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FORMULATING A DEVELOPMENT STRATEGY FOR AN INDUSTRIAL ENTERPRISE TO STRENGTHEN ITS POSITION IN THE INTERNATIONAL MARKET

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Abstract. The article is based on an analysis of the global diamond tool market, which prompted further analysis of the domestic market. Diamond tools provide extraordinary machining accuracy and durability, which is critically important for industries with high product quality requirements, in particular in the production of semiconductors, the automotive industry and medical equipment. The paper establishes that diamond tools are in significant demand in countries such as: North America, Europe and Asia, especially China and Japan. The domestic market, represented by several leading enterprises specializing in the production of tools for cutting, grinding, drilling and other types of processing, is examined in more detail. Among the main manufacturers of diamond tools in Ukraine is the company "DI-STAR TRADE" LLC. We determined that the key to the harmonious and purposeful development of the company is a set of systemic ideas and developments that will fully determine the directions of the enterprise's activities and the possibilities of its possible development. The absence or insufficient substantiation of such considerations leads to the loss of the ability of LLC "D-Star" to develop quickly and stably. Therefore, we proposed to form programs for improving the strategic development system of the enterprise in the context of changes in the external environment, which is actually described in detail in the work itself.

Keywords: strategy, international market, industry, competitiveness, market position.

**ФОРМУВАННЯ СТРАТЕГІЇ РОЗВИТКУ ПРОМИСЛОВОГО
ПІДПРИЄМСТВА ДЛЯ ЗМІЦНЕННЯ ВЛАСНИХ ПОЗИЦІЙ НА
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Анотація. За основу статті взято аналіз світового ринку алмазного інструменту, що спонукало до подальшого аналізу вітчизняного ринку. Алмазні інструменти забезпечують надзвичайну точність обробки та довговічність, що критично важливо для галузей із високими вимогами до якості продукції, зокрема у виробництві напівпровідників, автомобільній промисловості та медичному обладнанні. У роботі встановлено, що алмазні інструменти користуються значним попитом у таких країнах, як: Північна Америка, Європа та Азія, особливо Китай і Японія. Більш детально розглянуто вітчизняний ринок, що представлений кількома провідними підприємствами, які спеціалізуються на виробництві інструментів для різання, шліфування, свердління та інших видів обробки. Серед основних виробників алмазного інструменту в Україні, є компанія ТОВ «ДІ-СТАР ТРЕЙД». Нами було визначено, що запорукою гармонійного та цілеспрямованого розвитку компанії є сукупність системних ідей та розробок, які повністю визначатимуть

напрямки діяльності підприємства та можливості його можливого розвитку. Відсутність або недостатнє обґрунтування таких міркувань призводить до втрати ТОВ «Ді-Стар» здатності швидко і стабільно розвиватися. Тому, ми запропонували сформувані програми вдосконалення системи стратегічного розвитку підприємства в контексті змін зовнішнього середовища, що власне і детально описано у самій роботі.

Ключові слова: стратегія, міжнародний ринок, промисловість, конкурентоспроможність, позиція на ринку.

Statement of the problem. In the context of globalisation and economic integration, the strategic management of enterprises focused on entering international markets is of particular importance. Diamond tools are a key industry segment that offers innovative solutions for construction, machine building, metalworking, mining and other sectors. The steady growth in demand for these products, especially in countries with developed infrastructure, creates favourable conditions for international expansion of manufacturers.

The introduction of innovative technologies and increased efficiency of production processes stimulates the active use of high-tech tools in the global market. This opens up new opportunities for Ukrainian producers, who, however, face fierce competition from companies from the EU, the US, China and other countries. Improving competitiveness requires an effective development strategy that takes into account the specifics of international markets, their regulatory requirements and consumer demand.

Since there is limited scientific research on the strategic development of the international diamond tools market, there is a need for a theoretical and practical justification of this process. Thus, the study of effective strategies for Ukrainian producers to enter and consolidate their position in the international market is an urgent task that will help strengthen their competitive position, develop the industry and increase the economic potential of Ukraine.

