

STRATEGIC MANAGEMENT OF THE ENTERPRISE: ANALYSIS OF SECTORAL DETERMINANTS

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ABSTRACT

The article proposes a methodology for identifying and analyzing the determinant of the development of the industry, which makes it possible to formulate a list of applied recommendations for the formation of a strategy for the development of enterprises in the cable industry. The study uses a number of methods, the use of which allows us to explore the strategic prospects for the development of the industry, identify the determinants of development, evaluate them, and establish the nature of the impact on the activities of enterprises in the industry; highlight the structural and logical relationships between the studied factor conditions and development determinants, substantiate practical recommendations on the formation of a development strategy for enterprises in the industry. These methods include: methods of analyzing time series, methods of expert evaluation, the rhombus of state advantages by Porter, graph-analytical methods. The article provides statistical data on the volume of the world market for cable and wire products, identifies the main manufacturers and exporters of cable products. Trends in changes in the volume of

production and sales of cable products in the world and in Ukraine are studied, in particular, the prospects for the development of the industry are substantiated. The main determinants of the development of the cable industry are determined, which are systematized and studied by the rhombus method of national advantages by Porter. Based on the method of expert assessment, a linguistic assessment of the established determinants is carried out, and the nature of their influence on the activities of enterprises in the industry is determined; the structural relationships between the studied factor conditions and development determinants are studied. The article provides arguments for choosing this particular methodological approach to analysis, which, on the one hand, makes it possible to ensure the complexity of the study - taking into account the systematic identification of determinants, the ability to take into account dynamic changes, determine the nature of their influence and track the structural and logical relationships between the studied factor conditions and development determinants. Based on the obtained results, the authors make practical proposals for the formation of a strategy for the development of Ukrainian enterprises for the production of cable and wire products in the global and domestic markets.

Keywords: *Strategic Management; Strategy; Company; Cable Industry; Market of cable and Wire Products; Porter's Rhombus of National Advantages; Industry Determinants*

1. INTRODUCTION

The cable industry is a promising science-intensive industry, which occupies one of the leading places in the industry of Ukraine. In modern economic conditions, the successful operation of enterprises in this industry, first of all, needs to study the market and form a successful strategy. A detailed analysis of the industry will allow you to clearly understand the trends and prospects for strategic development. The current economic conditions of cable industry companies are characterized by the configuration of the main guidelines for economic activity, which is due to an increase in the mobility of environmental factors and an increase in the strength of their effect on the functioning of companies.

Strategic decisions that affect the competitiveness and profitability of enterprises in the long term should be made on the basis of a comprehensive study of industry determinants, which involves an analysis of both negative and positive influences. In such conditions, the strategic analysis of the industry acquires particular relevance when choosing a strategic direction for the development of an enterprise.

2. LITERATURE REVIEW

In the studies of Grand View Research (2021) and Kuznetsova (2020), it is substantiated that the cable industry has a great influence on the economic growth of the country, since its products, today, are used in almost all areas of activity, and especially in science-intensive engineering industries, construction industry, and communication industry. This is supported by studies by Lu et al. (2020), Balabash et al. (2020), which track the potential impact of the cable industry on the efficiency of the economies of different countries in terms of energy saving. Tonchiangsai and Boonsothonsatit (2021) explore the trends in the business environment of cable consumer industries in the 4.0 era, in particular competition for access to resources. The researcher is trying to predict the demand for electrical cable in the context of the adaptation of enterprises in the face of volatility in demand for industrial products, regional trade restrictions and fluctuations in raw material markets.

The work of a number of scientists is devoted to the improvement of the methodology for analyzing the determinants of the development of economic sectors. Afzal et al. (2019) determined the competitive position of national economies. The paper explored the efficiency and productivity of the economies of different countries on the basis of identifying the determinants of innovative costs and results.

Thus, researchers Stejskal and Hajek (2012) proposed the use of the diamond method of national preferences by Porter to analyze the environment of industrial clusters, determine the level of their competitiveness and ability to function effectively without significant government allocations.

Pokras (2017) and Khmelyarchuk (2019) emphasize the importance of analyzing the determinants of the competitive environment in the context of forming an enterprise development strategy.

In order to study the competitiveness of instrument-making enterprises, it is proposed to use the rhombus of national preferences by Porter. It includes factor conditions (human resources, natural resources, finance, technology, and infrastructure), a cluster of supporting industries, domestic market demand and competition in the domestic market, and randomness and government influence. This method allows you to comprehensively analyze the features,

strengths and weaknesses of a particular industry in order to provide an opportunity to formulate a number of recommendations.

The above mentioned works do not use the method of determining national preferences proposed by Porter and require updated industry dynamics, which is proposed in this study.

The purpose of the work was to substantiate the methodological foundations for identifying and analyzing the determinants of the industry development, which will make it possible to formulate a list of applied recommendations for the formation of a strategy for the development of enterprises of cable and wire products.

