

Підприємництво, торгівля та біржова діяльність

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**STRATEGY FOR THE DEVELOPMENT OF A BUSINESS PROPOSAL
IN THE CONTEXT OF AN INNOVATIVE CONCEPT
СТРАТЕГІЯ ФОРМУВАННЯ ПІДПРИЄМНИЦЬКОЇ ПРОПОЗИЦІЇ
В УМОВАХ ІННОВАЦІЙНОГО КОНЦЕПТУ**

Summary. *Introduction. Ukrainian manufacturers have the potential to develop revolutionary technologies for use on the battlefield. The article explores the promotion of investments in technology and strategies for promoting the entrepreneurial offer. The essence of Industry 4.0 is defined and the characteristics that have the potential to change the modern world are analyzed. The current circumstances regarding the implementation of the entrepreneurial proposal in the context of the innovative concept are assessed, with special attention paid to the indicators of innovative development of drones.*

Purpose. The purpose of the study is to investigate the infrastructure of the Industry 4.0 innovation concept, to develop an entrepreneurial proposal and promotion strategy based on the analysis of current trends, methods and approaches in the context of the Ukrainian innovation concept at all levels.

Materials and methods. The materials of the study are: 1) regulatory and legal support that stimulates investment in technology and adaptation of regulatory documents to European standards; 2) works of domestic and foreign authors who conduct their scientific and practical research in the field of developing a competitive strategy for the formation of an entrepreneurial offer in the context of the innovative concept of Industry 4.0.

In the process of research the following scientific methods were used: theoretical generalization and grouping (to characterize the components of drones that have quickly adapted to meet national security needs and opportunities for technological innovation in a highly competitive field in the context of the innovative concept of Industry 4.0); analysis (to conduct a STEER analysis of the drone industry); logical generalization of results (formulation of conclusions).

Results. The scientific article reveals the sequence of formation of a unique business proposition, which is a key aspect of the strategy for entering international markets. When entering new markets, it is important to adapt the branding of the

offer to local cultural peculiarities. This includes localization of marketing materials, adaptation of advertising messages to make them understandable and attractive to the local audience. It has been found that the use of modern analytical tools and methods allows for an in-depth analysis of the collected data and identification of key metrics. A strategy for the formation of an entrepreneurial proposal in the context of an innovative concept has been built, which helps in making informed management decisions and optimizing competitive strategies. The analysis of innovative companies that demonstrate their modern technological achievements and product range in the market is carried out.

Discussion. In further research it is proposed to focus on the use of advanced innovative technologies, such as autonomous navigation equipment that allows multicopters to avoid obstacles and fly in difficult conditions. The use of artificial intelligence to improve flight accuracy and safety can also be a key advantage. This will improve the methodology of high energy efficiency, which is important for professional use in areas such as photography, video recording, geomonitoring, or delivery work.

Key words: innovative concept, business, innovative entrepreneurship, strategy, competitive environment.

Анотація. Вступ. Українські виробники мають потенціал для розробки революційних технологій для використання на полі бою. У статті досліджується заохочення інвестицій у технології та стратегії просування підприємницької пропозиції. Визначено сутність Індустрії 4.0 та проаналізовано характеристики, які мають потенціал змінити сучасний світ. Оцінено сучасні обставини щодо реалізації підприємницької пропозиції в контексті інноваційної концепції, особливу увагу приділено показникам інноваційного розвитку безпілотників.

Мета. Метою дослідження є дослідження інфраструктури інноваційної концепції Індустрії 4.0, розробка підприємницької пропозиції та стратегії просування на основі аналізу сучасних тенденцій, методів та підходів в контексті української інноваційної концепції на всіх рівнях.

Матеріали і методи. Матеріалами дослідження є: 1) нормативно-правове забезпечення, що стимулює інвестиції в технології та адаптацію нормативних документів до європейських стандартів; 2) праці вітчизняних і зарубіжних авторів, які проводять свої науково-практичні дослідження у сфері розробки конкурентної стратегії формування підприємницької пропозиції в контексті інноваційної концепції Індустрії 4.0.