Analysis of recent research. The formation of an international market development strategy has been the subject of research by many scholars, each of

whom has focused on different aspects of this topic. In particular, A. Chandler [1] defined strategy as a set of actions aimed at achieving long-term goals, including the international context. G. Mintzberg [2] proposed five conceptual approaches to strategy formation that can be used to analyse international markets. Domestic scholars have made a significant contribution to the strategic management of Ukrainian companies in the international market. In particular, Gudz O.E., Shcherbyna V.V. [3] studied the features of strategic management of domestic enterprises in the conditions of global competition, analyzed the adaptation of strategies of Ukrainian companies to the international competitive environment, and V.S. Martyn [4] focused on approaches to the development of effective strategies for international expansion. In addition, there were other domestic scientists [5, 6, 7, 8] who devoted their works to the issue of market entry strategies, but we would like to consider options for their implementation in practice, which is why our work is devoted to the issue of developing a development strategy for an industrial enterprise.

Task statement. The purpose of this article is to analyse the theoretical and practical aspects of elaborating a development strategy for an industrial enterprise to strengthen its position in the international diamond tools market.

The study uses various scientific methods to achieve the goal. In particular, general scientific methods (analysis and synthesis, induction and deduction, analogy, generalisation), empirical research methods (observation, survey, experiment), quantitative methods of analysis (economic, mathematical and statistical methods), qualitative methods of analysis (SWOT analysis, PEST analysis, content analysis), specialised methods (methods of comparison, modelling, financial analysis), as well as data processing methods using information technology (MS Excel, MATLAB) are used.

Presentation of the main research material. An analysis of the global diamond tools market shows that it is growing steadily, driven by the widespread use of diamond-coated tools in various industrial sectors, including construction, metalworking, stone and glass processing, and electronics manufacturing.

The main trends in this market are the growing demand for high precision and wear resistance. Diamond tools provide extraordinary machining precision and durability, which is critical for industries with high quality requirements, such as semiconductors, automotive and medical equipment. The impact of technological progress – innovations in the production of diamond tools help to increase their efficiency, which in turn stimulates demand and expands their application. The main sales markets are: North America, Europe and Asia, especially China and Japan. The industry leaders are Husqvarna, Asahi Diamond Industrial, Tyrolit, Hilti and Shinhan Diamond, which are actively investing in research and development to improve products and expand their functionality. Manufacturers are focused on improving parameters such as wear resistance, cooling efficiency, friction reduction, and increased processing speed. This makes diamond tools more cost-effective and suitable for use in various industries.

The global diamond tools market is expected to continue to grow due to the introduction of innovative solutions, compliance with environmental standards and adaptation to increased industrial requirements.

The Ukrainian diamond tools market is highly specialised and focused primarily on the needs of the construction, stone processing, metallurgical and machine-building industries. Domestic producers supply products to both domestic and international markets, seeking to expand their presence in the global space.

The national market is represented by several leading companies specialising in the production of tools for cutting, grinding, drilling and other types of processing. An assessment of this sector allows us to identify key trends, challenges and prospects for its development in a globally competitive environment. The main companies holding leading positions in this sector are listed below in Table 1:

Table 1. Major companies producing diamond tools in Ukraine

Name of	Specialisation	Features
LLC «DI-STAR» (Kyiv)	Manufacture of diamond discs, drills, grinding wheels and tools for the	High quality products, focus on domestic and export markets. We use advanced

	construction and stone processing industries.	sintering and laser cutting technologies.
PE «Instrument-Service», Vinnytsia	Production of diamond tools for processing stone, concrete and ceramics.	A wide range of products, active participation in international exhibitions, which facilitates access to foreign markets.
ALMAZ-Instrument LLC (Lviv)	Manufacture of diamond tools for industrial use: grinding wheels, cutting discs, and blades.	The main focus is on manufacturing tools for the machine-building and metalworking industries.
"Boryslav Plant of Artificial Diamonds and Diamond Tools (Boryslav, Lviv region)	Diamond drill bits, discs for cutting reinforced concrete, grinding segments for construction.	They use modern technologies and artificial diamonds, and cooperate with EU companies.
Poltava Diamond Tool PJSC (Poltava)	Tools for stone, glass and concrete cutting.	Products are aimed at the construction sector. Emphasis on individual orders.
LLC «DI-STAR» (Poltava)	Production of specialised tools for processing natural stone.	High level of production automation, focus on environmental friendliness of products.

The table is based on [9, 10, 11, 12, 13].

LLC «DI-STAR» is one of the leading companies in Ukraine specialising in the production and sale of diamond tools for the construction, stone processing, metalworking and other industries. The company focuses on innovative

technologies, product quality and customer satisfaction both in the domestic and foreign markets [9, 10].