3. DATA AND METHODOLOGY

Using the method of analysis of time series in order to substantiate the prospects for the development of the industry, changes in the volume of production and sales of cable products in the world and in Ukraine, in particular, the volume of exports and imports of cable products to Ukraine, were studied.

With the help of an expert method and on the basis of statistical data, the main determinants of the development of the cable industry were determined, a linguistic assessment of the established determinants was carried out, the nature of their influence on the activities of enterprises in the industry was established. Structural relationships between the studied factor conditions and development determinants are highlighted.

In order to substantiate practical recommendations on the formation of a strategy for the development of cable industry enterprises, a rhombus of national advantages by Porter was used. Within the framework of this method, the following groups of determinants were studied: factor conditions (human resources, natural resources, finance, technology, infrastructure), a cluster of supporting industries, domestic demand and market competition, as well as randomness and government influence.

Graph-analytical methods were used in the study for a visual presentation of statistical material, visualization of the received practical developments, dynamics and structure of key performance indicators of cable industry enterprises.

4. RESULTS

In 2020, the global wire and cable market was valued at \$183.14 billion. It is expected to grow by 4.4% annually from 2021 to 2028 (Grand View Research, 2021). The growth of urbanization and the development of infrastructure around the world are among the main factors driving the market. The development of the smart grid sector is also expected to drive the growth of the market.

We will analyze the trends in the development of the cable and wire products market in the world and in Ukraine, which will allow us to identify the main determinants of the development of the cable industry. World volumes of production of cable production are presented in Figure 1.

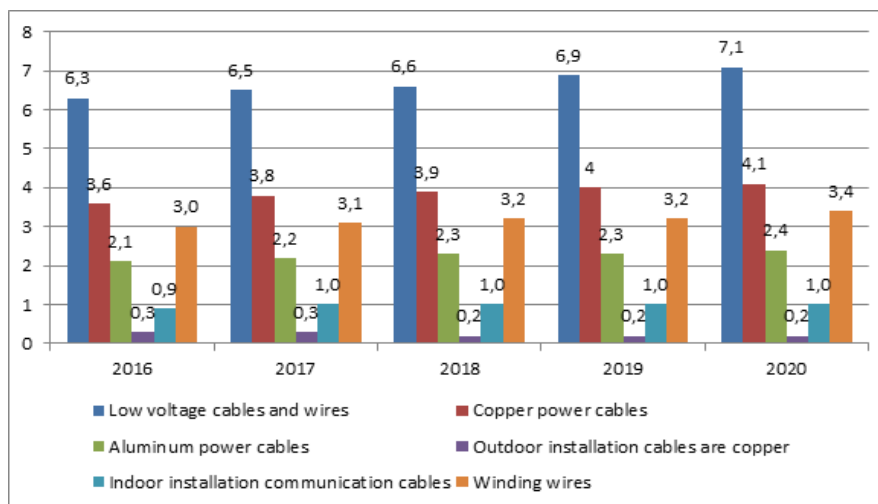


Figure 1: Dynamics of production of cable products in the world, million tons
 Source: Grand View Survey (2020)

Almost for all nomenclature groups of cable products, it is expected the growth at the level of 3-4%. The structure of cable production in the world in 2020 present in Figure 2.

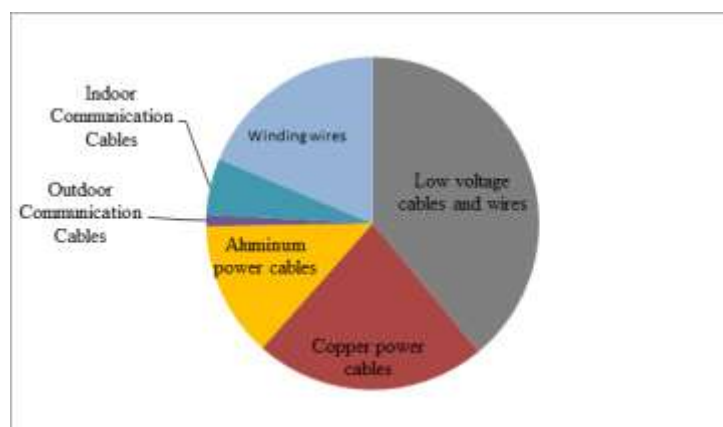


Figure 2: Structure of cable production in the world in 2020, million tons, %
 Source: Grand View Research (2020)

The basis of the production of cable products in the world is low-voltage cables and wires - 39% of the total production, copper power cables - 23%, winding wires - 19%, which account for 81% of the total production. The dynamics of cable production volumes in Ukraine is shown in Figure 3.

In Ukraine, the production of FOC decreased to 2.8 thousand tons (-0.37 thousand tons). At the same time, in contrast to world indicators, the production of winding wires is declining (-22.7%). The production of conductors for voltage not exceeding 1 kV (128.4%) increased at the highest rate (Figure 3).