У процесі дослідження було використано наступні методи: теоретичного узагальнення та групування (для характеристики складових безпілотників, які швидко адаптувалися для задоволення потреб національної безпеки та можливостей технологічних інновацій у висококонкурентній сфері в умовах інноваційного концепту Індустрії 4.0); аналізу (для проведення STEER-аналізу індустрії безпілотників); логічного узагальнення отриманих результатів (для формулювання висновків).

Результати. У науковій статті розкрито послідовність формування унікальної бізнес-пропозиції, яка є ключовим аспектом стратегії виходу на міжнародні ринки. При виході на нові ринки важливо адаптувати брендинг пропозиції до місцевих культурних особливостей. Це включає локалізацію маркетингових матеріалів, адаптацію рекламних повідомлень, щоб зробити їх зрозумілими та привабливими для місцевої аудиторії. З'ясовано, що використання сучасних аналітичних інструментів та методів дозволяє провести глибокий аналіз зібраних даних та виокремити ключові метрики. Побудовано стратегію формування підприємницької пропозиції в контексті інноваційної концепції, яка допомагає у прийнятті обґрунтованих

управлінських рішень та оптимізації конкурентних стратегій. Проведено аналіз інноваційних компаній, які демонструють на ринку свої сучасні технологічні досягнення та асортимент продукції.

Перспективи. В подальших наукових дослідженнях пропонується зосередити увагу використанні передових інноваційних технологій, таких як автономне навігаційне обладнання, що дозволяє мультикоптерам уникати перешкод і літати в складних умовах. Використання штучного інтелекту для підвищення точності та безпеки польотів також може стати ключовою перевагою. Це вдосконалисть методологію високої енергоефективності, що важливо для професійного використання в таких сферах, як фотозйомка, відеозапис, геомоніторинг або робота з доставки.

***Ключові слова:** інноваційний концепт, бізнес, інноваційне підприємництво, стратегія, конкурентне середовище.*

Formulation of the problem. One of the principal prerequisites for national development is the formulation of an innovative concept. In the present era, a conceptual framework is emerging that is reshaping the global economic landscape, with a view to addressing the potential risks associated with energy, logistics and raw materials crises.

The innovation concept may be defined as an algorithm for economic optimisation, with the primary indicators being process automation, logistics and production rationalisation. The application of artificial intelligence technologies serves to offset the impact of a readily available supply of low-cost labour. The format of the Industry 4.0 innovation concept permits the interaction of real economy objects beyond the influence of the human factor. The advancement of telecommunication systems for autonomous devices that exchange information based on production processes results in increased added value.

The concept is supported by developed countries as a long-term trend. To illustrate, in Israel, the Innovation Agency is responsible for this. It furnishes entrepreneurs with case studies of practical tools or access to structural funds for innovation ecosystems, thereby encouraging them to innovate. The objective of establishing innovation ecosystems is to attain a competitive advantage in local and global markets. Consequently, Israel was ranked second in the World Economic Forum's 2016 Global Competitiveness Report [1]. It has the world's largest number of startups per capita.

The primary factors impeding innovative transformations in Ukraine during the ongoing hostilities can be attributed to the exodus of younger professionals from the industrial sector, the training of specialists that fails to align with the demands of Industry 4.0, and the absence of a network of experts capable of advocating for such changes.

Analysis of recent researches and publications. The rapid development of the industrial revolution, currently known as Industry 4.0, presents modern enterprises with a wealth of opportunities for growth and innovation. In this context, many scientific works by domestic and foreign scholars have been published on the importance of Industry 4.0, the tools used to achieve its implementation and development, including: K. Schwab [1], A. Lytvynenko [2], I. Miahkykh [2], A. Pshemyska [4], D. Temple-Raston [5], O. Lytvynenko [6].

