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**FORMATION OF STRATEGIC MANAGEMENT TOOLS AT
PJSC «OKZ»**

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***Abstract.** Globalization processes encourage in-depth study of such an important point in the management of a modern enterprise as the management of the strategic development of the enterprise. That is why it is important to solve the issues related to ensuring the processes of managing the strategic development of the enterprise, the solution of which will allow enterprises to ensure effective management of the strategic development of the enterprise, which determines the relevance of the research topic.*

Chapter II «Theoretical foundations of strategic enterprise management» examines approaches to the concept of «strategic management», methods and tools. Chapter III «Analysis of the internal and external environment of cognac production enterprises» examines the market of cognac products, competitors and the activities of PJSC «OKZ». Chapter IV «Development of the main tools of strategic management of the company producing brandy products on the example of PJSC «OKZ»», the tools were formed and the feasibility of improving the strategic management system was substantiated.

***Keywords:** enterprises, market, cognac, tools, strategy, development, investment costs.*

I. INTRODUCTION

Relevance of the research's chosen topic. The modern conditions of the development of enterprises are characterized by high uncertainty of the external environment due to the full-scale war of the Russian Federation against Ukraine, a rapid change in the purchasing power of consumer demand and fierce competition. Strategic management, strategy and effective management tools are the basis for the survival and development of enterprises in modern conditions, as they allow examining the external and internal environment of the enterprise and implementing timely and effective measures. Therefore, the formation of the main strategic management tools and development measures for Ukrainian enterprises is timely and relevant. Many works of such domestic and foreign scientists as I. Ansoff, M. Porter, O. Vikhanskyi, Z.E. Shershnyova, F. Kotler, M.S. Krochak, L. Oliinyk, A. Kuznetsova, I. Yershova, I. Ageeva, and others, who present different views on the issue of strategy formation and the main strategic tools of management. However, these works do not sufficiently cover the practical aspects of the formation of strategic management tools for the cognac producer, which determined the purpose of the study.

The purpose of the study. The purpose of the work is the process of forming the strategic management toolkit of PJSC «OKZ». To achieve the goal, the following tasks were solved:

- consider conceptual approaches to strategic management and explore the strategic tools of enterprise management;
- analyze the state of development of the macro-environment of cognac production enterprises and the internal environment of PJSC «OKZ»;
- to carry out a study of the strategic management toolkit used by PJSC «Odessa Cognac Factory»;
- to form the main strategic management tools of PJSC «OKZ» in war and post-war times and justify the expediency of measures.

The object of the research is the process of strategic management of the enterprise. **The subject of the study** is the theoretical, methodological and practical aspects of the formation of the strategic tools of enterprise management.

The methodological base of research. The theoretical and methodological basis of the research is scientific research on strategic management, monographs, and scientific articles of domestic and foreign scientists. The work uses both general scientific and special research methods: analysis, synthesis and formalization (to systematize types of strategy, methods and tools of strategic management), forecasting method (to identify trends in the development of the cognac market), systematic approach (to study external and internal environment and development of strategic tools), statistical method (for processing, systematization and generalization of statistical data), graphic (for visual display of research results), PEST and SWOT analysis, etc.

Keywords: enterprises, market, cognac, tools, strategy, development, investment costs.

II. THEORETICAL PRINCIPLES OF STRATEGIC ENTERPRISE MANAGEMENT

2.1. Conceptual foundations of strategic enterprise management

A modern tool for managing the development of enterprises and industries in the conditions of increasing changes in the external environment and related uncertainties is the methodology of strategic management. Strategic management is an activity that ensures the creation and maintenance of strategic correspondence between the goals of the organization, its potential and opportunities in the external environment, which enables the organization to achieve competitive advantages, survive in the long term, while achieving its goals [1]. According to M. Porter, strategy is the creation of a unique and profitable position, which involves a certain set of activities [4]. In order to deepen the understanding of the essence of strategic management, it is considered in the following sections: elementary, as a set of elements, the interaction between which ensures the formation and achievement of goals during the implementation of the organization's development strategy; process, as a cycle of strategy development and implementation aimed at achieving strategic alignment between the organization and the external environment; the methodology of making strategic decisions and methods of their practical implementation [2, 3]. The characteristic features of the enterprise's strategic management system depend on the interaction of the following factors: branch affiliation; enterprise size; type of production, level of specialization, concentration

and cooperation; characteristics of production potential; availability (absence) of scientific and technical potential; the level of management development and personnel qualifications, etc. [1]. The core of strategic management is a system of strategies, which includes a number of interconnected specific business, organizational, and labor strategies. Thus, the essence of strategic management is the formation and implementation of the organization's development strategy based on continuous control and assessment of changes occurring in its activities in order to maintain the ability to survive and function effectively in the conditions of an unstable external environment.