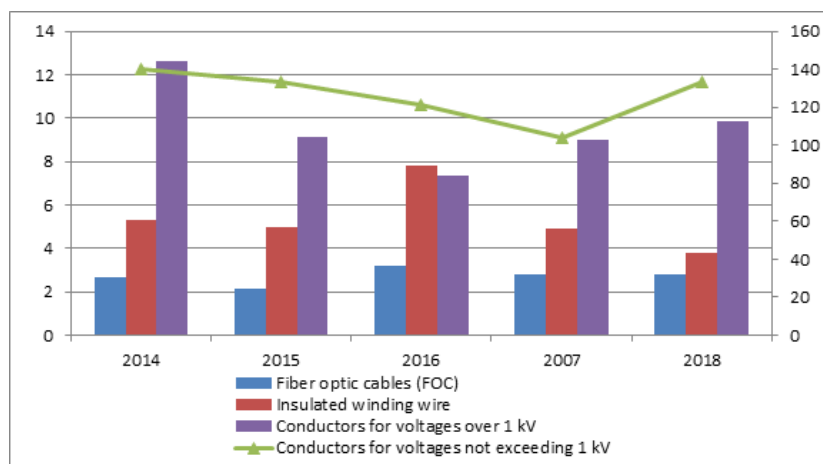


Figure 3: Dynamics of cable production volumes in Ukraine, thousand tons
 Source: Grand View Research (2020)

Without cable products, it is impossible to automate production activities and introduce innovations at enterprises. Thus, issues related to the development of the cable industry are particularly relevant.

In order to determine and analyze the determinant of the development of the industry, it is proposed to use the rhombus of Porter's advantages. It includes an analysis of factor conditions (human resources, natural resources, finance, technology, and infrastructure), a cluster of supporting industries, domestic demand and competition in the domestic market, as well as contingencies and government influence (Pokras, 2017). This method will make it possible to formulate a list of applied recommendations for the formation of a development strategy for enterprises in the cable and wire industry.

Factor conditions:

- Natural resources.

The most common material used as a conductor in cables, due to its high electrical conductivity, is copper. The copper market for the production of cable and wire products,

despite certain features, does not stand out from the general market of non-ferrous metals and depends on its trends. Due to the fact copper is not produced by individual companies, but it is included in the product line of large international manufacturers.

Demand in the global copper market, after the decline that occurred in 2019-2020, is increasing. Chile is the leader in the extraction of copper ore, the total volume of raw materials mined amounted to 5.8 million metric tons, which accounted for more than 25% of the world's production. Peru, China, USA, Congo, Australia, Zambia, Indonesia, Mexico and Russia also made the top 10 in terms of copper ore production (Source: Grand View Research, 2021). Dynamics of copper production in 2016 - 2020 shown in Figure 4.

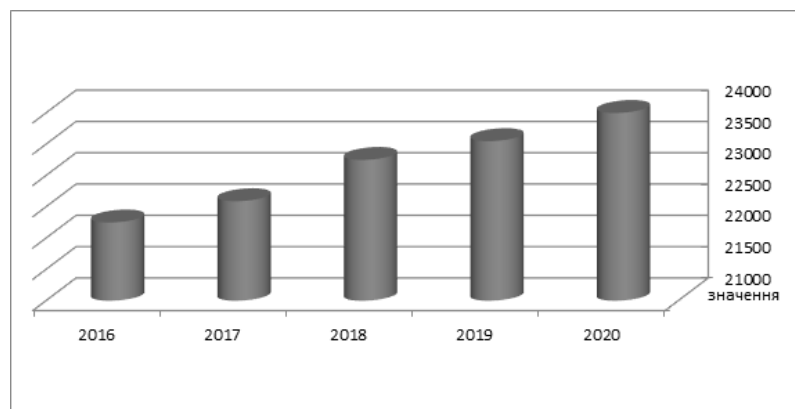


Figure 4: Dynamics of copper production in the world, thousand tons
Source: Grand View Research (2020)

The average copper production in 2020 showed an increase and amounted to \$6,523. US per ton, up 5.8% from the previous year's average.

According to experts' forecasts, the rise in copper production should continue due to the growing demand for raw materials, including for the needs of the cable and wire industry. For example, each electric car contains 3-4 times more copper than a conventional one. Experts forecast the average copper production in 2024 to be around \$6,700. US per ton (Grand View Research, 2020.)

According to experts' forecasts, it is expected that in the future the demand for copper in the world may exceed production. Based on these forecasts, the deficit in the global market will be up to 165 thousand tons. This could lead to a period of sustained supply shortages and serve as a factor supporting higher copper production.

The value of aluminum for the modern economy is difficult to overestimate. Aluminum consumption in the industry is closely related to the development of more high-

tech industries (automotive industry, aviation, aerospace projects, electronics, etc.). Aluminum is widely used in the manufacture of cable and wire products.

Aluminum conductors are used in overhead power cables where the lighter weight compensates for the lower conductivity than copper. Also, aluminum wiring is beginning to be used in construction, which became possible due to the use of new alloys in the manufacture of power cable cores.