Furthermore, the issues, advantages and potential of current Industry 4.0 tools in the Ukrainian economy, particularly in terms of enterprise development through their ability to accommodate new challenges, facilitate flexibility and transform management systems through the active integration of technology, have yet to be fully explored.

In the 2018 World Economic Forum report, Ukraine was assigned a rank of 67th. As reported by the State Statistics Service, the proportion of high-tech

enterprises in the structure of added value declined from 1.9% to 1.2% over the previous four years, a trend that emerged in 2020. This suggests a reversal in the development of logistics and industrial automation.

In light of the elevated military risks, the advancement of the Industry 4.0 innovation concept in Ukraine represents a pivotal strategic objective, aimed at enhancing the technological efficiency of the real sector. In order to facilitate the expeditious implementation of this initiative, it is essential to harness the synergies of the state apparatus, business, and education. In order to achieve this, it is necessary to improve the legal framework, establish transparent rules and ensure the availability of highly qualified personnel. The initial step is the enactment of a government resolution pertaining to the Industry 4.0 innovation concept. The objective of the document is to facilitate the acceleration of the transformation of the national economy and to enhance its competitiveness. The document outlines the establishment of a network of Industry 4.0 centers in Kyiv, Kharkiv, Lviv and other locations, which will serve as hubs for innovative development. Such facilities will be established in universities, research institutions, and industrial parks. Such institutions will serve as venues for entrepreneurial engagement with educational processes pertaining to the methodology and resources of change, thereby facilitating the implementation of innovative developments in the near term.

The main goal of this article is to investigate the infrastructure of the Industry 4.0. The objective is to develop of a business proposal in the context of the innovative concept, based on an analysis of current trends, methods and approaches.

Materials and methods. The materials of the study are: 1) regulatory and legal support that stimulates investment in technology and adaptation of regulatory documents to European standards; 2) works of domestic and foreign authors who conduct their scientific and practical research in the field of developing a competitive

strategy for the formation of an entrepreneurial offer in the context of the innovative concept of Industry 4.0.

In the process of research the following scientific methods were used: theoretical generalization and grouping (to characterize the components of drones that have quickly adapted to meet national security needs and opportunities for technological innovation in a highly competitive field in the context of the innovative concept of Industry 4.0); formalization, analysis and synthesis (to conduct a STEER analysis of the drone industry, which covers social, technological, economic, environmental and regulatory aspects, we consider each of these components); logical generalization of results (formulation of conclusions).

Presentation of the main research material. It is recommended that legislation be enacted to encourage investment in technology and that regulations be adapted to align with European standards. Some countries offer subsidised loans for industrial digitalisation, provided that national software and local providers are utilised. In Ukraine, the draft laws on industrial parks offer only indirect benefits, and there is a lack of clarity regarding the provision of direct incentives for digitalisation.

It is imperative that a research infrastructure for Industry 4.0 be established. The establishment of a technology and prototype testing laboratory, which serves as both a demonstration and test site for prototype solutions, is a necessary step. This will facilitate the advancement of innovations in targeted business cases for strategic industries, including energy, metallurgy, and mechanical engineering.

In Ukraine, business associations and experts are proactively promoting such issues. However, last year saw no relevant targeted state-level programmes implemented. Consequently, it is appropriate to discuss the creation of a state agency that will consolidate the policies of all departments in implementing the innovative concept of Industry 4.0. A further area for consideration is the strategy for promoting

this policy at the regional level. It is important that the strategic guidelines of this innovative concept determine the development of Ukraine at all levels [2].

The strategy for the development of telecommunication systems in Ukraine, as an element of the introduction of innovative concept technologies, is regarded as a set of methods and rules for achieving the enterprise's stated goals. It is also regarded as a direct plan that defines the goals of the business entity for further development and as a forecast of the organisation in a competitive environment. This definition incorporates the characteristics of competitive development planning and the target feature.