2.2. Strategic tools of enterprise management

The main stages of the strategic management process include: strategic analysis, strategic planning, organization of strategy selection and implementation, strategic control [1]. Methods and tools of strategic management can be conventionally classified depending on their use at different stages of strategic management. Let's consider the strategic tools that have the greatest practical significance and are widely used in Ukrainian enterprises:

1. The goal tree is a graphic representation of the interrelationship and subordination of goals, reflecting the division of missions and goals into goals, sub goals, tasks, and individual actions [5, 6].

2. SWOT analysis is one of the methods of analyzing internal and external factors that affect the work and development of the company. Advantages: ease of conducting and using data; versatility; full overview of the situation; data for further use [5].

3. Competitive analysis – a method of detailed study of the market situation, allows analyzing the business from the competitor's point of view [5]. The process includes 3 stages: identification of competitors, study of their activities and analysis of all components.

4. Boston Consulting Group (BCG) matrix, which considers two factors: relative share and market growth rate [5].

5. McKinsey's matrix – includes nine quadrants and is based on an assessment of the long-term attractiveness of the industry and the competitiveness of a strategic business unit, etc. [5].

Each of the considered tools should be adapted to the specifics of the industry and the enterprise.

The conducted analysis of strategic management tools makes it possible to draw the following conclusions: it has been proven that the classic definition of strategy is its understanding as a general course of action that determines the future development of the enterprise in terms of achieving competitive advantages and success; it was established that in the conditions of a change in the external environment, the enterprise should carry out effective strategic management. At each stage of the process of strategic management of the enterprise, appropriate strategic tools should be used.

III. ANALYSIS OF THE INTERNAL AND EXTERNAL ENVIRONMENT OF ENTERPRISES-PRODUCERS OF BRAND PRODUCTS

3.1. Analysis of the state of development of the macro-environment of enterprises producing cognac products

Among the branches of Ukraine's economy that have prospects for entering the world market, viticulture and wine production, which is represented by such main types of products as wine, champagne, cognac, are included. The consumer properties of these drinks are unique and in demand not only in domestic, but also in foreign markets [7, 8]. The basis of the industry is the total area of land occupied by vineyards all over the world. The data show that for almost 40 years, the area of land devoted to the cultivation of grapes has significantly decreased: only the first 10 years have seen an increase in the indicator, all others – its gradual decrease. The percentage ratio of the world vineyard area between EU countries and countries outside of it in 2019 was almost 50% to 50%, respectively, in 2020 this ratio changed slightly: vineyard areas outside the EU already accounted for 51% of their total figure. The growth of this indicator occurs due to the increase in the area of land under vineyards in Brazil, Chile, New Zealand, the Russian Federation and China [7, 8]. Before the full-scale war of the Russian Federation against Ukraine, the area of vineyards was ≈ 40 thousand hectares. Vineyards are concentrated in Odessa, Kherson, Mykolaiv, Zaporizhzhia and Zakarpattia regions. According to the State Statistics Service of Ukraine, the largest area of vineyards (in the structure of plantations) in the fruit-bearing age is in the Odessa region – more than 27 thousand hectares (64%) [15]. In connection with climatic changes, the geography of viticulture in Ukraine has significantly expanded to the north and covers almost all of Ukraine [8, 9].