Since 2000, there has been an increase in aluminum production in the world by an average of 5.8%, while after the global economic crisis in 2008, there has been an increase in the average annual rate to 6.2%. In 2020, the growth rate of metal production slowed down and amounted to only 1.6% compared to 2019, which in material terms amounted to 64.4 million tons (63.4 million tons in 2019).

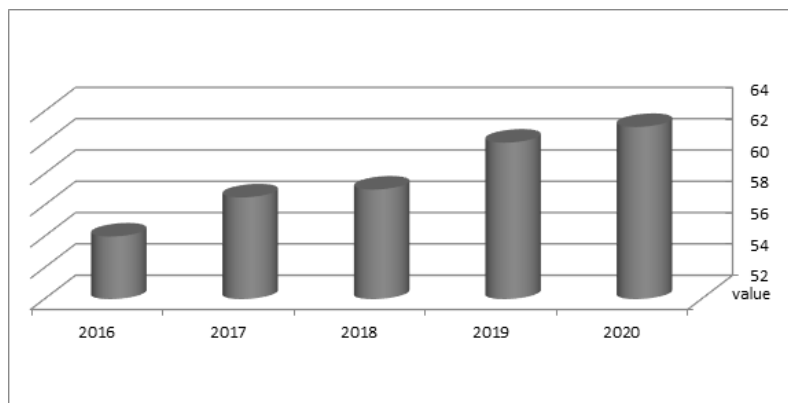


Figure 5: Dynamics of aluminum production in 2016 - 2020 thousand tons
Source: Grand View Research (2020)

China remains the leader in aluminum production, with a total global market share of about 35.4 million tons (55%), followed by: Russia 4.0 million tons (6.2%), India 3.9 million tons (6.2%), Canada 3.1 million tons (4.8%), UAE 2.8 million tons (4.3%).

The world consumption of aluminum is growing every year. In developed countries, it is increasing due to the growth of the automotive industry, in developing countries - due to the growth of the construction and electrical industries. According to experts, in 2021 the deficit of aluminum will be 1.9 million tons, and by 2024 the market will remain in deficit in the range of 1 to 2 million tons. World demand for the original metal will grow at an annual rate of 4-5%.

Different types of cables use different insulating materials. The most common plastics are PVC, polyethylene, polytetrafluoroethylene (PTFE), and polyamides. A number of

additional materials are used in special cables. Extra high voltage cables are filled with oils for both insulation and cooling purposes. Other cables use a hydrocarbon lubricant known as MIND, petroleum jelly, or lead sheath. Enameled wires are usually produced with a polyurethane enamel coating.

Polyamide production in 2016 reached more than 5.5 million tons, and in 2020 it is expected to exceed 7.5 million tons. Dynamics of polyamide production in the world in 2014-2020 is shown in Figure 6.

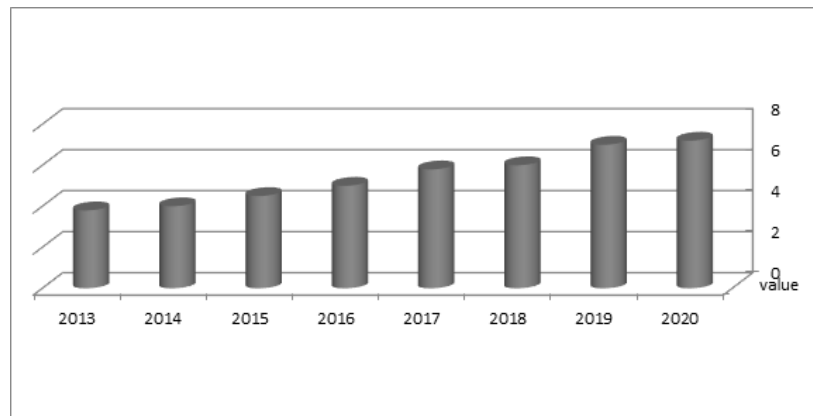


Figure 6: Dynamics of polyamide production in the world in 2014–2020
Source: Grand View Research (2020)

The main producers of polyamide are companies from France, Germany, China, Italy, Holland and Poland. By the end of 2020, the average Figure of polyamide in the world markets was \$7,040. US per ton.

In general, it is observed the world increasing in the consumption of plastics. The main sectors of production that actively consume polyamides are electronic computing, furniture, automotive and light industries. The global cable and wire industry accounts for about 8% of PVC consumption.

It should also be noted that the global potential of production capacities significantly exceeds the volume of PVC consumption. Thus, in 2016, production volumes amounted to 43.1 million tons, while the potential of production capacities exceeded 62.9 million tons.

4.1. Human resources

The development of the cable industry is influenced by a skilled workforce. Despite the fact that there is a gradual increase in wages in industry, it remains significantly lower than in the countries of Europe and America. Accordingly, the availability of cheap labor is a competitive advantage of the industry.