The formulation of a business proposition strategy in the contemporary era necessitates a nuanced comprehension of prevailing business trends, technological advancements, and the pivotal role of strategic flexibility and integration. In order to survive and prosper in the current business environment, companies must adapt their strategies to take account of the rapid pace of change. This requires the implementation of integrated and hybrid strategies that leverage technology, foster innovation and embrace both competition and collaboration. The contemporary landscape of business competitive strategies evinces a proclivity towards rapid change, particularly in regard to technological advancement, globalisation, and consumer behaviour.

The process of digital transformation is becoming not only a key strategic objective for businesses operating in the modern world, but also a necessity. Organisations are proactively integrating digital technologies into all facets of their operations with the objective of enhancing efficiency and generating novel value for customers. This encompasses the utilisation of artificial intelligence for data analysis and process automation, machine learning for forecasting and optimisation, blockchain technology for ensuring security and transparency in transactions, and other innovative technologies that enhance competitiveness and guarantee successful

operation in the digital economy.

The competitive strategy for developing an entrepreneurial proposal in the context of the innovative concept of Industry 4.0 is qualitative in nature. Its essence is revealed through the form of human interaction, taking into account the opportunities, prospects, resources and competencies of subjects, as well as the problems, difficulties and conflicts that impede the implementation of these interactions.

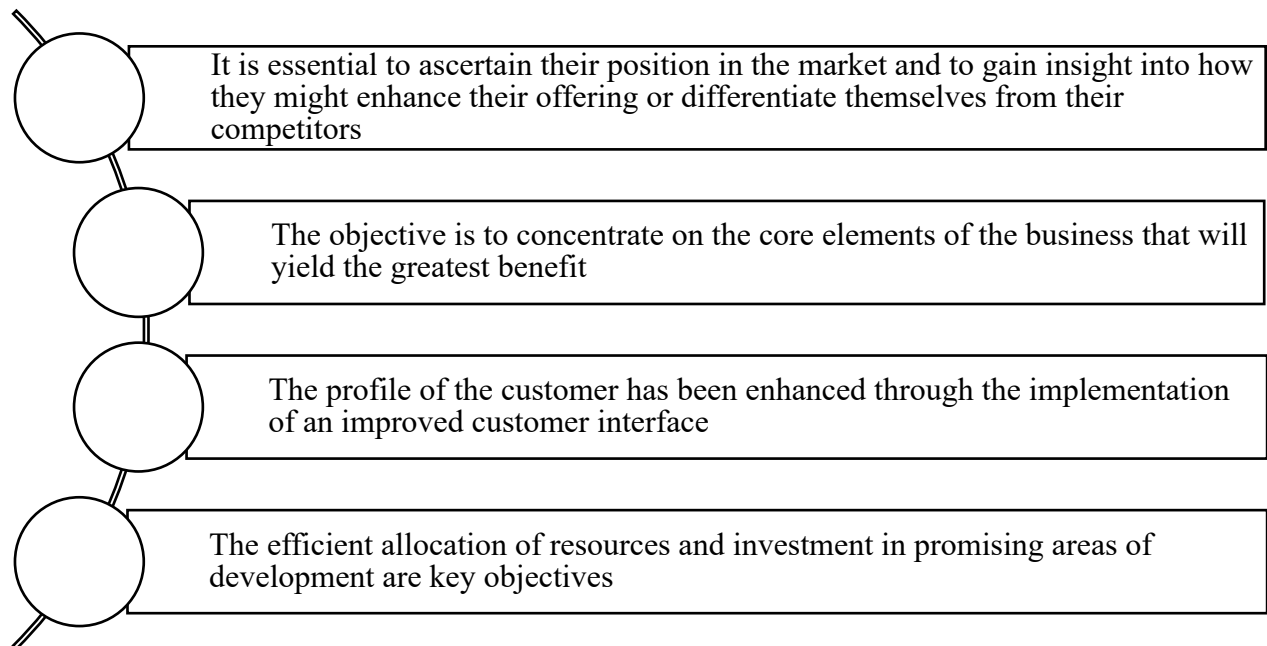


Fig. 1. The strategic direction of business process management

Source: author's own development

The necessity for a competitive strategy in the management of an enterprise's business processes is contingent upon the vector orientation of said processes and the relationship between internal business processes and the external environment, with the objective of ensuring competitive advantages.

