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INNOVATIVE APPROACHES TO IMPROVING THE COMPETITIVENESS OF INDUSTRIAL ENTERPRISES IN THE ERA OF DIGITALISATION

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Abstract: The article is devoted to the development and approbation of innovation strategies aimed at strengthening the competitiveness of industrial enterprises in the digital economy. It identifies modern challenges faced by industrial corporations and proposes methods of sustainable impact on the level of their competitive position through digital modernisation. Particular attention is paid to the analysis of the application of digital technologies to optimise operations, supply chain management and customer experience. Comprehensive frameworks are proposed for developing strategic plans and implementing analytical tools to meet the needs of digitalisation. The importance of in-house training and skills development, as well as adapting the cultural aspects of the enterprise, is emphasised. Best practices and methods for monitoring strategy execution are identified, emphasising the impact on performance improvement and innovation initiatives. The study provides practical insights that can be applied to the digital transformation process in industrial enterprises.

Keywords: Innovation strategies, competitiveness, operational efficiency, industrial enterprises, supply chain management, digital transformation, digital economy.

Аннотация. Статья посвящена разработке и апробации инновационных стратегий, нацеленных на усиление конкурентоспособности промышленных предприятий в условиях цифровой экономики. В ней обозначены современные вызовы, с которыми сталкиваются промышленные корпорации, и предложены методики оказания устойчивого воздействия на уровень их конкурентных позиций через цифровую модернизацию. Особое внимание уделено анализу применения цифровых технологий для оптимизации операционной деятельности, управления цепочками поставок и клиентским опытом. Предложены комплексные фреймворки для разработки стратегических планов и внедрения аналитических инструментов, соответствующих потребностям цифровизации. Подчеркивается значимость внутрикорпоративного обучения и развития скиллов, а также адаптации культурных аспектов предприятия. Выявлены лучшие практики и методы контроля выполнения стратегий, акцентируя влияние на улучшение производительности и инновационных инициатив. Исследование предоставляет практические выводы, которые могут быть применены для процесса цифровой трансформации на промышленных предприятиях.

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Ключевые слова: инновационные стратегии, конкурентоспособность, операционная эффективность, промышленные предприятия, управление цепочками поставок, цифровая трансформация, цифровая экономика.

Introduction: Nowadays, industrial enterprises face a number of challenges arising from the digital transformation of the economy. The rapid development of information and communication technologies, as well as the penetration of digital innovations into various spheres of activity, are changing the structure of production, management methods and interaction with customers. In this connection, the issue of increasing the competitiveness of industrial enterprises becomes relevant and requires the development of innovative approaches [1-24].

Innovative approaches to increasing the competitiveness of industrial enterprises in the era of digitalization require a comprehensive approach and careful analysis of modern trends in the development of technology, economy and market. In this study we turn to the main aspects of innovative development of industrial enterprises and consider the key strategies that can be used to improve their competitiveness in the digital age [20-45].

The first step in understanding this problem is to analyze the current situation in the world and in the country, as whole including in the region. This will identify the main trends and factors affecting the competitiveness of industrial enterprises, as well as identify the strengths and weaknesses of their activities.

Next is an examination of existing innovative approaches to improving competitiveness, both at the global level and at the national level. This will identify best practices and their applicability to the specific conditions and needs of industry in the digital age.

An important aspect of our research will also be the analysis of obstacles and challenges faced by industry in implementing innovative approaches. This will help to formulate recommendations to overcome these obstacles and create an enabling environment for innovative development.

In conclusion, we intend to propose specific recommendations and strategies for industrial enterprises aimed at increasing their competitiveness in the context of the digitalization of the economy. These recommendations will be based on the analysis of current trends, best practices and taking into account the specifics of each industry and enterprise.

Research methodology

Methods of scientific knowledge were used for this study. To analyze the trends in the development of innovation in the country, a practical analysis of the targets of innovative development of the economy was carried out [33-73]. Using the abstraction method, conclusions were made about the specificity of using innovations as an indicator of investment policy. By generalization, the characteristic tendencies peculiar to developing countries in decision-making on investment policy, as well as new phenomena on the way of innovative development of the country were identified.

Analysis and results

The concept of "digital economy" in the sphere of modern information technologies in economic and management processes was first introduced by N. Negroponte in 1995. According to its

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definition, the digital economy is characterized by high speed of delivery of goods, lower production costs and unlimited electronic goods and services compared to material. However, this concept is not limited only to technical aspects, but also includes changes in property relations and foreign economic policy.