The share of domestically produced cognac sales through Ukrainian trade networks is 66.4%, the remaining 33.6% is imported [10]. According to the WHO report, the highest level of alcohol consumption is in southern European countries, where wine is mainly consumed, and the lowest is in the north of Europe, where strong drinks are more often consumed, and beer is widespread in the countries of Central Europe. According to this report, Ukraine is the leader in Europe in terms of the share of hard alcohol consumption - 51.5%, ahead of Estonians - 50.3%, Belarusians - 49.0% and Montenegrins - 44.6% [11, 12]. In 2021, spirits were most consumed in Ukraine (52.3%), followed by beer (36.4%). According to a survey conducted by a sociological group, 68% of surveyed Ukrainians drink alcoholic beverages, 33% drink it less than once a month, 26% - several times a month, 8% - several times a week, 1% - every day [13, 14]. According to the State Statistics Service, in 2021, Ukrainians purchased 3 billion 662 million hryvnias worth of cognac in retail chains. Sales of Ukrainian-made alcohol amounted to UAH 2 billion 431 million, which is 66.4% [10]. According to Pro-Consulting, the share of consumption of domestically produced cognacs in Ukraine is growing (by 20% in 2021). Ukrainians prefer cognac of domestic origin from the inexpensive price segment [15].

One of the main characteristics of the world brandy production is its oligopolization in combination with active manifestations of state control of the quality of goods and their distribution. World leaders Hennessy, Martell, Remy Martin control

70% of the entire world cognac market [21]. Among the most famous manufacturers, the following can be distinguished: Diageo (Great Britain); Pernod Ricard (France), owns the Yerevan Cognac Plant (TM «Ararat») and the Georgian company GWS (TM «Tamada», «Stari Tbilisi»); LVMH (France) TM «Louis Vuitton», «Givenchy», «Kenzo», «Chaumet, Moet & Chandon», «Hennessy», «TAG Heuer». The largest domestic producers of cognacs are: PJSC «OKZ», OP «Uzhgorod Cognac Plant», PJSC «House of Vintage Cognacs «Tavria»» and PJSC «Galicja Distillery».

PJSC «OKZ» is a leader in the production of cognacs in Ukraine, covering more than 20% of the domestic market. The plant is a full-cycle brandy production enterprise using classic French technology. Produces more than 50 names of vintage and ordinary cognacs, 13 types of champagne. The trademarks include «Shustov», «Desna», «Odessa», «Zoloty Duke», «Arkadia», «Yuvileyniy2», «Chaika», «Grand France» [18].

OP «Uzhhorod Cognac Factory» is one of the largest producers of domestic cognacs. The plant's share in the domestic cognac market is 13%. Trademarks of vintage cognacs «Uzhhorod», «Tysa», «Karpaty», ordinary cognacs «Zakarpatskyi», «5 stars», «3 stars», «Beskydy» and «Nevytsky Zamok» [19].

PJSC «House of Vintage Cognacs» Tavriya» is one of the largest enterprises in the cognac industry of Ukraine, with a full production cycle. It occupies 15% of the domestic market. The line of cognacs of TM «Tavria» includes ordinary, vintage and collectible cognacs: «Tavria», «Kakhovka», «Tavria Classic», «Ascania», «Kherson» and «Imperial» [20].

PJSC Galicja Distiller produces strong alcoholic beverages; its portfolio includes the brands of cognacs «Greenwich», «Buchach» and «Renuage». Currently, Galicja Distillery has a dynamic production with a share of 10% [21].

3.2. Analysis of the internal environment of PJSC «Odessa Brandy Plant»

PJSC «OKZ» (TM «Shustoff»), founded in 1863 in Odessa by the trade and industrial company «Shustov and Sons», is part of the holding «Global Spirits», which owns a number of vodka production enterprises, tinctures, cognacs and brandy, wines, champagne, vermouths and low-alcohol drinks. In 1900, the company was awarded the Grand Prix at the World Exhibition in Paris, as a result of which the plant's products were honored to be labeled under the definition of «cognac» [18]. The plant is a full-cycle brandy production enterprise using classic French technology. The plant owns significant areas of its own elite vineyards (about 1,000 hectares) [18]. The plant is a producer of more than 50 names of vintage and ordinary cognacs, 13 types of champagne. His trademarks include: «Shustov», «Desna», «Odessa», «Golden Duke», «Arkadia», «Jubilee», «Chaika», «Oreanda», «Grand France» and others. The distillery of the Odessa Cognac Plant is the largest in Europe. During the alcohol smoking season, up to 3 million deciliters of cognac wines can be smoked. About 15,000 barrels in which brandy is aged are in operation at the factory [18]. Three automatic production lines work in the bottling plant, as well as a souvenir line. The production capacity of the lines is 4375 bottles/hour. The first line produces cognac – «Desna», «Chaika», «Arkadia», «Yuvileiny». The second line produces TM «Shustov», «Shokolatye». In 2021, the classic Shustoff line was restyled, the assembly

recipes were updated, and a completely new product was obtained.