The personalisation of products and services is becoming an increasingly important strategy for attracting and retaining customers in modern business. In order to gain insight into their customers' behaviour and interests, companies are utilising

vast quantities of data, which is then employed to develop products and services that align with the specific needs and preferences of individual customers. This may entail the provision of bespoke recommendations, personalised offers and distinctive discounts or benefits tailored to the specific requirements of a given customer. The implementation of personalisation strategies enables organisations to enhance customer satisfaction, foster greater customer loyalty and achieve enhanced success in a competitive market environment.

The development of new products and services and the pursuit of innovation have become integral to the competitive strategies of businesses operating in the context of Industry 4.0. The introduction of innovative products allows companies to respond to changing consumer needs and even create new markets, thereby maintaining a competitive advantage and ensuring sustainable development in a dynamic market environment.

Strategic partnerships and collaborations are becoming instrumental in fostering innovation and market expansion. The formation of collaborative relationships with other organisations, including start-ups, research institutions and even competitors, enables the exchange of resources, expertise and ideas, thereby enriching the innovation process and facilitating the introduction of innovative solutions to the market. The expansion of this sector is driven by the emergence of drones, which provide accurate data in real time, thereby optimising yields and reducing costs, as illustrated in Fig. 2.

The development of unmanned aerial vehicles represents one of the most innovative and distinctive business propositions in the context of wartime operations, and it is experiencing a period of rapid growth.

The market is dominated by a number of prominent companies, including DJI, Precision Hawk Inc, Aero Vironment Inc, Trimble Navigation Ltd, Ag Eagle, Parrot Drone, Sintera LLC and Delair Tech SAS, among others. These companies

occupy a leading position within the industry as a consequence of their technological advances, extensive product range and strategic market activities.

