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## **COMPARATIVE ANALYSIS OF STRATEGIC SETS OF DEVELOPMENT OF LEADING ENTERPRISES OF BREWING INDUSTRY IN UKRAINE**

The strategic management and forming the strategic set in particular occupy the important place among management technologies, providing efficient activity and development of enterprises in conditions of variability of the environment.

Strategic set is a system of different types of strategies that are developed by the company for a certain period of time, reflecting the specific activity and development of the company. It includes corporate strategy, business strategy, competitive strategy, functional strategies.

Corporate strategy reflects the general trend of development and serves to achieve its mission and common goals. Business strategies are developed in two main directions: product-market strategy and competitive strategy. Functional strategies are used to solve the tasks defined in the corporate and business levels.

Today the brewing industry is one of the most attractive investment sectors.

Strategic sets of leading enterprises of the brewing industry of Ukraine PJSC “Carlsberg Ukraine” and PJSC “Obolon” are analyzed in the article.

Carlsberg Ukraine is a part of the Carlsberg Group – one of the largest companies

in Europe, the fourth in the world by the capital in brewing groups. PJSC “Obolon” is the only Ukrainian brewing corporation that is among forty largest brewing concerns in the world and is one of the leaders of the beer market of Ukraine.

The strategy of PJSC “Obolon” targets to meet the requirements and expectations of customers and to maintain the leading position in the market of beer and soft drinks, with constant attention to prevent pollution and preserve the environment and taking into account the interests of stakeholders. The development strategy of Carlsberg Ukraine is based on generally accepted principles of successful economic existence of companies, one of which is a corporate social responsibility.

The analysis allowed defining some common features in both strategic sets of enterprises. They include: using the principles of corporate social responsibility to form strategies, using the mechanism of marketing responsible, attitude to the staff as the most valuable resource of the company. The main difference is the diversification of production of PJSC “Obolon” in comparison with PJSC “Carlsberg Ukraine.”