The net income of PJSC «OKZ» from the production of cognac in 2020 amounted to UAH 546,456,000, and in 2019, it was UAH 541,227,000, an increase of UAH 5,229,000. The company purchased and put into operation fixed assets with an initial cost of UAH 9,929,000. During the experimental period, the volume of cognac production and sale tends to decrease by 20%. The price policy of PJSC «OKZ» is aimed at the medium and high price segment.

In 2019, the company concluded contracts for the supply of its products to Australia and Poland and is actively developing the US market. In total, the company exports to 14 countries. Export of cognac products from Ukraine has increased significantly over the past two years; supplies are made to the following countries: Azerbaijan, China, Georgia, Israel, Lithuania, Slovakia, and Tajikistan. Also, the company cooperates with the ROZETKA chain of stores, supermarkets «ATB», «Kopiyka», «Silpo», «Tavria V», you can buy «OKZ» products in a special branded store of PJSC «OKZ», and there is also an online store.

3.3 Research of strategic management tools PJSC «OKZ»

In order to increase competitiveness and increase profits, enterprises that form a supply on the cognac market are trying to improve strategic management, which is based on two processes: strategy formation and its implementation. Let's consider the main tools of strategic management at the enterprise. An expert assessment of the change in the external environment factor was carried out on a 5-point scale, the weighted average expert assessment of each individual factor was calculated and table 3.1 was constructed.

Table 3.1

Matrix of the importance of macro factors of PJSC «OKZ»

Factor	Weight	Factor	Weight
Political		Economic	
State influence on the industry	0,07	Exchange rate fluctuations	0,03
Cooperation with the EU	0,02	Inflation rate	0,02
Military actions in the state	0,11	An increase in the unemployment rate	0,03
Social		Technological	
Distribution of healthy lifestyles	0,04	The level of innovation and technology	0,05
Changing preferences of the population	0,02	The need for innovation	0,04
Lowering the level of education	0,04	Availability of modern technologies	0,06
Environmental		Law	
Environmental situation	0,02	Changes in the tax code	0,08
Use of natural resources	0,04	Lack of regulation of competition	0,02
Deterioration of the quality of natural resources	0,07	Instability of legal regulation	0,03

Source: developed by the author based on [23, 24, 25]

From the table 3.1 identified the factors that have the greatest impact on the operation of the enterprise in the long term. In order to study competitiveness, a polygon of competitiveness was built. The analysis was carried out in comparison with the main competitors of the company: OP «Uzhgorod Cognac Plant» (TM

«Zakarpatskyi»), PJSC «House of Vintage Wines «Tavria», TM «Tavria»), PJSC «Galicia Distillery» (TM «Prykarpatskyi») and the enterprise under investigation by PJSC «Odessa Cognac Factory» (TM «Shustov») (Fig. 3.1).

