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FORMATION OF ENTREPRENEURIAL STRATEGY BASED ON INNOVATIONS AND MODERN MARKETING AND MANAGEMENT TOOLS

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ФОРМУВАННЯ ПІДПРИЄМНИЦЬКОЇ СТРАТЕГІЇ НА ОСНОВІ ІННОВАЦІЙ ТА СУЧАСНИХ ІНСТРУМЕНТІВ МАРКЕТИНГУ ТА МЕНЕДЖМЕНТУ

In the context of digital transformation, the development of entrepreneurship increasingly depends on the ability of individuals—who organize, manage, and conduct commercial activities at their own risk—to leverage innovations and effective marketing and management tools to create a long-term action plan aimed at maximizing profit and ensuring growth. Therefore, the purpose of this article is to justify the theoretical and methodological foundations for forming a successful entrepreneurial strategy, taking into account the shift of entrepreneurial activity to the online environment. The study's findings demonstrate that the current development of the digital economy, combined with the high dynamics of the market environment, is fostering a new approach to successful entrepreneurial strategy — the digital-innovative approach. Within this framework, innovations and digital marketing and management tools serve as the key foundation for generating both short-term and long-term competitive advantages. Among the innovations that determine the success of entrepreneurial strategy and shape competitive advantages are technological, marketing, process, and organizational innovations. The application of these innovations within entrepreneurial strategy

enables cost reduction, enhanced responsiveness, the creation of personalized offerings, and improved service quality, thereby generating competitive advantages. These advantages include the rapid acquisition of new customers, fast order processing and reduced delivery times, price leadership, and increased visibility across online channels. Among the tools that determine the success of an entrepreneurial strategy and foster competitive advantages are digital communication channels, performance marketing, SEO and content marketing, personalized marketing, email marketing and communication automation; CRM systems, ERP systems, business analytics systems, Agile and Lean approaches, as well as logistics and process automation systems. The integrated use of these tools enables entrepreneurs to develop personalized offerings, increase the speed and accuracy of managerial decision-making, optimize business processes, and strengthen their competitive positioning. Ultimately, this ensures the formation of competitive advantages such as stable customer loyalty, high brand recognition, operational efficiency, rapid adaptability, technological superiority, and sustainable market positioning.

В умовах цифрової трансформації розвиток підприємництва дедалі більше залежить від здатності фізичних осіб, які на власний ризик організовують, керують та здійснюють комерційну діяльність, використовувати інновації та ефективні інструменти маркетингу й менеджменту для формування довгострокового плану дій, спрямованого на максимізацію прибутку та забезпечення розвитку. Відтак, метою статті є обґрунтування теоретико-методичних засад формування успішної підприємницької стратегії з урахуванням зміщення господарської діяльності підприємця в онлайн-середовище. За результатами дослідження доведено, що сучасні умови розвитку цифрової економіки та високої динаміки ринкового середовища формують новий підхід до розроблення ефективної підприємницької стратегії — цифрово-інноваційний. У межах цього підходу інновації та цифрові інструменти маркетингу й менеджменту виступають *ключовою основою стратегічного планування та формування конкурентних переваг підприємця. Серед інновацій, що визначають успішність підприємницької стратегії та формують конкурентні переваги підприємців, виділяються технологічні, маркетингові, процесні та організаційні інновації. Використання цих інновацій у підприємницькій стратегії дозволяє знижувати витрати, підвищувати швидкість реакції, формувати індивідуальні пропозиції та забезпечувати вищу якість сервісу, що створює конкурентні переваги. До таких переваг належать оперативне залучення нових клієнтів, швидка обробка замовлень і скорочення термінів доставки, забезпечення цінового лідерства, а також підвищення видимості у цифрових каналах комунікації. Серед інструментів, що визначають успішність підприємницької стратегії та формують конкурентні переваги, варто виокремити: цифрові канали комунікації, performance-маркетинг, SEO та контент-маркетинг, персоналізований маркетинг, email-маркетинг та автоматизацію комунікацій; CRM-системи, ERP-системи, системи бізнес-аналітики, Agile- та Lean-підходи, а також системи логістики й автоматизації бізнес-процесів. Інтегроване використання цих інструментів дозволяє підприємцям створювати персоналізовані пропозиції, підвищувати швидкість і точність управлінських рішень, оптимізувати бізнес-процеси та зміцнювати конкурентні позиції. У підсумку це забезпечує формування таких конкурентних переваг, як: стабільна клієнтська лояльність, висока впізнаваність бренду, ефективність операційної діяльності, здатність до швидкої адаптації, технологічної переваги та сталого ринкового позиціювання.*

