Asset monitoring, automation, process control	Logistics tracking, production management
Cloud computing (Cloud)	Providing resources via the Internet	Flexibility, scalability, availability of services	Data storage, remote work of employees
Digital Twins	Virtual copies of physical objects	Modeling, scenario testing, optimization	Modeling production lines, testing new products

Source: systematized by the authors based on [1; 3; 5–12; 16; 17]

elements of strategic management that ensure the adaptability and competitiveness of organizations in a changing environment. It is important to understand how these technologies are integrated into the process of forming an organization's digital strategy. The following Table 2 reveals the relationship between intelligent technologies and key elements of the digital strategy, demonstrating specific examples of their impact on strategic analysis, risk forecasting, goal setting, and other critical management functions. This integrated approach allows not only to automate operational processes, but also to ensure the strategic vision and adaptability of organizations in the digital environment.

The analysis demonstrates that intelligent technologies are significantly transforming all key elements of a company's digital strategy. They provide a deeper strategic analysis, improve the accuracy of risk forecasting, contribute to the formation of flexible and adaptive business models, and optimize the processes of human resources management and monitoring of key performance indicators (KPIs). Thus, the integration of technologies such as artificial intelligence, big data analytics, the Internet of Things, and cloud computing is not only desirable but also a necessary condition for the formation of a sustainable digital strategy focused on long-term development and competitiveness.

In view of the above, there is a need to formulate practical recommendations for the effective implementation of intelligent technologies in the strategic management of the digital transformation of enterprises. In particular, it is advisable to take into account the following:

1. Conduct a comprehensive assessment of the digital maturity of the enterprise, which will determine the current level of readiness for transformation, identify technological and organizational gaps, and formulate a realistic roadmap for digital development.

2. Integrate intelligent technologies into the process of strategic analysis and forecasting, in particular through the introduction of business intelligence systems, predictive analytics based on big data and AI solutions for modeling risk scenarios.

3. Develop an adaptive digital strategy focused on the dynamic change of the external environment, which involves the use of digital tools to create flexible business models, rapidly restructure value chains and actively use digital platforms.

4. Ensure the digital transformation of HR management, including the use of cloud-based HRM systems, AI algorithms for personnel recruitment and evaluation, and the implementation of continuous training programs in digital competencies.

5. Establish an effective system for monitoring key performance indicators (KPIs) based on integrated digital dashboards, which will allow management to respond quickly to changes in performance indicators and adapt the strategy in real time.

6. Ensure cybersecurity and digital risk management as an integral part of the digital strategy, taking into account the increased requirements for data protection in a high-tech environment.

Conclusions. The research found that intelligent technologies play a key role in the formation and implementation of digital strategies of enterprises in a highly dynamic environment. Artificial intelligence, machine learning, big data, the Internet of Things, cloud services, and digital twins not only expand the toolkit of managers, but also contribute to the transformation of the very nature of strategic thinking.

The analytical review showed that the introduction of intelligent technologies is systemic and covers all levels of strategic management – from environmental analysis and risk forecasting to goal setting, business model transformation, human resource management, and monitoring of results. The use of digital tools allows businesses to quickly adapt to changes, increase the efficiency of management decisions and build competitive advantages in digital markets.

At the same time, the effectiveness of digital transformation largely depends on the level of digital maturity of the organization, its readiness for change, and the ability to integrate technology into existing business processes. This requires a strategic approach, investment in digital competencies of staff, and building an adaptive organizational culture.

Thus, intelligent technologies are not an end in themselves, but rather a tool for profound qualitative transformations that ensure the long-term sustainability and innovation of enterprises in the digital age.

Table 2

The impact of intelligent technologies on the elements of an enterprise's digital strategy

A key element of a digital strategy	The role of intelligent technologies	Case example
Strategic analysis	Big data analysis, trend detection and consumer behavior	Amazon – demand forecasting, personalization
Risk forecasting	Scenario modeling, risk identification and minimization	Alibaba – logistics risk management, anti-fraud
Goal setting	Support for decision-making based on analytics and AI	General corporate governance practices
Choosing a business model	Implementation of digital platforms, digital twins, ecosystems	Siemens – digital twins for production optimization
Personnel management	Recruitment automation, training, performance monitoring	Using AI solutions for HR in large corporations
KPI monitoring	Real-time performance monitoring using BI and RPA	Ukrainian companies – implementation of RPA and BI systems

Source: systematized by the authors based on [6–9; 15]

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ІНТЕЛЕКТУАЛЬНІ ТЕХНОЛОГІЇ ЯК ЧИННИК ФОРМУВАННЯ ЦИФРОВОЇ СТРАТЕГІЇ РОЗВИТКУ ПІДПРИЄМСТВА

У епоху стрімкої діджиталізації бізнес зазнає фундаментальних трансформацій у підходах до управління та стратегічному баченні. Глобальний перехід до економіки, керованої даними, посилив попит на динамічні, адаптивні та інноваційно-орієнтовані стратегії підприємств. Серед багатьох чинників цієї трансформації інтелектуальні технології стали однією з найвпливовіших сил, що змінюють основи організаційного розвитку. Ці технології – штучний інтелект, машинне навчання, аналіз великих даних, Інтернет речей, хмарні обчислення та цифрові двійники – вже не обмежуються автоматизацією рутинних операцій; вони стають важливими інструментами стратегічного мислення, довгострокового планування та створення цінності. Інтеграція інтелектуальних технологій в основу управління підприємством не лише змінює спосіб прийняття рішень, але й впливає на логіку постановки та виконання стратегічних цілей. Роль таких технологій особливо важлива для підвищення швидкості, точності та ефективності стратегічного аналізу, прогнозування ризиків та розробки бізнес-моделей. Крім того, вони дозволяють здійснювати моніторинг ключових показників ефективності в режимі реального часу та сприяють швидкій адаптації до зовнішніх змін. У цьому контексті здатність організації оцінити свою цифрову зрілість та узгодити стратегію розвитку з цифровими можливостями стає вирішальним фактором довгострокової стійкості та конкурентоспроможності. Актуальність теми ще більше посилюється нинішньою глобальною економічною нестабільністю, прискоренням розвитку цифрових екосистем та реконфігурацією глобальних ланцюгів створення вартості. Підприємства в усіх секторах змушені переоцінювати свою філософію управління та операційні структури. Як наслідок, інтелектуальні технології все частіше розглядаються не як необов'язкові інновації, а як стратегічний імператив для орієнтованого на майбутнє організаційного зростання. Вони впливають не лише на технологічний вимір діяльності підприємства, але й формують його культурні, структурні та стратегічні контури. Метою цієї статті є вивчення концептуальних засад та практичної значущості інтелектуальних технологій у формуванні цифрових стратегій на рівні підприємства. Розглядається функціональне значення таких технологій у стратегічному управлінні, а також окреслюються напрями трансформації управлінських процесів. Увагу акцентовано на необхідності системного використання інтелектуальних інструментів у поєднанні з гнучкими управлінськими моделями, що дозволяє сформувати нову парадигму розвитку підприємств у цифрову епоху.

Ключові слова: *інтелектуальні технології, цифрова стратегія, бізнес-процеси, стратегічне управління, розвиток, цифрова трансформація, цифрова зрілість, управлінські рішення, штучний інтелект, великі дані.*

Стаття надійшла: 24.10.2025
Стаття прийнята: 06.11.2025
Стаття опублікована: 28.11.2025