The digitalization of the economy, as a modern aspect of production activities, implies a review of many aspects of enterprise management. With the introduction of digital innovation into productive activities, choosing the most effective competitiveness strategy becomes a key factor of success in the market. The development of the digital economy leads to intensive innovation in the industrial sector, which entails the transformation of business processes, production patterns and technologies [24-39].

Examples of such innovations include automation of production and the use of artificial intelligence, which contributes to faster and cheaper production of various products and services. At the same time, however, the advent of new technologies has also created social tensions associated with the disappearance of some "traditional" professions.

The digital economy is a dynamic field where industrial enterprises face growing challenges and opportunities. In order to maintain their competitiveness in such an environment, enterprises must actively develop and implement innovative strategies, as well as adapt to constantly changing market conditions and technological trends [44-66].

The development and implementation of digital strategies require the integration of a few principles and methods. The main ones include:

1. Market Needs Analysis: Customer requirements and expectations need to be explored in detail in order to develop digital solutions that match their needs. For example, Apple regularly conducts research to identify market needs and develops new products and services based on these data.

2. Competition Research: Analysis of competitors' actions and their digital strategies helps to identify their advantages and determine what unique and competitive digital solutions can be developed. For example, Netflix is constantly exploring the strategies of other streaming services to develop and implement new features and content to attract audiences.

3. Networking: Collaboration with other companies and organizations facilitates the sharing of digital knowledge, resources and expertise. For example, collaboration with innovative start-ups or universities can help in the successful development and implementation of digital strategies.

4. Change management: When implementing digital strategies, changes in the organization need to be managed effectively. This includes communication, training, employee motivation and the creation of suitable structures and processes for the successful implementation of new digital solutions.

5. Organizational culture and innovative thinking: the development of an innovative organizational culture encourages employees to find new ideas and implement them. Supporting staff participation in innovation development and implementation is key to successful implementation of digital strategies.

MarketsandMarkets forecasts a strong growth of the global digital economy over the next five years, estimated at $156.6 billion. This growth will be supported by the introduction of various innovative technologies, including artificial intelligence, industrial robotics, virtual reality, blockchain, 3D printing, digital doubles and 5G networks. For example, according to analysts, by reducing the cost and simplifying the programming of robots, as well as the development of machine vision, it is expected that industrial robotics will be introduced actively in the near future. In addition,

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the shortage of qualified personnel encourages enterprises to increase automation of production [48-51].

The Asia-Pacific region, especially Japan and China, is leading in the development of digital economy instruments. Fortune Business Insight (FBI) estimates the digital economy to be $260.71 billion by 2026. According to FBI specialists, in addition to robotization, 3D printing technologies capable of modernizing business processes and creating products that meet specific needs of customers will be important.

Thus, there has been a global rise in digitalization, highlighting the importance and relevance of research on its impact on industrial competitiveness. The main problems in the introduction of digital economy are incompatibility of equipment with digital technologies, insufficient investment and low level of skills. Examples of successful digitalization can be found in the practices of foreign companies such as General Motors, SpaceX, Boeing, Materialise, Caterpillar and many others.

General Motors has started to use generative design technology, which includes a special algorithm to process multiple variants of a specific part in order to select the optimal material, weight and manufacturing method. For example, this technology allowed the company to reduce the weight of about 14 models of cars by 159 kg compared to previous versions.

Another example is the Cat Connect technology developed by Caterpillar. It analyses equipment, reduces operating costs, ensures process control and maintains workplace safety. In the experiment, where two identical sections of the road were laid, the Cat Connect technician completed the task in 16 hours, while conventional machinery took 28 hours.

Successful innovators benefit from a number of advantages, such as increased efficiency and productivity, reduced costs, improved quality of products and services, increased range of goods and services, as well as improving customer relations and creating new markets.

The digitalization of production and processes is a key strategy for digital economy development. Industries must adapt their production processes and equipment to new technologies such as artificial intelligence, automation and robotics. This helps to reduce production costs, reduce cycle time, and improve process quality and flexibility.

Another important strategy is the development of digital products and services. Industries should actively harness the potential of digital technologies to create new products and services, as well as to improve existing ones. Examples of such products include "smart" devices, cloud technologies, data collection and analysis software, process control and control systems, and more. The development of such products and services enables enterprises to open new markets, attract new customers and strengthen their competitiveness.

One of the important strategic directions is the development of digital competencies of personnel. Enterprises should invest in the education and professional development of their employees so that they can make the most of digital technologies and tools. This includes both basic training in basic digital technologies, processes and analytics, as well as developing skills in working with new tools and systems.

An example of such a strategy is Google, which provides its employees with extensive opportunities for digital learning and development. They conduct special courses, master classes and trainings on various aspects of the digital economy, which allows their staff to stay up to date with the latest innovations and trends.