Keywords: *technological advantage; personalized marketing; email marketing; business analytics; management; entrepreneurial activity; strategy.*

Ключові слова: *технологічної переваги; персоналізований маркетинг; email-маркетинг; бізнес-аналітика; менеджмент; господарська діяльність підприємця; стратегія.*

Problem statement. In the context of digital transformation, the development of entrepreneurship increasingly depends on the ability of individuals—who organize, manage, and conduct commercial activities at their own risk—to leverage innovations and effective marketing and management tools to create a long-term action plan aimed at maximizing profit and ensuring growth. A special role in this process is played by e-commerce (the process of buying and selling goods or services over the Internet), which has become not just an alternative sales channel but a comprehensive business ecosystem that determines entrepreneurs' competitiveness in the global market. The rapid proliferation of digital platforms, the development of big data, artificial intelligence, business process automation, and personalization technologies are shifting entrepreneurial activity online and prompting entrepreneurs to reconsider traditional approaches to strategy formation.

E-commerce provides entrepreneurs with unique opportunities for scaling, cost optimization, precise customer targeting, and building long-term relationships with consumers. At the same time, increasing competition, higher demands for service speed, information overload, and the need to manage large volumes of data impose new requirements on strategic planning. Therefore, the formation of an entrepreneurial strategy in e-commerce requires the integration of innovative approaches, such as agile management, design thinking, the use of analytical platforms, and digital marketing tools.

Analysis of research and publications. The challenges associated with developing an effective entrepreneurial strategy have been comprehensively analyzed in the scientific works of Plotnikova M. and Yakovenko O. [6], Epifanova I. Yu. [4], Gorokhova T. [2], as well as Pisarenko S. V., Sen O. V., and Buryk V. V. [7]. In particular, their research attempts to outline the fundamental principles of strategy development in the context of hybrid entrepreneurial activity, which combines various forms of business organization—online and offline operations, traditional and digital business models, internal and outsourced processes, as well as different forms of employment.

The studies by Pysarenko S.V., Sen O.V., and Buryk V.V. focus on identifying the key factors for the effectiveness of such strategies and the mechanisms for adapting them to the dynamic conditions of the market environment.

At the same time, the theoretical and methodological foundations for forming an entrepreneurial strategy that accounts for the shift of entrepreneurial activity to the online environment have not been sufficiently addressed in the scientific literature. This has led to several problems, including:

1. Lack of clear strategic planning models for digital business. Entrepreneurs do not have unified approaches for selecting development strategies in online markets, and knowledge remains fragmented.

2. Insufficient methodological guidance on integrating digital tools into enterprise strategy. Entrepreneurs often use marketing and management digital tools unsystematically, which reduces their effectiveness.

Formulation of the article's objectives. The purpose of this article is to substantiate the theoretical and methodological foundations for forming a successful entrepreneurial strategy, taking into account the shift of entrepreneurial activity to the online environment.

The paper main body. The rapid development of digital technologies, which began in the late 1990s and accelerated particularly after 2010 with the proliferation of mobile Internet, social networks, and cloud services, has led to a gradual and eventually widespread shift of entrepreneurial activity toward the online space. As early as the early 2000s, the first e-commerce platforms, digital payment systems, and new forms of online consumer communication emerged, laying the groundwork for transforming the Internet into a fully-fledged business environment.

