

## EVOLUTION OF DECISION-MAKING PROCESSES IN CREATIVE PRODUCTION UNDER THE INFLUENCE OF INFORMATION TECHNOLOGIES

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Today, it is difficult to overestimate in the context of the rapid development of digital technologies and their impact on creative industries. Modern creative agencies are faced with the challenge of adapting to the rapidly changing information landscape and using advanced technologies to optimize their processes. Information technologies are becoming a key factor in achieving competitive advantages, efficiency and innovation in creative production. The war in Ukraine brought the destruction of infrastructure facilities and buildings, the emigration of qualified personnel, the lack of financial stability and a large decrease in the demand for auxiliary services in society. This caused the destruction of the country's economy. The stoppage of many processes in the functioning of the economy has a negative impact, in particular, in the creative sector. According to 2022, creative industries accounted for almost 7 % of GDP. But today this sector has shrunk by 40%, and 20 % of the staff emigrated abroad [1]. These statistical indicators testify to the tendency towards the decrease of an important industry and the gradual decline of the state's economy. Since this industry is one of the most developing areas, contributing to the growth and increase of incomes and the creation of new jobs. The creative industries cover a wide range of sectors, including design, music, film, audiovisual, publishing, advertising, media, architecture, IT and others.

In this context, consideration of decision-making processes in creative agencies through the prism of their evolution under the influence of information technologies is so relevant, since it is these processes that determine the success and competitiveness of organizations in the modern digital environment. Growing volumes of data, changing approaches to collaboration, the introduction of artificial intelligence and data analysis are just some of the factors that are transforming traditional decision-making processes into crucial strategic components of modern creative production.

The decision-making process is a key element for the effective functioning of organizations, and it is important to have a well-tuned infrastructure to ensure its successful functioning. In order for the decision-making process to work effectively, it is necessary to have access to accurate

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and timely information that helps in making informed decisions with minimal uncertainty [2, 3].

In today's world, technologies are becoming more and more accessible, and organizations actively use them to gain a deeper understanding of their activities and competitive environment [4]. This trend has caused some changes in the way management decisions are made, focusing on objective data and information that can be obtained through accurate and timely information.

Considering the dynamic nature of the creative economy, it is important to understand and implement evolutionary changes in management processes to achieve high efficiency and sustainable development (table).

*Table*

### **Evolution of the decision-making process**

<b>Stages</b>	<b>Essence</b>
Herbert A. Simon, 1947 p. [5]	published the noun «decision-making process» from the perspective of organizations. He argued that the organization is a reflection of the decision-making process
Bross 1953 [6]	criteria: «maximization of expected profit» and «minimization of maximum risk», as well as the concept of «sequential decision» for planning each stage of complex decisions. First use of the terms «individual decision», «administrative decision» and «group decision»
Simon, 1955 p., 1957 p. [7, 8]	from rationality to limited rationality in the context of the search for a choice mechanism that leads to the adoption of «satisfactory» decisions regarding existing needs, rather than optimal decisions
Luce, 1959 [9]	independence of irrelevant alternatives» in the theory of choice
Simon, 1960 p., Power 2002 p.,	problems were classified into 'structured' and 'unstructured' for decision making
Kepner & Tregoe, 1965 p [10]	rational processes for solving problems and making decisions
Drucker, 1967 p.	clearly defined stages, such as classification of the problem, formulation of the answer, establishment of criteria of correctness and emphasis on the validity and effectiveness of the adopted decision
Power, 2002 [4]	the scope of the decision was extended to all areas of the organization, including the idea that decisions are made by individuals and groups at all levels of the organization
Janis, 1972 p.	the proposed term «groupthink» explains the phenomenon when a group, striving for consensus, can make wrong and irrational decisions under the influence of social pressure, which interferes with rational judgment and effective thinking
Drucker, 1973 p.	the organization is no longer seen as a set of isolated elements, but as a complex system of interconnected elements
Makkonen, 2020 p.	the idea of bounded rationality indicates that human mechanisms of rational choice are limited by the possibilities of information processing in the search for alternatives

Stages	Essence
Porter & Millar, 1985 p	the growing emphasis on the use of information and technology in decision-making is becoming evident, seeing it as key to gaining competitive advantage in the near future
Choo, 1996 p.	the concept of the «known organization» emphasizes that organizations that effectively use information to understand their operations and environment achieve competitive advantage through better decisions and clearly defined strategies
початок 2000-х	researchers continued to be interested in using information to reduce uncertainty
ВіА 2010-х	an important line of research focused on IT management decisions from a business perspective has been developed

Thus, it is important to recognize that the success of creative industries in today's digital world depends on the effectiveness of the decision-making process. Adaptation to changes, the use of advanced technologies and the development of strategies focused on objective data become the determining factors for ensuring the competitiveness and sustainability of creative production in conditions of uncertainty.

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