The company's core business is the production of diamond tools, including cutting discs for cutting concrete, stone, brick, asphalt and other hard materials, diamond-coated drill bits and drill bits, grinding wheels for processing metal, glass, ceramics and other materials; milling cutters, segments and specialised tools for industrial use.

The company also conducts innovative activities, such as the introduction of the latest technologies such as vacuum sintering, laser welding and automated cutting, and the use of high-quality materials, including artificial diamonds.

Sales and exports include the supply of products to the domestic market of Ukraine and active access to international markets, in particular to the EU, CIS and Asia.

LLC «DI-STAR» holds a leading position in the diamond tools market in Ukraine, but in the current environment, the need to adapt to changing external and internal factors dictates the need to develop a clear development strategy. The strategy is based on the analysis of the market environment, the company's competitive advantages and risk assessment [9, 10].

It should be noted that any enterprise benefits from its participation in international trade. This means that it provides advantages in the ability to use the available resources more efficiently and to activate the potential of the production area, to attract the achievements of science and technology to the spheres of social and economic life.

The key to the harmonious and purposeful development of LLC «DI-STAR» is a set of systemic ideas and developments that will fully determine the company's activities and the possibilities of its possible development. The absence or insufficient justification of such considerations leads to the loss of LLC «DI-STAR» ability to develop rapidly and sustainably. Therefore, it is important to create a programme for improving the system of strategic development of the enterprise in the context of changes in the external environment. To formulate an enterprise

development strategy, a methodology is needed that allows analysing the effectiveness of the existing strategy and identifying shortcomings in the enterprise's activities [9, 10].

Setting strategic goals. Clearly define short-term (1-3 years), medium-term (3-5 years) and long-term (5+ years) goals [9, 10, 14].

The goals should be in line with the SMART principle:

- Specific - to be specific.
- Measurable - to be able to quantify.
- Achievable - to be achievable.
- Relevant - in line with the mission and vision.
- Time-bound - to be limited in time.

The first place to start is to identify the main factors that justify the strategy:

1. Demand for products - the upward trend in demand for high-quality diamond tools in the construction and industrial sectors provides prospects for expanding the sales market.
2. Innovation - development of unique production technologies provides competitive advantages.
3. Market globalisation - the need to integrate into international markets dictates adaptation to the standards and trends of the global economy.
4. Sustainable development - the growing interest in environmentally friendly and energy-efficient technologies is creating new niches for development.
5. Digitalisation of business - the introduction of modern information technology opens up opportunities for automating processes and improving customer service [15].

It should be noted that the main directions of the development strategy follows for LLC «DI-STAR» 1.

The expected results of implementing the development strategy of LLC Di-Star can be formulated on the basis of strategic goals aimed at improving the

efficiency of operations, strengthening market positions and sustainable development of the enterprise [14-23].



Fig. 1. Directions of the development strategy for LLC «DI-STAR»

Here are the key results that can be achieved:

1. Growth in financial performance

- Increase in sales: expanding market share by entering new regions or international markets, increasing sales in existing segments.
- Improving profitability: reducing production costs through process optimisation and the introduction of modern technologies, increasing product margins by focusing on high-quality and innovative products.
- Increasing profitability: achieving a stable financial result through a balanced strategy.

2. Increasing competitiveness

- Product improvement: launching innovative diamond tools with improved characteristics, localising products to meet the needs of specific markets.
- Brand and reputation: strengthening the position of LLC «DI-STAR», a reliable supplier of high-quality diamond tools, increasing brand awareness through marketing campaigns and participation in international exhibitions.

3. Optimisation of operational activities

- Efficient use of resources: reducing production costs through the introduction of energy-efficient technologies, increasing labour productivity through process automation.
- Operational sustainability: creating an effective supply chain and logistics management system, reducing dependence on external suppliers.

4. Strengthening the sustainability of the enterprise

- Risk management: establishing a risk monitoring system and rapid response mechanisms.
- Diversification: expanding operations by entering new industries or products.
- Environmental responsibility: implementation of technologies to reduce the environmental impact of production, participation in corporate social responsibility (CSR) programmes.

8. Long-term development

- Leadership position: consolidating the status of a leading player in the diamond tools industry.
- Sustainable growth: the ability to adapt to changes in the market environment, ensuring stable development in the long term [14-23].