In addition, partnerships with other organizations and institutions play an important role in promoting innovation. Industrial enterprises should actively cooperate with universities, research centers, start-ups and other partners to jointly conduct research, develop new technologies and

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implement innovative solutions. Such partnerships bring together the resources, knowledge and expertise of different organizations, thus contributing to common goals and enhancing competitiveness.

For example, Tesla is actively collaborating with leading universities and research centers to develop new technologies for electric vehicles and renewable energy. This allows them to stay ahead of the competition and quickly innovate in the market.

To successfully implement innovative technologies in the activity of the enterprise it is necessary to go through several key stages:

1. Analysis of the market and the competitive environment: the first step is to study the digital economy, including analysis of market trends, consumer behaviour and competitive advantages of other enterprises. On the basis of this data, it is possible to determine which innovations will be most needed and what benefits they will bring.

2. Focus on Digital Solutions: Businesses must identify which technologies and innovations can be applied to improve production processes, optimize business processes and create new digital products and services.

3. Participation in innovative ecosystems: Successful innovation often results from the interaction of different actors within innovative ecosystems. Enterprises can enter into partnerships with other firms, start-ups, universities and research institutes to share knowledge and experience.

4. Attracting talent and improving competencies: The digital economy requires highly skilled professionals. Enterprises should attract talented employees and provide them with training and development to enhance digital competencies.

5. Development and implementation of innovative projects: An important part of the innovation strategy is the development and implementation of specific projects aimed at creating new products, services or technological solutions.

6. Evaluation and monitoring of results: the innovation strategy developed and implemented should be continuously evaluated to determine its effectiveness and make necessary adjustments as necessary.

Various elements play a crucial role in determining the effectiveness of innovation in the industrial sector, as detailed in table 1.

Table 1 - Factors that Influence the Economic Impact of Innovation Testing

Factor	Influence of the factor on the economic effect
Complexity of engineering solutions	The level of technical knowledge and skills of the employees involved in the development of innovations has a significant impact on the outcome: the increase in technical difficulties increases proportionally the difficulties in achieving successful implementation of innovations. For example, a team developing a new generation of quantum processors will face the need to continuously upgrade their skills and develop advanced scientific developments to implement such high-tech innovation

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Marketing prospects	In order to achieve commercial success, innovation must respond to the real needs of the market. When it is aimed at solving a current problem or saturating existing demand, the probability of its acceptance by the market increases significantly. In-depth analysis of market conditions and potential audiences is a critical aspect of development. For example, innovation in energy-efficient technologies, which can significantly reduce the cost of electricity, responds to the current need for sustainability and efficiency, which increases its chances of successful deployment and dissemination
Capital (financial) support	Providing adequate financial support remains a determinant of the success of innovation in the industry. Translating innovative ideas into real products and services will require investment in R&D, prototyping, production organization and marketing strategy. Effective capital mobilization and utilization can play a significant role in the implementation of innovative strategies. For example, the successful launch of high-performance photocells often depends on the initiation phases of research, for which initial investment is critical
Competitive infrastructure.	The saturation of the market with similar goods or services can be a major barrier to new innovation. Careful study of the current state of competition and effective positioning of an innovative product is important for success in the market. For example, the introduction of a new smartphone model in a segment dominated by established technogenists will require not only outstanding characteristics, but also a competent marketing strategy that emphasizes the unique advantages of the novelty
Regulatory registration of innovative activities	Adequate regulatory infrastructure, together with advanced legislation that promotes innovation and facilitates adaptation, can significantly accelerate the diffusion of innovation. In contrast, excessive regulation and market entry barriers can significantly

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	hinder the integration of innovation and reduce the path to commercial success. An illustrative example is the biotechnology sector, where strict regulatory requirements for clinical research and drug trafficking can significantly slow down the introduction of innovative treatment.
Collaborative networks and synergy	Strategic alliances can provide valuable opportunities for securing resources, penetrating new markets and sharing specialized knowledge, which is often a determining element in the innovation process. For example, a startup developing advanced energy-saving technologies with a large electronics producer can provide the necessary engineering capabilities and a market platform to bring innovation to the end consumer.

Conclusion: Hence, the introduction and development of innovative strategies play a significant role in enhancing the competitiveness of industrial organizations in the digital economy. The digitalization of production, the development of digital products and services, the strengthening of digital competencies of personnel and the formation of partnerships are important stages in achieving success in the modern business world. The implementation of these strategies allows enterprises to respond flexibly to market changes, compete effectively and ensure long-term prosperity.

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