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PROBLEMS OF IT INVESTMENT MANAGEMENT IN ENTERPRISES

Abstract. The article highlights some main problems of IT investment management in enterprises, the solution of which will allow to harmonize the IT strategy of the enterprise with the business strategy, identify and evaluate business effects as a result of information technology and optimize management of IT projects and resources, the level of IT investment management and will affect the maximum return on investment in information technology.

Key words: investments, analysis, information technologies, economic efficiency.

Information technology has long been an integral part of our daily lives. Sometimes progress comes into our lives so quickly that we don't have time to notice how technology from science fiction movies is becoming a reality.

Such technologies are being widely implemented, thanks to which automation is coming, and the correct investment in information technology is becoming one of the main tasks in enterprises.

For Ukrainian enterprises, especially manufacturers, the biggest problem was the re-equipment of production to make high-tech, competitive products. Countries focused on knowledge-intensive production are gaining huge advantages in the world market, so Ukraine is investing more and more money in this field.

In the XXI century, the approach to the processes of investing in information technology has changed, the concept of "information management" has emerged. There is clear relationship between the business system and the IT system. Any investment in information technology should be driven by business needs and seen as a way to achieve the company's business goals [1]. The basis for digitalization should be an IT strategy, formed on the strategy of enterprise development and the implementation of strategic goals and mission.

However, nowadays digitalization is not only subordinated to the strategic goals of business, but also itself can act as a catalyst for enterprise development and improve its business processes, i.e., to determine business strategy [2]. Unfortunately, at present, some Ukrainian companies continue to operate as if IT departments operate on their own, irrelevant to the company's activities. In order for IT projects to benefit business, it is necessary to improve the organizational structure and introduce accountability of IT departments, which will align the company's IT strategy with the business strategy that will maximize the return on investment in digital business development.

In recent years, the level of investment in IT projects has approached, and sometimes reached the level of investment in other production processes in enterprises, and their absolute values could be measured in tens and hundreds of millions of hryvnias per year [3]. According to Gartner Group, the rate of IT costs as a share of turnover of foreign companies is 0.9-3.4% depending on the size of the company and its dynamics, and the share of IT costs per employee \$ 1,600 - \$ 3,900 per person [].

These figures in Ukrainian companies are slightly lower and significantly differentiate by industry: 0.6-1.5% and \$ 200- \$ 1,000, respectively [2].

In practice, there are two types of costs in information technology: non-discretionary costs - costs associated with the operation of existing systems and IT infrastructure, their maintenance and operation, are from 70 to 80% of all IT costs; development costs (discretionary) - costs that go to optimize the activities of IT services, upgrading systems and IT infrastructure, which open up additional opportunities for business.

To assess the economic efficiency of IT projects in the investment analysis, it is necessary to identify the most important tasks: to determine the role of digitalization in achieving the company's goals; formalize the principles and methods of managing the development of IT systems; identify the cash flow pattern generated by IT projects; identify ways to assess the cost-effectiveness of IT projects.

The variety of IT projects today is very large, and each has its advantages. Large enterprises often have dozens of IT projects at the same time. And their successful coordination with each other becomes a difficult management task. As a result, most IT executives face serious challenges when choosing IT products.

The IT project portfolio management system is becoming a reliable tool in solving these problems. The portfolio management system of IT projects includes elements of the organizational IT structure of the enterprise, methods, regulations and information system, which provide automation of IT portfolio management processes.

Most companies are beginning to move in their work to portfolio management of IT projects, as this type of management allows you to optimize investment in digital technology, which affects the efficiency of the business as a whole.

The process of IT project portfolio management allows to implement the following tasks: to optimize the approach to project and resource management; to support the activities of the enterprise: to support IT systems for uninterrupted operation; predict potential problems in advance and promptly take solutions to eliminate them; reflect the progress in achieving the strategic goals of the enterprise; rationally manage IT budgets; to form a portfolio of investment IT projects; to ensure the planned development of the enterprise; to provide innovative development of the enterprise.

The life cycle of portfolio management of IT projects directly depends on the choice of strategy and goals of the enterprise. The review of the IT project portfolio should be determined by the review of the company's strategy, which, in turn, should not change more often than required by market conditions - otherwise it is no longer regular but situational management, which takes place in companies whose only task is to stay afloat.

Despite the advantages of portfolio IT management, the problems that arise during its implementation prevent its widespread use. Obviously, this is due to the gap between business and information technology and the lack of methods for forming and managing the investment portfolio of IT projects, taking into account their specifics.

Several main problems of IT investment management in enterprises were highlighted, the solution of which will allow to harmonize the IT strategy of the enterprise with the business strategy, identify and evaluate business effects as a result of information technology and optimize the management of IT projects and resources, which will allow to move to a better level of IT investment management and will affect the maximum return on investment in information technology.

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