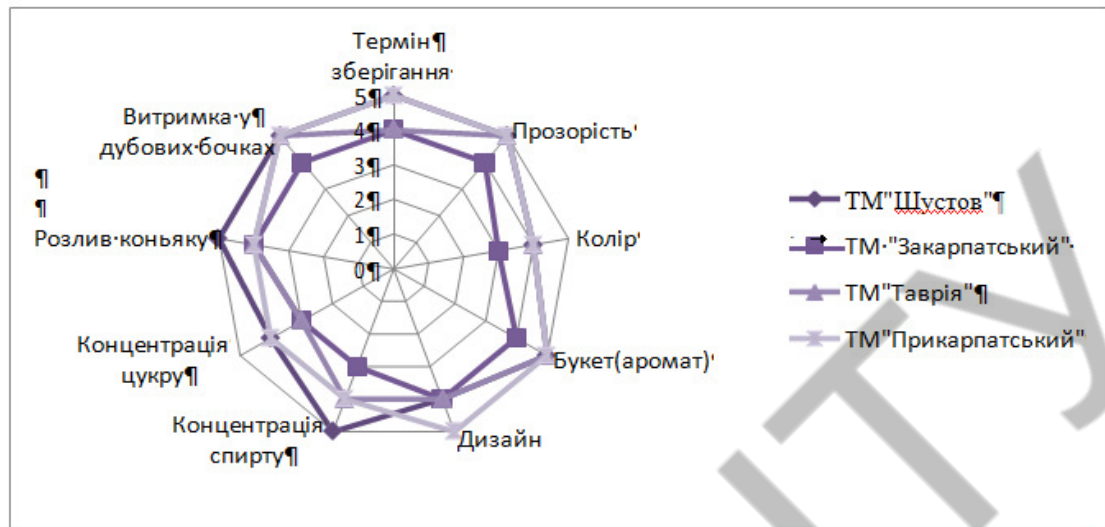


Fig. 3.1. Polygon of the competitiveness of TM «Shustov» products

Source: developed by the author

PJSC «OKZ» realizes various types of alcoholic products, which have an unequal weight in the company's business portfolio. Therefore, when developing a strategy, it is necessary to differentiate these products and consider their role for the enterprise using the BKG and McKinsey matrix. To carry out the portfolio analysis, we have taken the classification according to the following strategic economic zones (SZG): SZG № 1 – ordinary cognacs (aged for 3-5 years); SZH № 2 – vintage cognacs (aged 8-15 years); SZH No. 3 – collection cognacs (aged 15-37 years).

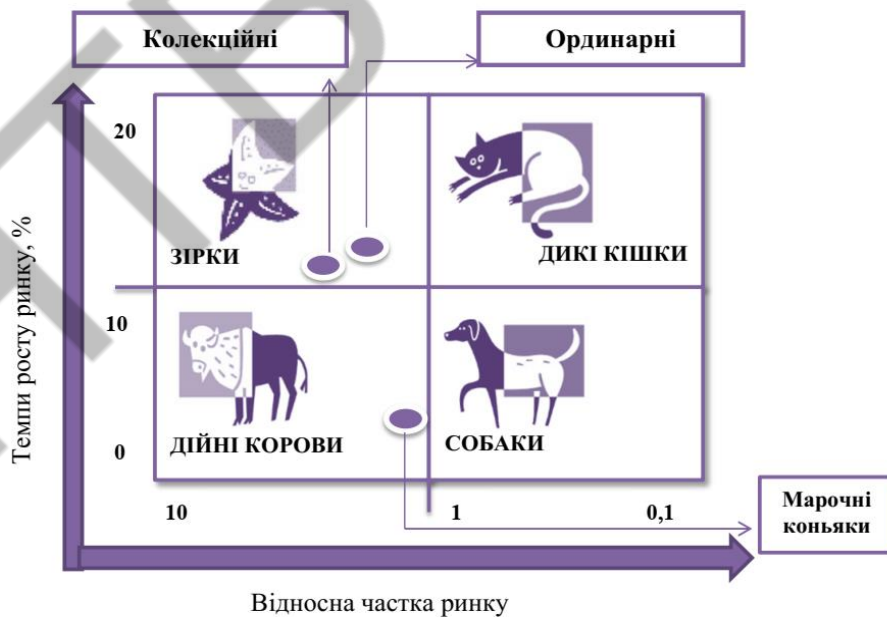


Fig. 3.2 BKG matrix for PJSC «Odessa Brandy Plant»

Source: compiled by the author

According to the results of the construction of the BKG matrix, it can be

concluded that SZH № 1 and SZH № 3 are located in the «Star» zone, which is characterized by high TRR and VCR. This business is rapidly developing, it is necessary to increase investment in it in order to maintain the existing position in the market. In the future, SZH № 3 will grow into the «Milk cows» zone, which will bring stable income. SZH № 2 was located in the «Dairy Cows» zone, which is characterized by medium high HCR and low TTR. This business is profitable, stable and has positive cash flows, which must be directed to the business zones of «Star» for their support. Next, the McKinsey matrix was constructed (Fig. 3.3).