In Ukraine, there is a decrease in the number of people employed in industry. The share of the economically active population in the regions is different. It ranges from 58.3 to 66.7%. The leader in terms of the share of the economically active population is the city of Kyiv (66.7%), while the lowest value of this indicator was recorded in Donetsk region (57.2%).

There is access to skilled labor. The number of students of higher educational institutions of I-IV levels of accreditation per 10 thousand people in 2018 exceeded the average for Ukraine (393 students) in Dnepropetrovsk (4.6%), Zaporozhye (8.9%), Lviv and Odesa (almost 30%) and Kharkiv (77%) with the leader Kyiv - 261%.

At the same time, the number of vacancies in the industry is increasing dynamically, which is associated with a shortage of labor.

Firstly, it is the outflow of qualified human resources within labor migration abroad. Thus, according to the State Statistics Service, the economically active population in Ukraine decreased from 20.894 million people in 2010 to 17.854 million people in 2017 aged 15-70 years. According to experts, the number of labor migrants from Ukraine reaches about 4 million people, which is about 16% of the country's working population (Figure 7). The low wages in Ukraine is main reason for migration.

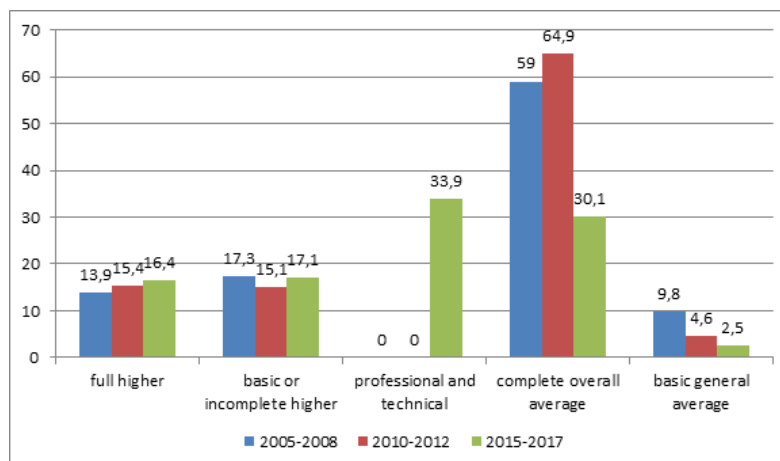


Figure 7: Dynamics of labor external migration by level of education, %
 Source: Government portal of State Statistics Committee of Ukraine (2018)

4.2. Infrastructure.

The infrastructure of Ukraine is widely developed within large cities and regional centers and includes the following areas: financial, industrial, industrial, construction,

educational, social, transport, as well as trade, services, communications, etc. The transport infrastructure is represented by various types of means for transportation of goods. The banking infrastructure is also quite developed (due to a large extent at the expense of foreign banks).

The infrastructure has improved quite a bit in recent years (due to the quality work of logistics companies). The infrastructure for the production of cable products in cities is supported by warehouse, banking, and transport components. Infrastructure facilities gravitate towards large cities, while in towns and villages it is developed badly.

4.3. Cluster of Supporting Industries

The main growth factors for the cable and wire products market are considered to be growing urbanization, along with the developing urban infrastructure economy, which in turn provokes the rapid growth of energy and information and telecommunication networks, which are the largest consumers of cable and wire products in all world cable markets. Demand associated with the development of offshore power generation infrastructure is also expected.

In 2020, the main areas of application of low-voltage cable and wire products were energy and information and telecommunication networks, the construction sector, as well as the production of electronic equipment.

The main consumers of high-voltage cable are energy, telecommunications, oil and gas, aerospace companies, as well as the military. The largest share of the use of high-voltage cable in 2020 fell on high-voltage suspended power networks. To date, this form of energy transfer is the most widely used due to low cost and ease of construction. However, in the last few years, in the market of developed and developing countries, there has been a trend of transition from the use of overhead high-voltage power networks to underground networks, which provide the slightest loss of voltage in the network, have a much lower electromagnetic background, and their maintenance is less expensive.

The most widespread use of fiber optic cables is observed in the information and telecommunications industry. The growing volume of data transmission, along with the rapid development of ICT infrastructure, provides a strong demand for fiber optic cables. In 2020, the highest dynamics was in the segment of non-residential buildings and engineering structures - an increase of 27.4% and 23.3%, respectively.

4.4. Information and telecommunications branch.

In 2019, revenues from the provision of Internet access services increased by almost half (by 48%) compared to the previous year. During 2019, mobile operators significantly expanded the coverage of the territory of Ukraine with 4G networks, which made it possible to increase the share of the population to 78%. As of December 31, 2019, the number of lines (points) of fixed access to the Internet, taking into account the data of individual entrepreneurs, amounted to 7,265 thousand units. (1,173 thousand units - in rural areas), which is 18% or 1,106 thousand units more than as of 12/31/2018.