These expected results will allow LLC «DI-STAR» to achieve its ambitious goals, increase its competitiveness and ensure sustainable growth in a dynamic market environment.

The sound development strategy of LLC «DI-STAR» is based on a combination of innovations, technologies and expansion of sales markets. It takes into account current challenges and opportunities, which ensures stability and competitive advantages in the long term.

The key elements of this strategy are explained in detail below:

1. The focus on innovation is the basis of the competitive advantage of LLC «DI-STAR», which allows the company to:

- offer products with unique properties that meet modern consumer requirements, such as tools with increased strength and wear resistance;

- respond to market challenges by using the latest materials, increasing productivity and reducing costs;
- improve product quality: the use of modern quality control methods ensures customer confidence;
- ensure adaptability: the introduction of flexible technological processes allows us to respond quickly to changing customer needs.

2. Use of modern technologies - high-tech solutions allow the company to achieve efficiency in production and management processes:

- Production automation: introduction of modern machines and software to improve the accuracy and speed of production processes.
- Digitalisation of business: implementation of ERP systems to optimise management functions, CRM systems to improve customer interaction.
- Sustainable development technologies: the use of energy-saving and environmentally friendly technologies to minimise environmental impact.

Industry 4.0: integration of production processes into digital platforms, real-time data analysis to improve efficiency. The use of computerised manufacturing execution systems (MES) to monitor and optimise equipment performance in real time. Use of ERP systems (e.g. SAP, 1C, Microsoft Dynamics) to integrate business processes, including inventory, logistics, finance and HR management. Creating a digital twin of production, which will allow modelling processes, predicting the impact of changes and increasing efficiency. Real-time data analysis. Implementation of a system for collecting and processing bigdata to analyse production performance. Use of artificial intelligence (AI) and machine learning to identify bottlenecks in processes, predict equipment maintenance (Predictive Maintenance) and make informed management decisions. Internet of Things (IoT): Sensors installed on the equipment will provide continuous monitoring of the condition of the equipment, which minimises the risk of downtime [14-23].

Expected benefits of Industry 4.0 implementation

- Increased efficiency: reduced downtime, reduced waste of materials and resources.

- Increased productivity: automation and robotics increase production speed and output.
- Cost reduction: process optimisation reduces energy, raw material and equipment maintenance costs.
- Production flexibility: the ability to quickly adapt to changes in demand or the introduction of new products.
- Improved product quality: automatic quality control reduces the number of defects.
- Competitiveness: technological superiority helps to maintain market positions and attract new customers.
- An example of Industry 4.0 application at LLC «DI-STAR»
- Integration of IoT sensors on machines to automatically collect data on their performance and condition.
- Development of a digital twin of a production line to model the impact of process changes and plan new products.
- Using AI analytics to predict production volumes depending on the seasonality of demand [14-23].

The implementation of Industry 4.0 at LLC «DI-STAR» will be the basis for the company's transformation into an innovative and technological leader in the industry, ensuring its sustainability and competitiveness in the long term.

In this case, LLC «Di-Star» will receive:

- sales growth of 15-20% over 3 years.
- entering 3-5 new international markets.
- Increasing profitability through innovative solutions.
- building the reputation of LLC «DI-STAR» as a leading player in the market of high-quality diamond tools.

- Innovative products will ensure competitiveness and gain trust in new markets.
- The introduction of technologies optimises production and reduces production costs.
- Diversification of sales markets reduces the risks of dependence on certain regions.
- Expanding markets and growing sales volumes will ensure a stable financial result.

Fig. 2. Advantages of the chosen strategy for LLC «DI-STAR»

A strategy based on innovation, technology and market expansion will enable the company not only to strengthen its position but also to become an industry leader.

Conclusions. Manufacturing enterprises, constantly adapting to the instability of the external environment and competing with enterprises producing similar products, try to use and improve various approaches and models to increase the efficiency of their operation.

All approaches to developing a development strategy are based on finding the optimal balance between the available resources and the possibilities of their use, on the one hand, and meeting market demands and requirements, on the other.

Taking into account the development strategy of LLC «DI-STAR» presented above, it is worth justifying the main stages of its implementation, which are based on the need for a phased and systematic approach to achieving the company's long term goals. This approach will ensure the efficient use of resources, adaptation to changes in the external environment and gradual increase in market competitiveness.

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