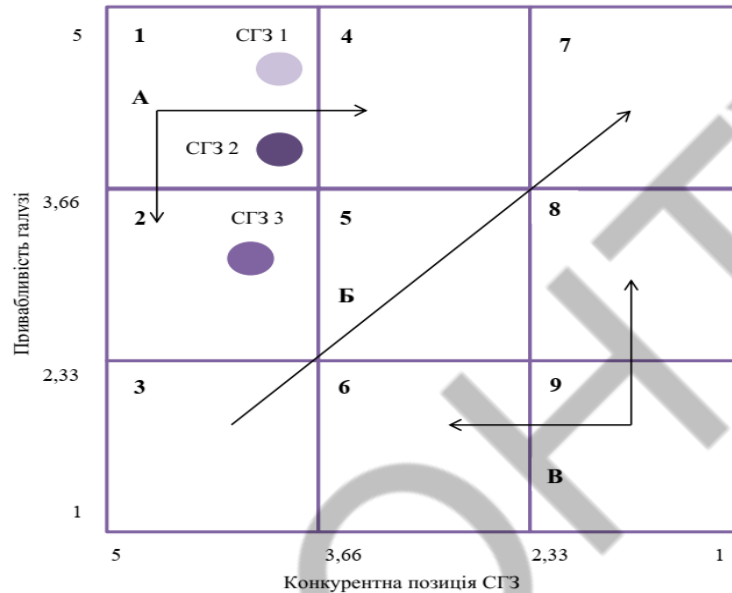


Fig. 3.3 McKinsey matrix for PJSC «OKZ»

Source: developed by the author

So, from fig. 3.3 we see that FZG № 1 and FZG № 2 are located in zone A, (square 1), this means that the company needs to invest in the development of these FZGs and maintain a strong position in the market. It is necessary to focus attention on maintaining competitive advantages and the possibility of expanding production. The high attractiveness of the industry and the average competitive position, characterized by the FTA № 3, in this direction, it is necessary to strengthen the weak positions of the business, determine competitive advantages and take leading positions in the spheres of operation of competitors.

Analysis of the portfolio of PJSC «OKZ» shows that the two business units have stable competitive positions and sufficient shares in the market. Ordinary and vintage cognacs are at the stage of their development, and it is necessary to invest in them to support existing positions, and for collectible cognacs, it is recommended to determine development trends in the market, the possibility of introducing innovations, strengthening marketing activities, improving operational technologies to transfer them from the stage liquidation in the phase of growth and further profitable growth. A SWOT-analysis was developed to identify strengths and weaknesses, opportunities and threats.

SWOT-analysis PJSC «OKZ»

	O – opportunities	T – threats
	Simplifying access to the EU market. Reduction of excise taxes. Growing demand for brandy products. Development of production technologies. Implementation of resource-saving technologies.	High competition in the domestic market. Increase in the share of imported products. Changes in consumer preferences due to COVID-19. Full-scale war of the Russian Federation against Ukraine. Reduction of brandy consumers. «Dry law» during the war in most regions of Ukraine.
S – strengths	S*O	S*T
Extensive experience and market leadership in Ukraine. International popularity of TM. High quality products. Modern technological equipment. Own raw material base. Advantageous geographical location. Availability of elite cognacs. A new brandy distillery shop.	Measures for survival strategy: Preserving market share due to product quality. Introduction of low-price segment production. Organization of cooperation with Ukrainian restaurant chains. Measures for the development strategy: Expansion of the raw material base. Application of ecological mineral fertilizers for processing vineyards. Production of non-alcoholic sparkling wine.	Measures for survival strategy: Increasing the production capacity of primary production. Organization of safe storage of alcohol. Sparkling wine positioning. Measures for the development strategy: Organization of the release of the family brandy collection. Diversification.
W – weak sides	W*O	W*T
Slow promotion of novelties and lack of advertising in the premium segment. Concentration on the Ukrainian market. Low rates of introduction and development of new original types of products.	Measures for survival strategy: Creation of a new TM «Ukrainian brandy» for entering the foreign market. Measures for the development strategy: Transition to natural cork. Implementation of targeted advertising. Improvement of the line of ordinary cognacs.	Measures for survival strategy: The use of the latest technologies to increase the organic of products. Measures for the development strategy: Opening of stores throughout Ukraine.

Source: compiled by the author

Thus, summarizing the above, the following conclusions can be drawn: From the analysis of the cognac industry, it can be stated that it is in a state of deterioration. The cognac market is now very saturated and competitive. In such a competitive struggle, only efficiently working Ukrainian companies survive, we are talking about powerful enterprises, such as PJSC «OKZ» which works in a vertically integrated format. The strategic management tools used by PJSC «OKZ» are used to a greater extent during strategic analysis, while other stages of the strategic management process remain almost untouched, so the development of other tools is necessary.