4.5. Demand conditions in the market

An analysis of the sale of cable products in Ukraine showed that sales of conductors for voltages over 1 kV increased most rapidly (140.3%). But there is a tendency to reduce the size of the implementation of fiber-optic cables (FOC) (88.5%) and insulated winding wires (59.5%). At the same time, the share of exports of FOC and winding wires increased to 51.8% and 11.5%, respectively, and conductors.

Table 1: Volume of sales of cable products in Ukraine, thousand dollars USA

Nomenclature groups	2017	2018	2019	2020	Growth rate
Fiber optic cables (FOC)	14,4	15,9	17,1	15,1	88,5%
export share	22,7%	31,2%	27%	51,8%	X
Winding insulated wire	29,7	30,5	40,7	24,2	59,5%
export share	4,8%	7,3%	3,1%	11,5%	X
Conductors for voltage not more than 1 kV	214,4	217,2	146,5	167,6	114,4%
export share	40,3%	28,6%	32,6%	37,8%	X
Conductors for voltage over 1 kV	37,8	31,3	17,4	24,5	140,3%
export share	47%	28,8%	13,7%	11,3%	X

Source: Governmentportal of the State Statistics Committee of Ukraine (2020)

4.6. Competition in the domestic market

The Ukrainian market of cable and wire products is full of players. There are more than two dozen large and medium-sized manufacturers in Ukraine. These are Yuzhkabel (Kharkov), Odessakabel, Donbasskabel (Donetsk), Step-GT (Zaporozhye), Energoprom (Dnepropetrovsk) and others. Plus, fifty wholesalers, the most notable of which include the capital's State Enterprise «Kapro», LLC «Promkabel-Electricity», PE «Electrokomplekt», LLC «Electrolux Company», LLC «Karat LTD».

Today, about 70% of the market in the domestic cable products market of Ukraine belongs to domestic manufacturers. The market is characterized by a high level of competition, but domestic manufacturers confidently occupy their niche.

An analysis of foreign trade in cable products showed that import volumes exceed exports for all types of cable products. The largest volumes of imports are observed for electrical conductors for voltage within 1 kV (279566.9 thousand US dollars).

Table 2: Structure of imports of cable products in 2020, %

	Fiber-optic cables (FOC)	Winding wire	Conductors for voltage not more than 1 kV	Conductors for voltage more than 1 kV
CIS countries	10,6%	2,1%	2,4%	21,7%
including Russia	0,4%	0,05%	1,3%	15,0%
Belarus	10,2%	0,5%	1,0%	6,7%
Europe	19,5%	89,9%	91,0%	49,6%
including Poland	11,0%	13,2%	20,5%	11,8%
Asia	69,0%	6,8%	4,7%	28,1%
including China	68,7%	6,6%	3,3%	23,5%

Source: Government portal of the State Statistics Committee of Ukraine (2020)

The leader in the import of WOC in Ukraine is China with 68.7% private in communication. Almost all imports of winding wires in Ukraine are covered by Europe (89.9%), including in Poland - 13.2%.

The structure of imports for manufacturers of cable products in 2020 is shown in Figure 8.

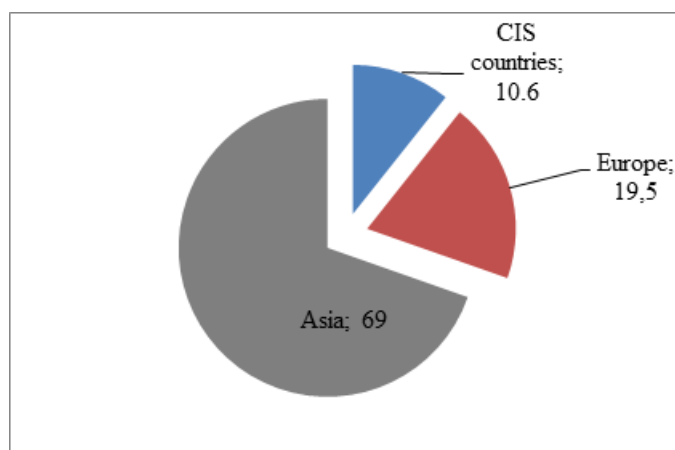


Figure 8: The structure of imports of fiber-optic cables in 2020, %

Source: Government portal of the State Statistics Committee of Ukraine (2020)

The results of the analysis are presented in Table 3 and Figure 9.

Based on the analysis data, the prospects of this area of activity were proved, the growing volumes of consumption indicate the feasibility of expanding production, introducing new technologies, and providing incentives for product sales. Enterprises operate in a market with a high level of competition from both domestic and foreign manufacturers. Accordingly, the formation of a strategy for the development of enterprises of cable and wire

products should be based on a detailed analysis of the determinant of the external competitive environment.

Based on the analysis, it can be concluded that the determinants that have a restraining effect on the development of cable industry enterprises are: growth in demand and prices for copper and aluminum in the world market, a high level of competition in the market.

