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For scientists, scientists, students, graduate students, representatives of business and public organizations and higher education institutions and a wide range of readers.

DEVELOPMENT OF COMPETITIVE GROWTH STRATEGY AND IMPLEMENTATION OF INDUSTRY 4.0 MODEL AT THE ENTERPRISE

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Determining the right strategic course is the most important task company, as this is the priority of its relatively long-term activities. Therefore, for the company's management is especially particularly internal and external factors and focus on many others in the formulation process and strategy implementation. Each organization in its activities adheres to a certain strategy of behavior, regardless of when and under what conditions it operates.

Strategic management has several definitions of different authors [1]:

- The process of identifying and establishing an organization's (enterprise's) relationship with the environment, including the implementation of selected goals and efforts to achieve the desired state of relationship with the environment by allocating resources to make the organization and departments effective (D. Schendel, K. Hatten).

- The process of managing the implementation of an organization's mission through the interaction of company management with the environment (J. Hittenson).

- A set of decisions and actions used to formulate and implement strategies to achieve company goals (J. Leroy, R. Robertson).

Strategic management gives an idea of what the organization should look like the future: in what environment she needs to work, what position she occupies in the market, what is the competitive advantage and what changes should the organization make.

Often, strategies are developed over the next few years, specified in various projects, programs, practical activities and implemented at runtime.

In general, strategic management covers the following stages:

- Define the mission and goals of the organization.
- Strategic Analysis.
- Choice of development strategy.
- Implementation of the strategy.
- Control and evaluation of strategy implementation.

In turn, the strategic management process has the following stages [2]:

- The first phase involves understanding the problems facing the organization and developing the strategic vision and mission of the organization.

- The second stage involves the assessment and analysis of the organization's potential, position and competitive advantage.

- The third stage consists of creating a list of alternative and basic strategies and choosing the best strategy for a given situation.

- The fourth stage consists of organizational actions to implement the selected strategy: project development and planning, restructuring, including alignment of the organization with the strategy.

- The fifth stage involves the implementation of the strategic control process, the implementation of the adjustment strategy.

The strategic management process includes feedback that exists between steps to be able to improve and revise the results of previous stages.

In the qualification work, we developed a competitive strategy for the company LLC "Invert".

The company specializes in a wide range of cookies, which is made with the latest technology.

Consumers of confectionery are all age groups. The main consumers are in large cities of Ukraine and surrounding areas. The products are also exported to Latvia, Romania, Bulgaria, Iran, the Czech Republic, Israel, Azerbaijan and other countries.

Currently, about 800 companies operate in the confectionery market. LLC "Invert" owns 10-15% of the market share. The status of the organization is quite high, company has a competitive advantage in the Ukrainian market, which determines the desire of the company's management to rise to new heights and gain an advantage in the international market.

The main goal of the company is to win more market share (2 times), but for many years it failed.

According to the SWOT analysis, the company's weaknesses were identified, namely insufficiently effective promotion of goods and ways to enter new segments of this market.

Therefore, a marketing strategy was proposed that includes:

- 1) Development of new packaging for different consumer segments.
- 2) Advertising campaign on television and social networks (Instagram, Facebook).

As of January 2021, there were 4.66 billion active people in the world Internet users, which is 59.5% of the world's population. From, the number active Internet users 4.32 billion people, which is 92.6% of the total number of users are active mobile users Internet, 4.2 billion people are active users of social media and 4.15 billion people use mobile devices to log into social networks.

In view of this, the presence becomes especially relevant LLC "Invert"

in a virtual Internet environment and implementation of measures to promote the company and set up communication with consumers, suppliers and others

stakeholders using such digital tools marketing as a website, social networks, search engine marketing media and contextual advertising, targeted advertising, etc.

3) Opening of a retail store in Poltava.

4) Sales of products in a new market, Poland.

Currently, the introduction of Industry 4.0 is a necessity. The pandemic and the war made their adjustments in life. At the current stage of the market, the development of the innovative potential of the confectionery industry of Ukraine is an important condition for ensuring efficient production and meeting the needs of consumers in Ukraine.

Examples of national and regional digitization improvement programs, industrial production can also serve initiatives launched by various European countries: in Sweden it is "Produktion 2030 "; in Spain - "Industry 4.0"; in France, the Industrie du Futur; in Italy - Italy's National Industrial Plan and etc.

According to the latest data from the State Statistics Service of Ukraine, a gradual decrease in the number of confectionery industry enterprises that implemented innovations (products or technological processes) during the year can be observed.

Only 1% of confectionery enterprises introduce innovations in their activities and improve the efficiency of enterprises.

One of the most important factors is state support, as an effective strategy to stimulate confectionery innovation in all regions of Ukraine has not yet been developed, which would allow companies to approve projects and implement them faster with state support.

Thus, in order to ensure the innovative development of the enterprise it is necessary to form or improve the state of development of the innovative potential of the confectionery industry in Ukraine, which must clearly correspond to the development strategy of the enterprise, its objectives and goals.

Invert LLC already uses automated lines, which have not even been implemented in Europe. One of the other priorities for the future implementation of Industry 4.0 in the enterprise is the use of robotics, information systems, cybernetics, artificial intelligence in forecasting demand for products[3-20]. The focus of Industry 4.0 is based on namely process optimization, energy efficiency, remote monitoring, consumer chain optimization, data analytics.

The above measures will help to attract more attention to its products, which will allow the company to increase market share and thus increase profits.

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MODERN ONLINE BUSINESS TECHNOLOGIES - AS AN ENVIRONMENTAL OPPORTUNITY TO IMPROVE CUSTOMER BASE MANAGEMENT

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The effective functioning of entrepreneurship is possible only if its subjects follow the global development trends associated with further globalization and digitalization, activities in line with the industrial revolutions "Industry 3.0" and "Industry 4.0"[2,3,4,5,9,10,11,12,14,17,18]. It is the development of online entrepreneurship that meets these trends, because such services meet the goals of environmentally friendly sustainable development [6,7,8,13,15,16,19]. The impact of online entrepreneurship on the environment was especially evident in the pandemic, when most companies switched to online. According to an article published in the journal npj Urban Sustainability: «By intensifying teleworking to 2, 3, and 4 days a week, averaged NO₂ concentrations are reduced by 4% (-1.5 μg m⁻³), 8% (-3 μg m⁻³), and 10% (-6 μg m⁻³), respectively, while O₃ increases moderately (up to 3 μg m⁻³)»[1]

At the same time, the dynamic development of the online market in Ukraine and the intensification of competition in it forces entrepreneurs to reconsider the company's approaches and modernize the strategy to increase efficiency. At the same time, paying attention to current circumstances, the issue of maintaining a stable emotional state and relaxing the nervous system against the background of stressful and traumatic events is especially relevant for Ukrainians, which raises niches in the market's internal state.

Nevertheless, domestic entrepreneurs are losing a significant number of customers, largely due to imperfect and outdated customer base management policies, as well as the rejection of modern tools and trends in online space.