IV. DEVELOPMENT OF STRATEGIC MANAGEMENT TOOLS

PJSC «OKZ»

4.1. Formation of the main tools of the strategic management system of PJSC «OKZ»

PJSC «OKZ» lacks universal development of strategic management tools that could be used for different strategies and in different situations. That is why we have developed the strategic toolkit of PJSC «OKZ» taking into account the specifics of the cognac market and the dynamics of our company's development. When determining the strategic directions of the enterprise's development, first of all, it is necessary to pay attention to the development strategies that it implements. For this, a tabular model of combinations of strategies was created, which shows the types of strategies used by PJSC «OKZ» and competing enterprises (Table 4.1).

Table 4.1

A model of combinations of strategies of competing enterprises in the domestic cognac/brand market of Ukraine

Name of Company	Concentration	Integration	Diversification
PJSC «OKZ»	Product development; Market development	Straight vertical; Reverse vertical	Centered; Horizontal
OP «UKZ»	Product development; Market development	Straight vertical; Reverse vertical	Horizontal
PJSC «House of vintage cognacs «Tavria»»	Product development; Market development	Horizontal	Horizontal
PJSC «Galicia Distillery»	Product development; Strengthening positions	Vertical	Centered

Source: improved by the author based on [26]

PJSC «OKZ» carries out vertically integrated growth, that is, control of technological processes from the production of raw materials to the manufacture of finished products. The enterprise, using its well-known brand, can carry out conglomerate diversification by mastering new technologies for the production of new products and entering new markets. The beginning of a full-scale war of the Russian Federation against Ukraine in 2022 requires the enterprise to form measures for a survival strategy, and after its end, to move to measures to support the development strategy. Let's define directions of strategic business development:

1. Measures for survival strategy: introduction of low-price segment production; organization of cooperation with Ukrainian restaurant chains; preservation of market share due to the rhythm and quality of products.

2. Measures for the development strategy: expansion of the raw material base; application of ecological mineral fertilizers for processing vineyards; production of non-alcoholic sparkling wine.

To avoid threats from the external environment, we will use the company's strengths and offer the following measures:

1. Measures for survival strategy: organization of safer storage of alcohol; increase in production capacities of primary production; more sparkling wine

positioning.

2. Measures for the development strategy: organization of the release of a brandy family collection; price positioning of VIP products; expanding the assortment of other positions at the enterprise.

In order to eradicate the weaknesses of the organization at the expense of opportunities, it is possible to use the strategy of improving the company with the help of measures, namely: a measure for the survival strategy: the creation of a new TM «Ukrainian brandy» for entering the foreign market:

1. Measures for the development strategy: transition to natural cork; implementation of targeted advertising; improvement of the line of ordinary cognacs.

To nullify weaknesses and minimize threats from the external environment:

1 Measures for the survival strategy: increase the use of domestic products; use of the latest technologies to increase the organic of products.

2. An event for the development strategy: the opening of branded stores throughout Ukraine.

4.2. Justification of the feasibility of the proposed measures

Our chosen survival and development strategies are appropriate and interrelated with each other. The survival strategy is an anti-crisis, purely defensive strategy, which is used in cases of a certain disorder of the economic activity of the market. The goal of the strategy is to stabilize the situation, that is, to create conditions for a further transition to a growth strategy. The company's development strategy can be characterized as a long-term, flexible action plan of an innovative direction with an appropriate level of risk, which is based on a detailed analysis of the company's internal and external environment, depends on human factors and requires investments to achieve effective results, increase the competitiveness of products and the company. That is why the measures for the implementation of the survival strategy were developed in the conditions of military operations and aimed at preserving the enterprise in difficult realities.

Description and calculations of measures for the development strategy of PJSC «OKZ»

West	Brief description of the event	Justification
Transition to natural cork	Using natural cork for bottle caps is really important. After all, cork oak bark is a renewable resource, and it grows again within a few years, so its extraction is an absolutely ecological process that guarantees the preservation of each tree. The largest producer of natural cork is AMORIM CORK, so we aim to cooperate with AMORIM. An ecological effect is expected.	To cooperate with the company, it is necessary to sign an agreement with the general director Carlos de Jesus. Airfare costs UAH 40,000/both ways and accommodation at the "Premier Hotel Odessa" hotel - UAH 7,000/2 days. A total of UAH 47,000.