Taking this fact into account, in order to improve the state of the cable industry in Ukraine, it is proposed to implement the following practical recommendations on the formation of a development strategy for enterprises in the industry: improving the image of domestic goods, building consumer confidence, creating strong Ukrainian brands that could compete with foreign ones; introduction of new developments, know-how in the manufacture of products (for example, reducing the need for certain types of resources, replacing them with other materials); stimulating the consumer to increase the consumption of goods in the industry of domestic production.

Table 3: The results of the analysis of environmental factors using the diamond method of advantages by Porter

Group of factors	Factors	Content	Nature of impact
1. Factor conditions Resource:	Growth in demand for copper in the world market	In the period 2015-2018, the average annual growth in demand was 2.5%, and in the period up to 2025, this indicator is expected to be at the level of 1.9% per year. Global copper production in 2018 reached 24.16 million tons, and in 2019 - 24.28 million tons. Next year, the deficit in the global market will be up to 165 thousand tons.	negative
	Rising pFigures for copper in the world market	The shortage of supplies will serve as a factor supporting the rise in the pFigure of copper. Experts predict the average pFigure of copper at 6500 - 6700 dollars. US per ton.	negative
	Growing demand for aluminum in the global market	World demand for primary metal will grow at an annual rate of 4-5% and may reach about 73.2 million tons by 2021. The deficit of aluminum in 2020 is 1.9 million tons, and by 2021 the market will remain in deficit in the range of 1 to 2 million tons.	negative
	Growth in polymer production	Polymer production in 2020 is expected to exceed 7.5 million tons. Despite the fact that the consumption of polymers is growing every year, the global potential of production capacities significantly exceeds consumption volumes by an average of 45%.	positive
	Diversification of polymer producers	The main producers of polymers are companies from France, Germany, China, Italy, Holland and Poland. The diversification of polymer producers affects pFigures in the market, so in 2017 the average pFigure for polymers in Brazil was 7040	positive

Group of factors	Factors	Content	Nature of impact
		USD. US per ton. At the same time, the cost of this product in Russia was a minimum of 2,600 dollars. US per ton, and the maximum pFigure was in Japan - 11570 dollars. US per ton.	
Human Resources	Cheap labor resources	Despite the fact that there is a gradual increase in wages in industry, from 2578 UAH. up to UAH 9,633.3 in 2018, it remains significantly lower than in Europe and America (in 2017 it amounted to - 1508.61 euros).	positive
	Outflow of skilled labor resources	The number of labor migrants from Ukraine reaches about 4 million people, which is equal to about 16% of the working population of the country. This applies to specialists of all levels of education (complete higher. 16.4% in 2017, vocational 33.9%).	negative
Infrastructure	Infrastructure development	The infrastructure for the production of cable products is supported by the development of logistics, banking, and transport components. Infrastructure facilities gravitate towards large cities and industrial centers.	positive
2. Cluster of supporting industries	Growing urbanization, construction development	Urbanization provokes the development of urban infrastructure, which in turn affects the growth of energy and information and telecommunication networks, which are the largest consumers of cable and wire products. The growth in fiber-optic cable consumption in 2019 in the residential construction sector amounted to 20%, there was a high dynamics in the segment of non-residential buildings and engineering structures - an increase of 27.4% and 23.3%, respectively.	positive
	Development of information and telecommunication networks	As of December 31, 2019, the number of lines (points) of fixed access to the Internet amounted to 7265 thousand units, which is 18% or 1106 thousand units. more than as of 12/31/2018. There was also a significant increase in the number of active identification telecommunication cards of the mobile (mobile) communication network by 17.5% during the year 2018.	positive
3. Demand conditions in the market	Growing market demand	An analysis of the sale of cable products in Ukraine showed that sales of conductors for voltages over 1 kV increased most rapidly (140.3%). But there is a tendency to slow down the volume of implementation of FOC and insulated winding wires. At the same time, the share of exports of FOC and winding wires increased to 51.8% and 11.5%, respectively.	positive
4. Competition in the market	High level of competition	70% of the market belongs to domestic producers. Significant influence from foreign manufacturers. import volumes exceed exports for all types of cable products. The largest volumes of imports are observed for electrical conductors for voltage within 1 kV (279566.9 thousand US dollars). The main importers are Asian countries - 69%, including China.	negative

