

«ІННОВАЦІЙНЕ ПІДПРИЄМНИЦТВО»

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**АМБІВАЛЕНТНІ СТРАТЕГІЇ  
ПІДПРИЄМСТВ В КОНЦЕПЦІЇ  
«ІНДУСТРІЯ 4.0»**

**Анотація.**

Актуалізовано для сучасних підприємств впровадження амбівалентних стратегій як, один з потужних факторів конкурентоспроможності та посилення репутаційного капіталу в концепції «Індустрія 4.0». Проаналізовано досвід британських, турецьких, американських підприємств, які здійснили вибір стратегії в періоди рецесії. Виділено чинники розвитку концепції «Індустрія 4.0», в рамках якої позначені шість етапів еволюції амбівалентних стратегій.

**Ключові слова**

амбівалентні стратегії підприємств, Індустрія 4.0., період рецесії, кіберфізичні системи, імпакт-інвестування

**AMBIVALENT STRATEGIES OF  
ENTERPRISES IN THE CONCEPT OF  
"INDUSTRY 4.0»**

**Summary.**

It is actualized for modern enterprises to introduce ambivalent strategies as one of the powerful factors of competitiveness and strengthening of reputational capital in the concept of "Industry 4.0". The experience of the British, Turkish, American companies of the choice of strategy during the recession is analyzed. The factors of development of the concept "Industry 4.0" are singled out, which had designated six stages of ambivalent's evolution strategies.

**Keywords**

ambivalent strategies of enterprises, Industry 4.0., recession period, cyberphysical systems, impact-investment

The emergence of new determinants is a special feature of the formation of a modern technical and economic paradigm, which predetermine the priority of increasing the competitiveness of modern enterprises and historically forms the basis for the stability of the national economy. For the modern enterprises, the concept "Industry 4.0" acquires special significance, in which one of the most powerful factors of the development of competition and the strengthening of the reputational capital of modern enterprises are its ambivalent strategies. The activities of modern enterprises involve a number of social and environmental risks, the overcoming of which will allow them to take a higher competitive position, both in the domestic and international markets. Therefore, the issue of creating ambivalent strategies is receiving increasing attention, as they overcome the framework of academic circles,

and their controversial nature leaves an imprint on the rules of competition in the new economic conditions.

Ambivalent (dual) strategies involve a gradual change with intermittent changes, use existing resources to increase efficiency, explore new sources of competitive advantage and innovation [1,2,3], combine strategies for reducing and investing.

In a recession, most enterprises will prefer to reduce costs / assets and selective investments in innovative products and market development. According to experts, such a strategy is applicable to enterprises in periods of recovery, and recession. It seems that enterprises will be forced to combine increasing efficiency and increasing innovation to be able to grow further. Self-reduction of costs can provoke the situation in which enterprises will not be able to take advantage of subsequent improvements in the environment of its stabilization. During a recession, when market selection is significant, the definition of the relevant investments that need to be implemented and the costs to be reduced become more important.

A study of eight major UK equipment and office furniture enterprises showed that enterprises can make strategic choices even during periods of recession [4]. Enterprises, especially large ones, have the resources to form their own environment and choose a strategy that can bring success into this environment. The recession does not dictate the common logic of reducing costs or assets at enterprises. The companies studied, responded to the recession, combining cost reduction, distribution, capacity expansion and market diversification, reaching various levels of efficiency. A study of 172 Turkish companies showed that companies that focus research and development (R & D) on products for capturing niche markets, technologies and production methods that optimize costs, are most successful during a recession [5].

A survey of 64 large American corporations in eight industries of difficult economic conditions in the late 1970s found that high business efficiency apparently is achieved by companies, able to provide either the lowest cost of products or the maximum differentiation in terms of positioning . Perhaps those companies that will reduce the introduction of assets into niches and are significantly diversified will survive. [6].

The idea of the "Industry 4.0" project, originally belonged to the German government and describes the next stage in the development of the manufacturing industry as the integration of "cyberphysical systems" (CPS) into production activities. The term "cyberphysical systems", introduced in 2006 by Helen Gill, is a common name for technologies that combine virtual and physical reality to create a space in which objects and their electronic components can interact with each other, exchange data, creating a single network of machines, similar to social networks. For example, a piece of equipment can constantly communicate with other units information about faults or problems, the need for maintenance, about changing orders or demand, the current stock level. The main factors of development of concept "Industry 4/0" are listed below[7]:

- development of methods for data collection and analysis. Recently, a lot of terms have appeared related to the rapid development of this sphere: DataScience,

BigData, Machine Learning, Deep Learning, etc. Interest in these issues arose in connection with the appearance of large amounts of data and the need for their rapid collection and analysis;

- "Internet of things" (Internet of things), "Industrial Internet" (Industrial Internet), "Internet all" (Internet of everything) - an increase in the number of household appliances, industrial mechanisms connected to the Internet, leads to a rethinking of the role of the Internet, which existed mainly as a means of social communications;

- additive production technologies or 3D printing. The successful use of 3D printers in medicine and the space industry makes their use effective for the production of small batches of customized products, for example in light industry;

- the emergence of more intelligent robots, increasing their functionality;

- full automated cloud data storage, allowing you to store and process huge amounts of data from multiple devices and sensors.

Within the framework of existing concepts, we have identified six stages in the evolution of ambivalent strategies:

- conceptualization,
- instrumentalization,
- institutionalization,
- personification,
- social investment;
- Impact-investment.

At the stage of impact investment, enterprises declare to go beyond the formal criteria of social reporting, emphasizing their desire to have a direct impact on social processes, which is consistent with the provisions of the concept of Industry 4.0. Therefore, impact-investment is a natural stage in the evolutionary transformation of the company's ambivalent strategies. All the facts above made it possible to identify the priority of impact-investment as a key factor in ensuring competitiveness in the new economic conditions.

Experts from industrially developed countries, primarily the US and Germany, believe that the Fourth Industrial Revolution will provide them with many advantages - from the strengthening of competitiveness at the world level to the emergence of new jobs in the domestic market of Europe and the US due to the refusal to transfer production to low-income countries wages. At the same time, negative changes are expected, related to the disappearance of the working professions, an increase in unemployment in developing countries and an increase in gender inequality.

Therefore, the future structural changes in industry, caused by the transition to the Fourth Industrial Revolution, lead to the conditions of the technical and economic paradigm, ambivalent strategies will play the main role in shaping the competitiveness of the modern company.

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**ЦИФРОВІЗАЦІЯ ЯК  
ПЕРСПЕКТИВНИЙ НАПРЯМ  
АСИМЕТРИЧНОГО РОЗВИТКУ  
ПІДПРИЄМСТВА**

**DIGITALIZATION AS A  
PERSPECTIVE DIRECTION OF  
ASYMMETRIC DEVELOPMENT  
OF ENTERPRISES**