Expansion of the raw material base	As a result of Russia's occupation of Crimea in 2014, Ukraine lost hundreds of thousands of hectares of vineyards, in 2022 it provoked the threat of extermination of vineyards located in the temporarily occupied Mykolaiv and Kherson regions. Expansion of the raw material base by increasing the area of vineyards. A decrease in the company's dependence on suppliers is expected.	1,000 hectares of land for vineyards in the Odesa region costs 270,000 UAH, respectively, 5,000 hectares - 1,350,000 UAH. A high-quality grape vine for the production of cognacs costs UAH 235/piece, 1,000 pieces are needed to start. - UAH 235,000. Staff - 20 people, payment per day 600 hryvnias. taking into account EUV - 96 thousand hryvnias. Total - UAH 1,681,000.
Release of family brandy collections	The collection is exclusive. Such a name will be associated with the value of the family, and for the first collection, selected grapes of a successful harvest from the best plots will be used, for which an exclusive assemblage will be chosen. The first such collection will be for the Shustovy family, the founders of the plant, and will be aged for 3 years. The expected effect is an increase in sales volume.	Purchase of grape varieties: such as Montils and Colombard, seedlings cost UAH 95.79 thousand. Costs for oak barrels for aging finished products. We need 3-4 oak barrels of 150 l, - 22 thousand UAH. Heraldry expert services (for design development) – UAH 37,000. Total - UAH 154.79 thousand.
Opening of branded stores throughout Ukraine	Branded stores make it possible to ensure a positive image on the market, brand recognition, and with high quality products and a balanced price policy, the expansion of sales markets and increase in sales volumes. The expected effect is an increase in the company's products on the market.	Initial costs: Premises measuring 86 m2 for a store - UAH 877.2 thousand/3 months. Equipment purchase costs - UAH 307,000. Working capital - UAH 921,000. Advertising costs (1 month): "Lightbox" sign - UAH 7,000. Advertising in social networks (Facebook, YouTube, Instagram). Creation of a 10-second video - 7.89 thousand UAH, promotion of the video - 3 thousand UAH/week, we plan 4 weeks = 12 thousand UAH. Total - UAH 19.89 thousand. Creating a store website - UAH 16,000. The cost of printing flyers is UAH 7.4 thousand. W/p with EUV to promoters - 13.5 thousand hryvnias. Total expenses for advertising - UAH 56.39 thousand. Total - UAH 2161.59 thousand.

To justify the feasibility of our proposed measures, we performed calculations and analyzed the effectiveness of their application. The expected effect of each measure is different, it is ensuring that the break-even point is reached, increasing the export of products, it is also increasing the volume of sales, reducing dependence on suppliers, increasing the availability of our company's products, or the opportunity to become ecologically modern.

V. CONCLUSIONS

In the course of the study, the theoretical and methodological foundations of the development of the company's development strategy were analyzed, a strategic analysis was performed, and measures aimed at maintaining the strategy of concentrated and integrated growth were proposed.

An analysis of the cognac production market was conducted and it was established that PJSC «OKZ» is the leader in cognac production in Ukraine, occupying 20% of the market.

The analysis of the main economic indicators of activity made it possible to conclude that in recent years there has been a positive growth of the main indicators of activity, namely net income.

In the course of the study of the strategic management toolkit of PJSC «OKZ», weaknesses that need improvement were identified and ways to improve them were proposed. It is proposed to use and implement a survival strategy. The following measures have been developed:

1. Introduction of production of products from the low-price segment.
2. Creation of a new TM «Ukrainian brandy» for entering the foreign market of ordinary cognacs, which will allow us to conquer a new segment of the foreign market through the associative series of our country's culture.
3. Organization of cooperation with Ukrainian restaurant chains. Wholesale sales and cooperation with large network customers make it possible to press into the market of new areas through collaborations and search for a possible future new consumer.

These measures will help to maintain a leadership position in the domestic market during wartime and will be able to support PJSC «OKZ» in a state of break-even operations.

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