Over the past decade, the online environment has emerged as a central platform for consumer engagement, business process management, the creation of competitive advantages, and the scaling of entrepreneurial activities. This trend intensified particularly after 2020, when global challenges, including the COVID-19 pandemic, accelerated enterprise digitalization and reshaped consumer behavior, with an increasing preference for online shopping, remote services, and digital communication channels.

Amid the rapid growth of financial and commercial transactions conducted through computer networks, along with the associated business processes, traditional approaches to business management are increasingly proving ineffective. For example, according to analytical reports, the share of e-commerce in global retail trade has been steadily rising: in 2023, the online segment accounted for over 19% of retail sales, with projections reaching approximately 25% in the coming years. Simultaneously, digital (electronic) payment methods and cashless transactions are becoming increasingly widespread, transforming the financial infrastructure of international trade.

These trends—digitalization of transactions, the growing significance of e-commerce and digital payments, and shifts in consumer behavior—undermine the effectiveness of traditional business models because they [3-5]:

- fail to account for the dynamics of the digital economy and the expanding volume of online trade;
- overlook rapid changes in consumer behavior, as consumers increasingly favor online channels and cashless payments;
- do not reflect the accelerated pace of technological innovation and the rising level of competition driven by the low barriers to entry in digital commerce.

The factors contributing to the reduced effectiveness of traditional approaches to entrepreneurship in the context of the online environment are presented in greater detail in Table 1.

Considering the aforementioned specifics, entrepreneurs are currently reorienting their strategies toward an online format, integrating digital communication channels, analytics platforms, marketing automation tools, and customer interaction systems into their business. These measures ensure faster decision-making, personalized offerings, and enhanced overall business competitiveness [7-8].

Table 1. Factors contributing to the reduced effectiveness of traditional approaches to entrepreneurship in the context of the online environment

Factors contributing to reduced effectiveness	Essence of the problem	Trends in the development of the online environment	Implications of the reduced effectiveness of traditional entrepreneurial approaches
Failure to account for the dynamics of the digital economy	Traditional business models are designed for stable markets and linear processes.	Rapid changes in digital platforms Emergence of new promotion and analytics tools Increasing importance of data as a strategic resource	Reduced adaptability Loss of market share due to slow response Inability to integrate digital solutions
Failure to consider changes in consumer behavior	Conventional marketing models no longer align with modern customer expectations.	Shift of consumers to the online environment Demand for personalization and fast service Focus on mobile user experience	Decreased customer loyalty Decline in the effectiveness of advertising tools Increased difficulty in attracting new customers
Failure to reflect the high level of competition in the online environment	The internet opens the market to global players and reduces entry barriers.	A large number of online sellers New business models (marketplaces, dropshipping) Real-time price competition	Pressure on profit margins Need for innovation to ensure survival Risk of being pushed out of the market
Failure to take into account the pace of technological innovation	Traditional strategies are typically long-term and lack flexibility.	Rapid innovation cycles in IT Emergence of AI, automation, and big data technologies Changes in customer interaction formats (chatbots, omnichannel approaches)	Lag in implementing new solutions Increased operational costs Loss of competitiveness

Source: created by the authors based on [1; 3-5]

Entrepreneurial activity in the online environment has transformed the nature of strategy formation, as the digital economy is characterized by high dynamism, intense competition, and changing consumer interaction models. Under such conditions, the formation of entrepreneurial strategy is carried out through:

- Transition to digital business models (online stores, marketplaces, SaaS solutions, subscription models);
- Integration of digital communication channels (social media, messengers, chatbots, omnichannel interaction systems);

- Use of data as a basis for managerial decisions (analytics, big data, behavioral targeting);
- Optimization of business processes through automation (CRM, ERP, CMS systems, electronic logistics tools);
- Flexible management of innovations and scaling (hypothesis testing, A/B testing, agile approaches).