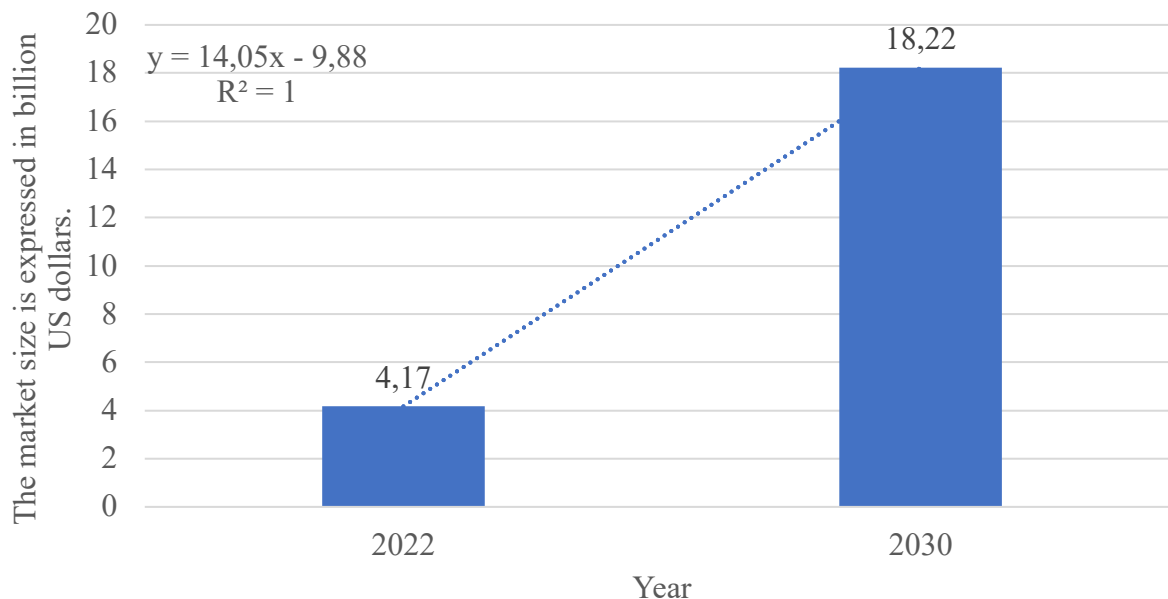


Fig. 2. The global drone market is estimated to be worth over one billion US dollars

Source: the authors systematised on the basis of [7]

The latest unmanned aerial vehicle (UAV) technologies are being exhibited in innovative and distinctive business propositions. In the wake of the global pandemic, the market has demonstrated a robust recovery, with companies presenting novel products and engaging with their target audiences at various events. In November 2022, DJI announced the launch of the Mavic 3 Multispectral, an advanced aerial photography drone designed for organisations and individual producers engaged in precision agriculture activities around the world. This sophisticated unmanned aerial vehicle is equipped with a high-performance multispectral imaging system that rapidly acquires data on crop growth, thereby facilitating more productive and efficient crop production [3].

The Ukrainian drone industry has undergone considerable expansion in recent years, particularly in the wake of the 2022 conflict. An increasing number

of companies and initiatives illustrate the dynamic nature of the Ukrainian drone industry, which has rapidly adapted to meet national security requirements and opportunities for technological innovation in a highly competitive field under the innovative concept of Industry 4.0 (Table 1).

Table 1

The most prominent actors in the Ukrainian drone market

Company	Characteristics
Skyeton	Renowned for its Raybird-3 drone system, Skyeton has responded to the heightened demand resulting from the conflict in Ukraine by enhancing its production capabilities and dispersing production across multiple locations to guarantee security
Ukrspesystems	The company manufactures the SHARK reconnaissance drone, which is characterised by a rapid development and testing cycle. The SHARK drone is employed by the Ukrainian military for a variety of operational purposes
UkrJet	Additionally, the company manufactures the Beaver kamikaze drone, which has been deployed in combat operations, including long-range missions. The company's products reflect innovative approaches in the Ukrainian drone industry that meet urgent military needs
Ukrainian drone army	In response to the ongoing conflict, a civic initiative to produce and supply drones was launched, resulting in a notable increase in the number of drone manufacturers in Ukraine – from a few to approximately 150 in slightly over a year. This initiative is supported by the state drone army project, which aims to integrate these efforts into the national strategy

Source: the authors have formed this hypothesis based on [4; 5]

Conversely, the accelerated pace of technological advancement and the rising necessity for innovation may result in the emergence of new market entrants and heightened competition. The necessity for unceasing enhancement of products and services obligates organisations to demonstrate flexibility and responsiveness to alterations in consumer requirements and the technological milieu.

In order to conduct a STEER analysis of the drone industry, which encompasses social, technological, economic, environmental, and regulatory

aspects, it is necessary to consider each of these components (Table 2).