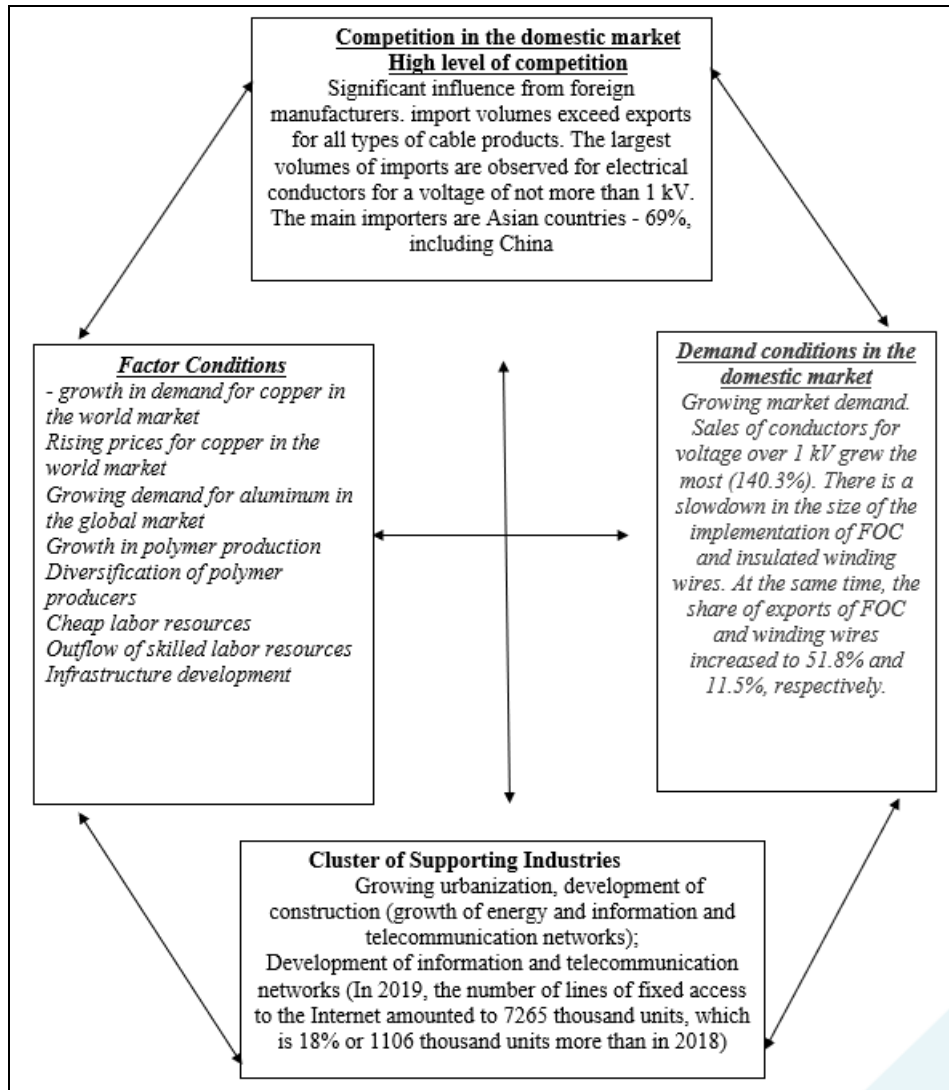


Figure 8: Rhombus of M. Porter's national advantages for the cable industry

5. CONCLUSIONS AND RECOMMENDATIONS

In the process of research, an analysis of the strategic determinants of the cable industry was carried out using the rhombus method of Porter's national advantages. Their linguistic assessments have been carried out and the nature of their influence on the activities of enterprises in the industry has been established. Structural relationships between the studied factor conditions and development determinants are highlighted in order to identify the prerequisites and causes of the above mentioned trends. The following determinants hindering the development of the industry have been identified: the weakening of the raw material base due to the growth in demand and production of copper and aluminum in the world market, the outflow of skilled labor resources, fierce competition in the domestic

market due to the presence of a significant amount of imported goods of the appropriate quality.

A detailed assessment of the current state of the cable industry is given through an analysis of the dynamics of exports and imports, during which the strengthening of the import orientation of the industry along with the decline in exports is proved. Import volumes exceed exports for all types of cable products. The main importers are Asian countries - 69%, including China.

It has been proven that foreign manufacturers exert significant competitive pressure in the industry. Taking this fact into account, in order to improve the competitive position of domestic enterprises, it is proposed to implement the following measures: improving the image of domestic goods, building consumer confidence, creating strong Ukrainian brands that could compete with foreign ones, and stimulating the consumer to increase the consumption of goods in the industry of domestic production.

Based on the analysis of the time series, there is a growing demand in the market. It was noted that sales of conductors for voltage over 1 kV (140.3%) grew at the highest rate. At the same time, the share of fiber-optic and winding wires increased to 51.8% and 11.5%, respectively. A cluster of supporting industries, including the construction industry, energy and telecommunications industries has a positive impact on this.

After examining the factor conditions in the market, it was found that today there is an increase in demand for raw materials in the global market, including as a result of an intensive recovery in industrial production as a result of the easing of restrictions caused by the pandemic. Supply shortages are also driving up production for copper and aluminum, the main raw materials for the cable industry. Restriction in the volume of resources and rising production for them should become an impetus for the introduction of technologies and developments in the manufacture of cables (for example, reducing the need for certain types of raw materials, replacing it with other materials).

It has been determined that the positive determinants of the impact on the industry are the availability of relatively cheap highly qualified labor resources and scientific potential in Ukraine, as well as the possibility of attracting financial investments in the industry.

The development of an enterprise development strategy requires to include the established determinants of the development of the industry, the features of the functioning of the market and competition in it.

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