All of this forms a new approach to a successful entrepreneurial strategy — a digital-innovation approach, in which innovations and digital marketing and management tools become the key foundation for generating both short-term and long-term competitive advantages.

Indeed, among the innovations that form the key foundation for generating competitive advantages, the following can be highlighted: technological innovations (such as recommendation systems, service automation, predictive analytics, intelligent data analysis, transaction security, supply chain transparency, AR/VR technologies in sales and customer service, cloud computing, and virtualization of business processes [2; 8]); marketing innovations (real-time personalization of offers, omnichannel communication strategies, innovative customer engagement models, automated sales funnels, and trigger-based communications [8]); process innovations (digitalization of logistics and warehouse operations, order processing automation, integration of CRM and ERP systems as the core of management infrastructure [6]); organizational technologies (agile management, lean approaches, cross-functional teams, digital personnel interaction, and remote management models [5; 8]).

The characterization of these innovations as the basis for generating competitive advantages and shaping entrepreneurial strategy is presented in Table 2.

Table 2. Characteristics of innovations as a basis for generating competitive advantages and shaping entrepreneurial srategy

Group of innovations	Orientation of innovations toward competitive advantage	Impact on the format of entrepreneurial strategy
Technological innovations	Recommendation systems, service automation, predictive analytics, intelligent data analysis, transaction security, supply chain transparency, AR/VR in sales and customer service, cloud computing, business process virtualization.	Ensure rapid adaptation to market changes, enhance the efficiency of business processes, create personalized offerings, and provide transparency and operational control.
Marketing innovations	Real-time offer personalization, omnichannel communication strategies, innovative customer engagement models, automated sales funnels, trigger-based communications.	Enhance customer acquisition and retention, generate demand, and contribute to increased loyalty and competitive positioning.
Process innovations	Digitalization of logistics and warehouse operations, order processing automation, CRM and ERP integration.	Optimize operational processes, reduce costs, increase the speed and accuracy of business process execution, and ensure effective interdepartmental coordination.
Organizational innovations	Agile management, lean approaches, cross-functional teams, digital personnel interaction, remote management models.	Provide flexibility, rapid decision-making, adaptation to external environmental changes, and integration of digital solutions into strategic planning.

Source: created by the authors based on [1-2; 5; 8]

In fact, these innovations within a successful entrepreneurial strategy enable entrepreneurs to reduce costs, increase responsiveness, create personalized offerings, and ensure higher service quality — thereby generating short-term competitive advantages. This includes, for example, the rapid acquisition of new customers, fast order processing and reduced delivery times, price leadership, and visibility in online channels within short timeframes [1-2].

The key instruments that determine the success of an entrepreneurial strategy and shape competitive advantages include:

1. In activities related to the creation, promotion, and sale of goods or services: digital communication channels, performance marketing, SEO and content marketing, personalized marketing, email marketing, and communication automation. The characterization of these tools as a basis for generating competitive advantages and shaping entrepreneurial strategy is presented in Table 3.

Table 3. Characteristics of marketing tools as a basis for generating competitive advantages and shaping entrepreneurial strategy

Group of tools	The focus of the instruments on the content of competitive advantages	The impact of these instruments on the format of the entrepreneurial strategy
Digital communication channels	Social networks, messaging platforms, and chatbots, which ensure direct interaction with the target audience.	They increase the speed of response to customer inquiries and support the development of loyalty and personalized interaction.
Performance marketing	Targeted advertising, remarketing, and contextual advertising.	Optimizes advertising costs, increases conversion rates and accuracy of demand generation.
SEO and content marketing	Organic promotion, value-driven content creation, and expert content development.	Enhances brand visibility, builds consumer trust, and promotes customer loyalty.
Personalized marketing	Customer segmentation, recommendation systems, and automated sales funnels.	Enables creation of personalized offerings, improves customer satisfaction and retention.
Email marketing	Trigger-based email campaigns and customer nurture cycles.	Supports customer retention, stimulates repeat sales, and increases customer lifetime value.
Communication utomation	CRM systems and tools for automated communication and inquiry processing.	Reduces manual work, accelerates request processing, and enables efficient scaling of business processes.