Table 2

A STEER analysis of the drone industry

Aspect	Characteristics
Social	<ol style="list-style-type: none">1. The growth of the global population and the concomitant increase in food demand represent a significant challenge for the agricultural sector. This is leading to an increased demand for agricultural technologies, including unmanned aerial vehicles (UAVs), with the objective of enhancing the yield and efficiency of agricultural products.2. Transformations in the demographic profile of farmers. The younger generation of farmers, who are more technologically adept, are more likely to adopt novel solutions such as agricultural drones.
Technological	<ol style="list-style-type: none">1. The advent of innovative agricultural technology. The field of drones has undergone rapid technological developments, including improvements in automation, image quality and analytical capabilities.2. Integration with other technologies. The utilisation of unmanned aerial vehicles (UAVs) in conjunction with other agricultural technologies, such as precision farming and data analysis systems.
Economic	<ol style="list-style-type: none">1. The effect of this on production costs is worthy of further investigation. The introduction of drones has the potential to reduce labour costs and increase yields, thereby increasing economic efficiency.2. The question of investment and financing is a significant one. There has been a notable increase in investments in agricultural technology, with venture capitalists and government agencies providing financial support for the development of innovative projects.
Environmental	<ol style="list-style-type: none">1. The environmental impact of this technology is a significant consideration. The utilisation of unmanned aerial vehicles (UAVs) for the targeted distribution of fertilisers and crop protection products has the potential to mitigate the environmental impact of agricultural activities by reducing emissions and pollution.2. The sustainability of agricultural practices. The objective is to enhance resilience to climate change through the more efficient utilisation of resources.
Regulatory	<ol style="list-style-type: none">1. The legislative framework governing the utilisation of unmanned aerial vehicles (UAVs), colloquially termed 'drones'. The regulation of the use of drones has the potential to significantly influence their utilisation in the agricultural sector, particularly in relation to flight safety, data privacy and airspace availability.

	2. The establishment of international standards and certification procedures. The assurance that agricultural drones comply with international standards can facilitate the expansion of export opportunities and the uptake of innovations across diverse markets.
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Source: the authors have formed this hypothesis based on [6; 7]

The formulation of a distinctive business proposition constitutes a pivotal element of an international expansion strategy. When entering new markets, it is of the utmost importance to adapt the branding of the offer to align with the local cultural characteristics. This entails the localisation of marketing materials, alteration of packaging design, adaptation of slogans and advertising messages to ensure comprehension and appeal to the local audience. For instance, in Japan, there is a notable emphasis on aesthetic appeal and minimalism. Consequently, it is essential for branding and packaging to reflect these characteristics in order to capture the attention of consumers.

Furthermore, language adaptation constitutes an essential element of the branding process. All communication materials, including the website, promotional brochures, online content, user manuals and technical documentation, must be translated and localised in order to reflect the language features and idioms of the local population. This not only enhances the intelligibility of information, but also fosters the growth of trust and brand loyalty [8].

In order to successfully enter markets with an innovative concept, business proposals must comply with international safety and quality standards. Such certifications include CE in Europe, FCC in the United States, and CCC in China, which attest to the compliance of products with all pertinent regulations and safety requirements. Such certification not only serves to guarantee marketability, but also serves to enhance consumer confidence, as it provides tangible evidence of the superior quality and safety standards associated with the products in question.

It is incumbent upon companies to implement rigorous quality control

procedures at each stage of the production process, from the initial selection of materials to the final assembly. This guarantees that products comply with the established standards and reduces the likelihood of defects or malfunctions that could have a detrimental impact on the brand's reputation. The continuous improvement of processes and technologies, in addition to regular audits and product testing, are essential for maintaining high quality standards.

Conclusions and prospects for further research. The utilisation of contemporary analytical instruments and methodologies permits comprehensive examination of the accumulated data, facilitating the discernment of pivotal metrics. The formulation of an entrepreneurial proposal within the context of an innovative concept enables informed management decisions to be made and competitive strategies to be optimised, thus facilitating further growth and development of the company at all levels.

It would be beneficial for Ukrainian companies in this sector to incorporate advanced innovative technologies, such as autonomous navigation equipment that allows multicopters to avoid obstacles and fly in difficult conditions. The utilisation of artificial intelligence to enhance flight precision and security could prove to be a pivotal advantage. It would be prudent to equip multicopters with high energy efficiency and extended flight time on a single charge, which is crucial for professional applications in fields such as photography, video, geomonitoring, and delivery services.

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