Source: created by the authors based on [2; 6; 8]

2. In activities related to managing an organization’s resources, personnel, and processes to achieve its objectives, the following tools can be highlighted: CRM systems (Customer Relationship Management), ERP systems (Enterprise Resource Planning), business analytics systems, Agile and Lean approaches, and logistics and process automation systems. The characterization of these tools as a basis for generating competitive advantages and shaping entrepreneurial strategy is presented in Table 4.

The integrated use of these marketing and management tools enables entrepreneurs to create personalized offerings, increase the speed and accuracy of managerial decisions, optimize business processes, and strengthen competitive positions — thereby generating long-term competitive advantages. This includes stable customer loyalty, strong brand recognition, operational efficiency, rapid adaptability, technological superiority, and sustained market presence.

Table 4. Characteristics of management tools as a basis for generating competitive advantages and shaping entrepreneurial strategy

Group of tools	The focus of the instruments on the content of competitive advantages	The impact of these instruments on the format of the entrepreneurial strategy
CRM systems	Customer data management, sales automation, service quality improvement, personalized interactions	Customer-centric strategy, loyalty program development, and streamlined communication channels
ERP systems	Integration of procurement, finance, warehouse logistics, and production processes; ensuring transparency of business processes	Strategy development based on resource and operations optimization, and cost minimization
Business analytics systems	Collection, processing, and analysis of large datasets; forecasting; KPI monitoring	Data becomes the basis for strategic decisions; ensures flexibility and rapid adaptation to market changes.
Agile and Lean approaches	Shortened product development cycle, rapid idea testing, loss minimization, and increased team productivity.	Ensure organizational adaptability, support a strategy of rapid response to changes and continuous improvement
Logistics and process automation systems	Management of supply, delivery routes, and inventory control; reduction of operational costs; increased service speed	Strategy becomes more focused on operational efficiency, reduced delivery times, and increased customer satisfaction

Source: created by the authors based on [2; 5-7]

Conclusions. The study’s findings demonstrate that the current development of the digital economy, combined with the high dynamism of the market environment, is fostering a new approach to successful entrepreneurial strategy — the digital-innovative approach. Within this framework, innovations and digital marketing and management tools serve as a key foundation for creating both short-term and long-term competitive advantages.

Among the innovations that determine the success of entrepreneurial strategy and shape competitive advantages for entrepreneurs, technological, marketing, process, and organizational innovations can be distinguished. The use of these innovations within entrepreneurial strategy enables cost reduction, increased responsiveness, the creation of personalized offerings, and higher service quality, thereby generating competitive advantages. Such advantages include rapid acquisition of new customers, fast order processing and reduced delivery times, price leadership, and increased visibility in online channels.

The key tools that determine the success of entrepreneurial strategy and shape competitive advantages include:

- In activities related to the creation, promotion, and sale of goods or services: digital communication channels, performance marketing, SEO and content marketing, personalized marketing, email marketing, and communication automation;
- In activities related to managing resources, people, and processes to achieve organizational objectives: CRM systems, ERP systems, business analytics systems, Agile and Lean approaches, and logistics and process automation systems.

The integrated use of these tools allows entrepreneurs to create personalized offerings, increase the speed and accuracy of managerial decisions, optimize business processes, and strengthen competitive positions. Consequently, this fosters the development of competitive advantages such as stable customer loyalty, strong brand recognition, operational efficiency, rapid adaptability, technological leadership, and sustainable market positioning.

Future research prospects include examining the effectiveness of the digital-innovative approach across various industries and assessing its impact on the long-term resilience and competitiveness of enterprises.

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